Evaluation Only. Created with Aspose.Words. Copyright 2003-2020 Aspose Pty Ltd.

AGENDA

MEETING OF THE BOARD OF COMMISSIONERS

Chair: Sheila Kuehl

Thursday, May 9, 2019
1:30 PM

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

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

ASPOSE
Your File Format APIs

1. **ACTION**
   Call to Order / Roll Call
   - Judy Abdo, Commission Vice Chair
2. **ACTION**
   Consent

A.	Approve Special Commission Meeting Summary Action Minutes and Transcript - Thursday, April 11, 2019	3
B.	Approve the Monthly Financial Statements Month Ending March 31, 2019	72
C.	Contract: Approve two new agreements and seven renewals and authorize staff to complete final execution of the agreements upon approval from the Board. **- John Wagner, Executive Vice President**	78

3. **INFORMATION**
   Remarks by the Commission Chair of the Board
   - Judy Abdo, Commission Vice Chair

Created with an evaluation copy of Aspose.Words. To discover the full versions of our APIs please visit: https://products.aspose.com/words/

COMMISSIONERS

Los Angeles County Supervisor
Sheila Kuehl
Chair

Judy Abdo
Vice Chair

Jane Boeckmann
Bobby Cagle
Barbara Ferrer, Ph.D., M.P.H., M.Ed.

Yvette Martinez
Romalis J. Taylor
Keesha Woods
Marlene Zepeda, Ph.D.

EX OFFICIO MEMBERS

Karla Pleitéz Howell
Jonathan E. Sherin, M.D., Ph.D.
Wendy Smith, Ph.D., LCSW
Deanne Tilton

EXECUTIVE DIRECTOR
Kim Belshé

EXECUTIVE VICE PRESIDENT
John A. Wagner

A PUBLIC ENTITY

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

4. **INFORMATION** **83**
Executive Director's Report
- **Kim Belshe, Executive Director**

5. **ACTION** **217**
Approve Resolution No. 2019-02, finding that the Capital Improvement Plan ("CIP") is
categorically exempt from review under the California Environmental Quality Act ("CEQA")
- Carl Gayden, Senior Director of Administration

6. **INFORMATION** **227**
Establish a Strategic Partnership with California Community Foundation Community
Initiatives Fund, Fiscal Sponsor for the Los Angeles Partnership for Early
Childhood Investment Baby Futures Fund for an amount of $200,000 to ensure a
complete and accurate count of children birth to age 5 in the 2020 Census for
the period of 12 months and Authorize First 5 LA Staff to Execute an Agreement
- Jennifer Pippard, Director, Strategic Partnerships
- Alba Bautista, Manager, Strategic Partnerships

7. Break

8. **INFORMATION** **245**
Strategic Plan Refinement Process (SPR4) Special Presentation and Discussion: Futures for Young Families Forecast
- Christina Altmayer, Vice President of Programs
- Joe Waters, CEO + Co-Founder, Capita
- Jason Swanson, Director of Strategic Foresight, KnowledgeWorks
- Jeff Bailey, Director of Strategy, Openfields

9. **INFORMATION** **287**
Draft of Proposed FY 2019-20 Budget (WRITTEN ONLY)
- John Wagner, Executive Vice President
- Raoul Ortega, Director of Finance
- Daisy Lopez, Financial Planning & Analysis Manager

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

11. **ACTION**
Adjournment

ASPOSE
Your-File Format APIs

Created with an evaluation copy of Aspose.Words. To discover the full versions of our APIs please visit: https://products.aspose.com/words/

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

MEETING OF FIRST 5 BOARD OF COMMISSIONERS

Thursday, April 11, 2019

750 North Alameda Street, First Floor

Los Angeles, California 90012

REPORTED BY:
HEATHERLYNN GONZALEZ
CSR #13646

Thursday, April 11, 2019; Los Angeles, California

1:37 p.m.

-oOo-

COMMISSIONER ZEPEDA: Welcome to the 5,736 meeting of -- I don't know. I have no idea. But anyway, it is the First 5 LA board of commissioners. Today is April 11th, Ten days after April Fool's Day, but we're still full of good tricks.

So let us begin the meeting by calling roll.

SECRETARY: Judy Abdo.

COMMISSIONER ABDO: Here.

SECRETARY: Michelle Vega.

COMMISSIONER VEGA: Here.

SECRETARY: Astrid Heger.

COMMISSIONER HEGER: Here.

SECRETARY: Yvette Martinez.

Debby Innes-Gomberg.

COMMISSIONER INNES-GOMBER: Here.

SECRETARY: Romalis Taylor.

COMMISSIONER TAYLOR: Here.

SECRETARY: Keesha Woods.

COMMISSIONER WOODS: Here.

SECRETARY: Marlene Zepeda.

COMMISSIONER ZEPEDA: Here.

SECRETARY: Linda Aragon.

COMMISSIONER ARAGON: Here.

SECRETARY: Carla Pleitez Howell.

Wendy Garen.

Deanne Tilton.

Sheila Kuehl.

SUPERVISOR KUEHL: Here.

SECRETARY: Quorum is present.

COMMISSIONER ZEPEDA: Did they call you, Judy?

COMMISSIONER ABDO: Uh-huh.

COMMISSIONER ZEPEDA: Sorry. I thought we missed one.

Thank you. A quorum is present. In case you heard some names that you don't recognize, I wanted you to know two people who are here. Michelle Vega is the public affairs director for the LA County Department of Children and Family Services. She is responsible for external and internal communications on behalf of the largest child welfare agency in the country. And so we're very happy to have you here. She has over 20 years of public affairs and public policy experience, including previously serving as a policy deputy for Supervisor Barger, one of my colleagues, and then supervisor before her Antonovich.

So welcome. We are -- we always, of course, miss people who generally are here, but we're very happy to have you here.

I also wanted you to greet Debbie Innes-Gomberg who is the deputy director for prevention and outcomes for the LA County Department of Mental Health. She's had a 27-year career, assuming leadership rolls in jail mental health services, the adult system of care. She was district chief for the Long Beach South Bay areas of LA county and oversees the administration of the mental health services act, which these days is, I would say most precisely, a humongous amount of money.

So we're very happy to have you here, especially with that role. Dr. Innes-Gomberg is the cochair of the County Behavioral Health Directors association, MHSA committee, including a member of its governing board. She's a leader in LA county and across the state on the mental health services act and on outcome and evaluation of mental health programs.

So we are very happy to have you both here, even if you may just be here for this one meeting, but we never know because there is an alternate from the department.

Michelle, we expect we'll see you whenever Bobby can't, especially the week that he seems to be getting married, which is probably a big thing for him. Though I just heard he called and said, do we have to have a marriage license? Well, I'm just going to say, Bobby Cagle -- and I can say this -- is a gay man. We don't

have a lot of experience with marriage licenses and stuff like that. So I would forgive him for not knowing. But Lisa Pinto, who always sits quietly in the corner but actually runs everything about children related to my office reminded him that he worked for the county, and their must be a way to do this. So, hopefully, by Saturday he will have one.

I also want to say for those of you that know Bobby, he and his partner Tim were together many years while he was running the children's services for the State of Georgia, but never was Tim allowed to be in the same room with Bobby whenever there was a public gathering. The Governor said that was not allowed. So do we wonder why he took the job here in California and moved to, oh, west Hollywood?

I always like to start the meeting with a bit of levity. And I hope everybody knows it's not at Bobby's expense. I'm very, very proud of him and Tim.

So we appear to have a quorum. So let us move to the consent agenda.

John, do you wish to present briefly the consent agenda because we're all dying to get to the break out sessions because we love talking to each other, which I mean it. We do.

MR. WAGNER: Okay. We'll do that. Thank you,

Supervisor, and good afternoon, commissioner.

Just to briefly draw your attention to a couple items on consent. In Subitem 2C, we have one contract amendment being brought forward for your consideration. This action would add $96,000 to our existing contract with Optimus for a total contract amount of $240,600. These funds would allow for the continued work with our consultants to explore and maximize with our county partners at DMH, Department of Mental Health, and the Department of Public Health on ways to maximize federal reimbursements for our select home visiting contracts. There are sufficient resources in the current fiscal year budget for this contract augmentation.

The three items on consent are all being brought forward to you as proposed strategic partnerships. And for those of you who are new to our board, this is our version of a sole source contract. The first Subitem 2D is to increase our strategic partnership with Third Sector New England which serves as the fiscal agent for Opportunities Exchange. This is an effort to assist ECE, or early childhood education, providers in sharing various administrative functions to maximize their efficiencies in their operations. If approved, the staff would have authority to continue the strategic partnership and fund the project costs up to $1.05 million.

Subitem 2E would authorize staff to establish a strategic partnership with Community Partners. Community Partner is a fiscal agent for the LA Food Policy Council. You heard a little bit about this at last month's presentation on county partnership. First 5 LA is seeking to work with the County Department of Public Social Securities and the LA Food Policy Council to fund a series of community meetings with parents and community providers across our five Best Start regions to explore ways in which we can enhance parents' access to nutritional food, including the accessing the federal/state nutritional benefit program known as CalFresh. This would be -- this strategic partnership would be funded through 2020. There would be resources, $25,000 in the current fiscal year budget and $125,000 in next year's budget that will be brought forward for your consideration.

Subitem 2F would establish a strategic partnership with the Advancement Project through June of 2012 for an amount up to $250,000. Back in 2010 this board authorized the advancement project to work with us and undertake a quantitative and qualitative analysis that led to the establishment of our 14 Best Start communities. Now, nearly a decade later, we'd benefit from better understanding how these communities have changed, what is different. And the Advancement Project contract would

allow us to undertake that analysis and to find ways in which to engage the Best Start regional and local networks in advancing the work and having the greatest impact for these 14 communities.

And, finally, I'd just like to point out that all of these strategic partnerships and the work associated with them were brought forward at the last program and planning committee meeting at the end of last month.

So with that, I'll turn it over to the chair.

COMMISSIONER ZEPEDA: Thank you, John.

Judy.

COMMISSIONER ABDO: I move approval of the consent calendar.

COMMISSIONER TAYLOR: Second.

COMMISSIONER ZEPEDA: Romalis seconds it.

Any questions or comments from the board of commissioners?

Were there any requests for public comment on the consent agenda?

SECRETARY: No request for public comment.

SUPERVISOR KUEHL: I have a motion and a second on the consent agenda. Is there any objection to a unanimous vote by those present?

Seeing none, that will be the action.

The next item is a few comments from the board

chair who already made two of her funny comments, but wanted to say I'm really -- I am really looking forward to the breakout sessions, not that I don't love chairing the board and having us all be together. But it's a step that I have been looking forward to in terms of fleshing out what we're talking about in terms of the strategic plan and how we really put flesh on the bones as it were and, you know, turn it into an action. And also, before we do the breakout sessions, receiving information in terms of what we have learned so far, our findings. I think that the findings in and of themselves present significant challenges to the work that we do, but they're not unfamiliar. And not only are they on unfamiliar to First 5, but they're not unfamiliar in terms of the -- both the front page of the first section and the front page of the second section of most newspapers in the country now because these are aspects, disparity in income, disparity in treatment based on race, and just all of the challenges that we have because LA county, since as, we know one out of every 35 Americans lives in LA county, is absolutely a microcosm of the whole country, but it is in a way more than that because California is to America as America is the world. People think, if they don't live here, I'm going to go there and things get better. And often there is a deep disappointment to find that things are often the

same here or even more challenging economically because so many people have come here with these hopes and expectations.

Still, I think we are doing a good deal in First 5 because hardly anyone else is really thinking about the zero-to-five population and their families. There's not that kind of focus. And it's very, very important that we're here and that we incorporate these learnings and understandings into our work.

The other thing I was really very happy to hear and see the work that we're doing in terms of food insecurity with the Department of Social Services and Department of Public Health, and we are also having another kind of partnership between public health and social services in that we're going to provide home visitation services for our CalWorks recipients. And that has not been done as much across the board as we'd like to.

In addition, the board directed DPSS to enroll as many people as possible in CalFresh. So I guess -- I like to think about the way we think about our families in sort of different ways that we slice and dice it. One is the mind-body kind of thing And how we think about different kinds of needs. Our concentration on food, on shelter -- and I don't mean like temporary shelter; I mean roof over

your head. -- on health, on work, growing emphasis on training and jobs as a way of maintaining health and shelter, which we know are connected, and mental health.

But there are other ways to slice and dice our families. I think we're looking at age. I had a very interesting experience on Sunday. Went to the dedication of a new pretty significant housing project at the LA Gay and Lesbian Center, but it's not just for gay people. Significant number of units for transition age youth, many of whom have been justice-involved or foster care kids; with supportive services, with an academy for training, in addition to schooling, sort of how to think about preparing for jobs. And next door we're building a 99-unit senior housing project. And so we're thinking, don't have your grandparents anymore? Walk over there. Your grandkids never come to visit you? Walk over there. We're thinking of sort of the intergenerational -- not we, but the project itself thinking about the intergenerational aspect of it. And I think that is one thing I want us to think about as we go forward, not that we don't. But it's interesting when one child becomes just as involved in a family. You see the rest of the children and the parents or caretakers and how they themselves have different needs. That's the challenge to the county.

So I think at First 5, we have an opportunity, which we are taking, to see these young children as a kind of a doorway to community needs and vice versa where we ask the community we're thinking about their young children, but they're really talking about families and, you know, the sort of a larger concept.

So I see First 5 as making enormous progress in a larger connected context. And I'm very -- certainly what we're going to talk about this afternoon is a part of that. And we've been a part of it.

So I -- with that, let me -- I don't know if it connects in any way to what you're going to say, Kim, because I don't ever know what you're going to say. But let me turn it over to our CEO.

Was there any request for public comment on my comments?

SECRETARY: No public comment.

SUPERVISOR KUEHL: I don't think we usually take that, but you never know.

KIM.

MS. BELSHE: Thank you. I love the image of the doorway and people go in and our of doorways. It's a bidirectional image that's I think really helpful to us.

I, like the chair, am really excited about today's presentation and discussion and feedback from the

board. And it actually -- as we continue to now launch more fully our strategic plan refinement effort, I've been thinking a lot of about our previous learning journey, and it has me reflecting back on 2013 when we undertook something called the listening, learning, and leading effort and the findings from that are in the L-3 pyramid, which I think Linda is going to share with us. But that was an effort to really lift up what are some of the key strategic issues that First 5 LA needs to wrestle with to maximum its contribution, to enhance its potential to contribute to results for kids. And these were the critical issues that were called out in terms of First 5 LA opportunities for greater strategic focus, clarity at the level of impact we seek, the role we play, issues lifted up about the diversity and perhaps not full coherence of our various programs and initiatives and the relationship of that work to our work in Best Start communities.

Some good learning about both the strength as well as opportunities to strengthen our work and partnership with diverse stakeholders and decision makers as well as parents, issues around our internal systems as well as governance and leadership. So really helpful learning about what we need to be focusing on as an organization to maximize our potential and maximize our

contribution and impact for kids.

And so just as -- and this process is what yielded our new strategic plan which was the 2015-2020 period, and it's that strategic plan that is the basis for our current strategy refinement effort.

So like listening, learning, and leading back in 2013, our SPR4 effort is similarly grounded in learning. It's grounded in careful listening. It's grounded in reflection on what does this mean, how do we make sense with it, and how do we make sense with it in a manner that allows to us lead even more robustly and significantly that we have in the past.

So Steven and Christina are going to talk about the first big deliverable associated with our SPR4 effort, looking at shifts in the landscape, looking at progress being made in implementation of our strategic plan as well as our internal capacity to influence or to do great work of this nature.

As the supervisor said, the findings are sobering. I mean, they are familiar and they are sobering. They remind us of why we do what we do and the urgency that we bring to this work, particularly in light of the changing demographics of our county and state, in particularly in relation to the significant disparities that we see across populations and in the context of the

specific areas where we have been doing work.

I think the report, though, is also an important affirmation that we are making progress against the critical issues that were identified a number of years ago. I think we absolutely have greater clarity of our strategic direction as policy and systems change leaders and funders and partners. We have clarity in terms of broader roles that we play beyond being a funder. We have greater clarity about our intended impact being at a countywide level, a population level, not just at a direct level. So I think it's both sobering as well as encouraging. And, most importantly, I think it's going to be lifting up for us some of the critical issues in 2019 that this board and the staff and really the broader community need to be wrestling with if we're going to up our game further.

So we're eager to hear from the board. Those breakout sessions are intended to be small groups of commissioners so that you can really engage together. We have identified three areas that are really significant for our work going forward around system strengthening, equity, and policy. And we're looking to you to bring you best, fullest, super-smart, and talented expert selves to these conversations. We'll be listening carefully. We'll be taking notes. And then we'll be looking forward to you

all reporting back.

So thank you.

SUPERVISOR KUEHL: Thank you very much.

All right. That concludes the one person talking part of the meeting.

MS. BELSHE: Let's turn to a new person to talk.

SUPERVISOR KUEHL: It was John and then me and then Kim. And now, there's going to be a very exciting question, I think, for -- for the board. The -- it's an action item. So I want you to understand that we will be thinking about whether we want to endorse as an organization the proposed measure EE for LA Unified School District.

So let us start with Kim to tell us what this is about so that we will ask questions and have the discussion and figure out whether we want to do this or not.

MS. PATTILLO BROWNSON: Good afternoon, commissioners, and thank you for both --

MS. BELSHE: Lean in, Kim.

MS. PATTILLO BROWNSON: -- both preserving your best future thinking for the SPR4 conversation, but also leaning into the immediate future which is right around the corner and a number of ballot conversations that are rapidly approaching. I'll just pick up on madam chair's

earlier comments about leading with young children. That doorway entry point is absolutely I think the frame that early learning is part of the entry point for the educational trajectory that LAUSD is looking at for about 600,000 young children across LAUSD.

So as an overview of what we're going to talk about, I'm going to start by framing this more in the context of what our approach to advocacy has been, a little bit of a look back in terms of where it has evolved, and also what past resolutions we have taken on, past statewide initiatives. We're going to walk back through an analysis of measure EE, which is a LAUSD parcel tax, review the engagement guidelines that we have previously used in statewide measures, and then we'll close with recommendation and for discussion for the board's consideration to endorse measure EE.

So I will just briefly touch on the slide and preview that this will be a longer discussion in the SPR4 conversation, but at the very sort of north star and orienting aspiration, by 2028 that we want all children in LA county to enter kindergarten ready to succeed in school and life. I don't have a little laser pointer, but I will say that today's conversation is primarily about early care and education; though, to some lesser extent, LAUSD is also doing a sort of number of new pieces of work

around family strengthening and developmental screening as well.

To ground, again, this conversation in the actual language of our strategic plan, I'll just call out the key words here of systems change: Collaboration, public policy, and impact for the greatest number of children prenatal to five. We have had this conversation around First 5 LA not being the agent of scale or sustainability, but our neighbor to the just southwest of here on Beaudry at LAUSD, again, serves 600,000 children across LA county.

In terms of our evolution in this -- the history of our more resent past, in 2015 is when we adopted our most recent strategic plan, highlighting the importance of policy and systems change and partnership and of advocacy. In 2016, really our maiden voyage, was to adopt a more robust legislative agenda for budget advocacy in Sacramento. In that same year, we also endorsed Proposition 55 and 56, one of which provided more money for K-to-12 schools, and the other which affected tobacco revenue and ecigarettes revenue for our own bottom line.

I'll just refresh the recollection that part of the reason we proposed to endorse the renewal of then Prop 30, which was largely a K-to-12 school funding formula, was because and continues to be -- and this trend has continued since 2016 -- that about 70 percent now of

four-year olds in state preschool are served by local educational agencies, so school districts and county offices of education. This number continues to trend upward. So when we think about critical partners, school districts are absolutely part of the success formula for the future and for scale.

In 2017, we debuted our policy agenda based on the strategic plan, engaged earlier and in more formative stages in Sacramento on legislation. And in 2018, some of these conversations around a local revenue measure began to percolate, and we were able to inform discussions around why any measure that should benefit K-to-12 should also have a component around early learning.

This is a very small print copy of our policy agenda, which is probably easier to see in your binder, but should be familiar. This is, essentially, our walking-around paper as we are in Sacramento, and you'll see, again, for those of us who will be joining us in Sacramento for advocacy day.

So today's discussion really is about not one particular issue area, but it is an org-wide strategy around partnership, around sustainability, around greater funding, and what local revenue could actually do for the early care and education system. To, again, refresh your recollection, there has been a lot of change in our board

membership since 2016, which was the last time that we had the conversation about statewide ballot measures. Again, we want to reassure you that there are bright lines of permissibility for this board to take a position on ballot measures, and we have, in fact, done so in the past.

So among the spate of activities that we can undertake, we can undertake an objective analysis of the measure, again, looking very cleanly at what the impact on young children and families would be of the measure. We can take the position, post the position on our website, and also respond to invitations to present the rationale and our analysis upon request. I can share that there is already some percolating interest in what this board will do, and we've already had that reach out.

We also have a number of bright line activities that we will not be undertaking. So traditional campaign activities are not activities that we would be contemplating or undertaking as part of an endorsement vote. We would not be gathering signatures. We would not -- in this case, it's actually already on the ballot by vote of LAUSD school board, but typical campaign material production we would not be including within our activities. We would not be linking to a campaign website. And so the host of things that oftentimes people think of as campaign related, we're not door knocking,

we're not producing materials. But as is appropriate for a neutral government agency, it is I think a public service for us to say what is good for kids and what is not. And the revenue component of this is, I think, what is leading our conversation about what is quite good for young children.

So these are the 75-word limit of the actual text of measure EE, which will be on the June ballot. In a lovely bright spring pink, you can see the word preschool. There are a number of uses that the school district is proposing to put the funding to use for. But importantly, because there have been a number of parcel taxes around the state that school districts have run, it is actually notable that in the ballot language that is going to the voters, this is one the first that actually calls out preschool as being headline worthy and has some ripple effects, I think, for the rest of the county as well as the state.

In terms of revenue, it is a parcel tax, but it is based on square footage it's 16 cents per square footage. It is expected to raise about half a billion dollars starting in this next fiscal year. Most homeowners would pay between a hundred and 450 annually. The proportionality of the burdens would be that about a third of the revenue would be generated by single-family

homes and smaller rental properties, and about two-thirds of the revenue would be by commercial property.

Again, just to put this in the context of how LAUSD's measure looks as compared to others, this is one of the first times that LAUSD has gone to the ballot on a parcel tax; not the absolute first, but in recent history. And in other parts of the state, parcel taxes are now quite common. So one in eight school districts across the state have passed parcel taxes primarily in the Bay area. And for anyone who is counting north-south rivalries, there is a competition.

Among the criteria that we look at for analyzing ballot measures, obviously, impact for young children is, obviously, our orienting principle. We are looking at alignment with our strategic priorities, sustainability over the long haul. And then there's also a number of criteria that we also look at that play a different role because, candidly, this is our own backyard. This is a little bit different than taking a position on a bill in Sacramento where there's maybe a "me too" letter that may be submitted. So there's reputational risks. There's partnership implications. And we are also weighing the likelihood of success. And I'll be talking through some of the recent poling information.

Okay. All right. So what we have seen in resent

times -- and some of this I think is maybe still top of mind for many folks. Because we had the LAUSD strike earlier in this year, there has been a surge of public support for public schools. And so we are have a record high of 62 percent of voter, indicating a great need for additional funding, 20 percent saying some additional needs was as of February, but 85 percent strongly backing the LAUSD strike, and 75 percent of voters strongly -- excuse me -- supporting the parcel tax, including a six percent of undecideds who are leaning yes.

To do the refresher, as opposed to candidate races, parcel taxes require a two-thirds majority. So 67 percent is the magic number that is everyone is tracking for, and 75 percent is a healthy margin in advance of that.

Among the ballot signers for the partial tax, we have Mayor Garcetti, as well as a host of representatives from LAUSD's nurses, teachers, administrators, instructional leaders, and higher ed leaders from CSUN. We also have, in addition to the list of supporters as of the time of certification, the California Committee Foundation and the Courage Campaign have also come out.

It's an interesting political alignment where you have UTLA and the charter schools association both endorsing, and I think in some ways that is part of the

sort of political calculus as to the support for this measure.

In opposition, the LA Chamber of Commerce, the Valley Industry Chamber of Commerce, BizFed, Howard Jarvis Associates. And since the time of this going to press, the Beverly Hills Real Estate Association has also come out in opposition.

In terms of merits, the arguments around why the Measure EE is necessary largely deal with an ongoing conversation that is certainly one that is happening here in Los Angeles but also is very much echoed in Sacramento -- and I think today actually was the very first day of the Sacramento teachers strike as well, which is the first time that those teachers have striked in 30 years -- is a conversation around underfunding for per pupil K-to-12 funding and California being at 44th in per pupil funding.

Currently, the state funding basis requires that LAUSD cover overage that is not provided by per pupil funding. And the prediction is that by 2021, cuts would be required to not just K-to-12 funded programs but also early education programs in order to sustain the programs -- or rather to pencil out and have the budget balanced.

There are components of fiscal oversight, accountability, and reporting that are included in the measure. And that is part of the good governance portion

of what is included.

In opposition, the arguments in opposition rely on the tax burden being more heavily borne by the business community. There is some speculation that apartment owners will pass on the taxes to renters directly causing rising rents, and that the funding would not be used to improve classroom education but to fund pensions, benefits, and a subsequent iteration that has become -- has been getting some more circulation is a general line of argument around waste and mismanagement, which the "No On EE" campaign is leading with.

In addition, the opposition campaign has proposed -- and sorry. I'll backtrack on this a little bit. The support campaign has raised $1 million thus far of a war chest. The oppose campaign has raised 133,000 in opposition, but is aiming to raise 4 million in total, and that -- where that lands between now and June 4th is, I think, the open question.

So in terms of the analysis on the merits for us, the first question is around the alignment with our strategic plan. And the funding for early care and education programs is, obviously, critical to the success of our strategic plan ambitions around early care and education. We also have language around wanting to make sure that it's access to high-quality early care and

education. And LAUSD's workforce disproportionately holds a very high number of teachers with both BAs as well as AAs in lead teacher as well assistant teacher positions and highest ratings four and fives on quality rating and improvement scale. LAUSD is a high scale and impact player unto its own. They serve over 20,000 young children. That is they are the single largest provider of preschool in the state.

And the sustainability plan is -- is not a short term one. It is a 12-year plan. And what we have seen in other geographies is that, when a parcel tax is passed for the first time, the renewal measures that are often put to voters tend to poll at percentages even higher than the first. There's also a rationale around this being counter-cyclic to what is expected to be the eventual next recession as California's economy tends to wax and wane. Because parcel taxes are based on property values and square footage, they're not expected to go down with markets as our state budget is, unfortunately, want to do.

We've covered some of the poling already in terms of the likelihood of success with two-thirds being the threshold and 75 percent being the most resent poling published. In terms of the reputational risks and reward calculation, it certainly positions us as not just a partner that is asking something of our school district

partners, but is also supporting sustainability plays that are not about our pocketbook, that are not about just the State budget, but are about the internal finances of scale players and providers of ECE services.

And then the last, I'll just flag that, although we are not going to be on the same page as some of our business partners on the parcel task, we're not expecting any lasting friction or toll on the relationship. I think we are in fact still moving quite steadily ahead in terms of statewide joint advocacy, and I think there is a reasoned understanding that we see these merits differently and will continue to partner on other things where we are aligned.

So this is the high-level review of high alignment with the strategic plan, high impact at the range of 20,000 young children: 12-year sustainability. Solid likelihood of success, though elections, as we all know, are highly unpredictable experiences. And the reputational risk-reward calculation and partnership calculation being net positive.

So with that, I'll just remind you again that we have guardrails that -- as to how we can engage. These are the most obvious ways in which we would engage most immediately; and that we, of course, will honor our public obligations and not lean into any sort of campaign

activities that would bring shame to this board. So we will do you proud and welcome your conversation.

COMMISSIONER ZEPEDA: Thank you very much. Very informative. Very complete.

Marlene.

COMMISSIONER ZEPEDA: I have a question, Kim. I just want clarification on what they mean by preschool.

MS. PATTILLO BROWNSON: Yes.

COMMISSIONER ZEPEDA: Because on the actual text, it says preschool, but then in the other part of the presentation, they talked about the early learning division, which there is infants and toddlers and children under the age of three.

So my question is, what are they talking about when they're talking about preschool? I guess the issue for me is, are we talking about transitional kindergarten where have you a boatload four-year olds, or are we talking about the early learning division which focuses on children outside of TK.

MS. PATTILLO BROWNSON: So preschool for LAUSD's nomenclature is early learning and care. So that's zero to five. TK is actually under the early elementary division and so would be funded as part of their K-to-12 plank, but is not encompassed within this. So the definition -- it is not a probable explanation to think of

school as being the same as TK because they're just not organized that way currently.

COMMISSIONER ZEPEDA: I know they're not organized that way, but we are talking about -- you said there was 70 percent of four-year olds in California are being picked up by school districts. Is that what you said?

MS. PATTILLO BROWNSON: And that actually is a reflection of just the state preschool program, not inclusive of TK.

COMMISSIONER ZEPEDA: I guess my concern is the younger populations and whether they're going to -- there's a commitment to that particular population. So that's why I bring it up.

SUPERVISOR KUEHL: Keesha.

COMMISSIONER WOODS: This is more to the commissioners and to Kim in terms of, I believe that these kind of measures really support our strategic plan and where we are trying to go as a commission. Any possibilities, any resources that could bring to bear outcomes for our birth-to-five population, I'm totally in support of. However, in this one I'm going to have to abstain only because of LACOE's role as fiscal overseer and possibly receivership for LAUSD.

SUPERVISOR KUEHL: Thank you.

Judy.

COMMISSIONER ABDO: Well, I'm very excited about this measure and its chances for passing being so good. I think it would be really important to have our name on the list of supporters. It helps them, of course, but it -- I think it helps us too because it puts us in a position of, we're important. What we have to say about early childhood and zero to five is important enough that we would be on a list of supporters for a school parcel tax.

SUPERVISOR KUEHL: Romalis.

COMMISSIONER TAYLOR: I have a question. Kim, are they going to do for the preschool kids the screening tool to determine where the children are, if there's any issues for them that needs to be addressed, you know, like if they might end up being -- having learning disability or something like that so they can get a better pathway?

I know we're doing this with a couple of school -- couple of the operations or regions within LAU school district. What about all of them? Is that going to be a part of this dynamic to spread that effort?

MS. PATTILLO BROWNSON: In all candor, the developmental screening piece of this is not built into this agenda. There is a -- just as a function of practice, LAUSD has higher rates of screening than a lot of other preschool providers, in part because they are

connected to special ed. They also have inclusive special ed classrooms. However, developmental screenings is not a part of the ballot measure or ballot arguments.

I would say though to Commissioners Abdo's point, to the extent that this is as much about the revenue and sustainability as it is a long-term partnership, and I think it strengthens our hand to be in support of a partner's revenue solidity, to then actually continue a conversation after we get past a parcel tax to talk about ways in which they can improve.

Dean Tagawa, who is the head of early care -- or early learning at LAUSD, I think, also has been very supportive of incorporating developmental screenings more and also has expanded the number of inclusive classroom settings within LAUSD, has also, by the way, included trauma-informed instruction as part of the professional development. Some of that has been actually sparked by conversations from and with us, but I think he has just been and continues to be an incredible partner with a great deal of receptivity to have conversations about how to bring more comprehensive services into the classroom.

COMMISSIONER TAYLOR: I'm hoping that a part of this, you know -- because I'm not -- I'm in favor of it, but when we talk to our partners, that we advocate for this issue for all these children. I know we're doing it

in a few schools to model it in concept. I'd like to see it spread to all the schools. This additional funding should take care of that and address that because our issue is, the sooner you do it, the better it is for the children.

So I'm just saying, in that secondary conversation, we should encourage our collaborative partner to spread it to all the schools for all the young children.

MS. PATTILLO BROWNSON: Thank you.

SUPERVISOR KUEHL: Anyone else wish to -- Marlene.

COMMISSIONER ZEPEDA: I have a question because I think what Commissioner Taylor is talking about is how they're going -- if in fact it passes, how they're going to use the money. And I'm wondering to what extent we've had any conversations with any school board members or with the superintendent about that issue or it's maybe premature to be engaged in that conversation.

MS. PATTILLO BROWNSON: I do think that the school board members who have been championing this and the superintendent also had this -- the inclusion of preschool came with political support. And the superintendent and several board members raised this importance, the importance of including preschool. They

have not designated seats to any particular issue areas on the oversight and accountability board, but I think that is a perfect space in which the next stage of advocacy could go to ensure that there's a seat at that table.

SUPERVISOR KUEHL: Judy.

COMMISSIONER ABDO: I'm going to move that we adopt a support -- support position for endorsing Measure EE.

SUPERVISOR KUEHL: Is there a second?

COMMISSIONER ZEPEDA: I second.

SUPERVISOR KUEHL: All right. We have a motion and a second to adopt the resolution to endorse Measure EE.

Let me say for -- on my part, I'm strongly supportive of this. I honestly don't think that early childhood education or care for our population is going to be the biggest part of this, But, as we've been talking about, families and communities and neighborhoods. I think any -- any attention that helps family and helps support older kids in school, many of whom are caring for kids that we care about, can be extremely helpful.

It has a great asset in Mayor Garcetti, who -- any of you who were on the receiving end of his advocacy on Measure M knows that he doesn't give up. And he has asked Rick Jacobs to head up the campaign. Rick worked

for him for a while, worked with him for a long while, used to head up the Courage Campaign, and is also extremely aggressive on this matter. But I think they both got energized during the teachers strike, not that they weren't before, but became so much more engaged with parents and teachers and educators in Austin and everybody. And that makes me think that there's a greater chance -- even greater chance of success.

The -- this will not be a countywide measure, of course. This is only for those communities that are served by LA Unified, but there are quite a few that have been supportive of other parcel taxes and sales taxes in the past. And I think everyone's attention that the importance of schools and how they have suffered from under funding for so long really is at a peak now, which is why I think they wanted to try to take advantage of this.

So any further comment and request for public comment on this?

SECRETARY: No public comments.

SUPERVISOR KUEHL: All right. I have a motion and second to endorse Measure EE. Is there any objection to a unanimous vote, excepting LACOE's representative for this measure?

Seeing none, that will be the action.

All right. Thank you very much. That was a very good and full report. I think it's good for us to understand what it's about because people will hear that we took a position, as Judy indicated, may say to you personally, why are you doing this, 16 cents a square foot sounds like a lot to me. And you will be able to say just why you support it.

So now let us take a ten-minute break and come back at 2:32. And I'll see you then.

(A brief break.)

SUPERVISOR KUEHL: If I can get the commissioners back. Did you enjoy your break? I really did. I had three grapes and a glass of iced tea. All right.

So let us move into our last item on the agenda, which is going to have two main sections, the first which will be shorter than the second. Good. But both of them relate to sort of the -- moving the ball forward on the strategic plan refinement process, so to get an update on it. And then the plan is that we will divide -- be divided into three subgroups to have a discussion about what you're about to hear and the next phase for our strategic plan refinement. And then we will come back, and I think we'll try to have a timeframe for that because we generally finish at you 4 know -- well, we have to finish at 4:30. I'll out of here at 4:30.

MS. BELSHE: We'll be done before that.

SUPERVISOR KUEHL: Well, we'll see how it goes in our groups. We love talking to each other and with each other. But let us begin with talking about what this is about, what we've been learning, and what your hope is that we will discuss.

Over to you.

MS. ALTMAYER: Great. Thank you. I'm just going to make a few opening comments before I introduce Steven LaFrance from LFA that will walk us through the report. So I just want to provide a little bit of context of where we were, where we are, and where we're going.

Where we were. We launched the strategic plan refinement process of January of this year with what we called our review phase. This was reviewing both progress that First 5 LA has made on its current strategic plan, as well as what's been happening in the environment, both locally and statewide in terms of early childhood. And that process was principally informed by a series of interviews, many of which you -- many of you who participated in those interviews, and we thank you for that time, as well as a landscape review of what's happening by reviewing a significant number of research reports, and these interviews and stakeholder with our external partners. That's where we were.

We're just at the completion of the first phase which is called a review phase. Where we are today is beginning our reflection phase, our next phase, which is what we'd like to engage you all in the small group, is to look at the review findings, have some discussion, and provide some guidance to us as we think about the refinement stage, which is where we're going tomorrow, which is what does all this learning about where we've been tell us about how we have to refine our strategies going forward.

So today's discussion will help us think about what are some of the key questions that we need to explore further, how should we be framing those questions, what is the analysis that we need to do, and really what are some of the considerations that we should be thinking carefully about as we refine our current strategic plan.

So today's presentation is going to be looking at what we call the first part of LFA's report, which is a report. The full report was provided as an attachment to the memo and is available for your review. And we welcome your comments and feedback and questions on that.

Today we're principally focusing on the first part of that report, which is called the landscape review. At the PPC meeting later this month, we'll dive deeper into the programmatic recommendations -- programmatic

findings and have a deeper discussion around what are those implications as we refine our strategies. And then the last piece of the report, called the organizational assessment, will be considered after we think about how we want to refine our strategies. We'll be answering the questions about, what is the organizational capacities and competencies that we need to do in order to effectively execute on our strategies.

So today, again, is really focusing on the landscape review. In terms of time, we're going to try to keep this first piece to about 20 minutes, allow for questions and answers. Then we'll break into small groups. We have three small group discussions. Each small group discussion will be focused on one of the major implication areas. We'll get to that after Steven's presentation. and then we'll have about ten or 15 minutes at the end for reporting out.

So with that, I'll turn it over to Steven to walk through the report.

MR. LaFRANCE: Thank you, Christina, and good afternoon, madam chair, commissioners, staff, and community members.

It's a pleasure to be sharing with you the findings of our data review that we've conducted. and I will echo Christina's appreciation for the time that all

of you provided in informing the results of our landscape review.

The very first thing I want to say, in the spirit of not burying a lead, is that, as we reviewed the data and spoke with stakeholders for this review phase, one of the most resounding conclusions we came to in and findings that we arrived at was that First 5 LA has indeed made good on its commitment to focus its strategy, to increase its concentration on how the tools of policy and systems change can improve outcomes for children and families. And in this context, in the strategy refinement process, it really provides us with the opportunity to think about the question of what -- what is possible now; what conditions have been put in place over the last three years that might make greater progress, newer approaches, and refined strategies possible to further advance outcomes for children and families.

So that is the very positive and exciting opportunity for the commission to discuss today regarding the work of this organization. As the chair and executive director described, it's also in the context of a lot of significant challenges in the communities, largely owing, if not exclusively owing, to forces much larger than and outside of the control of First 5 LA in terms of growing disparities in the communities in which you work and in

the county overall. But, as you have discussed to date, there is a commitment that this organization has made in your investment guidelines conversations, to equity and addressing disparities that I'll present on as we go through the report presently.

So Christina has -- I skipped past the -- oh, here we go. There's very brief context about the overall SPR4 process. Christina has already grounded us in where we are. We're exactly at the juncture between having completed the review phase and moving into the reflect phase. Each of these phases are roughly three-month time periods. So we will be in this reflect phase April, May, and June before we move into, what is the reflection on our learning mean for strategy refinement.

Also has Christina laid out, there are three layers to the overall report: The review of the landscape, what's shifted, and what does that mean for your work; a review of the organization, what progress -- where is First 5 LA in terms of its strengths and areas for growth; and the program we use as a broad umbrella to mean program, policy, communications, all of the tools First 5 LA uses to effect change in communities; what have we learned about where -- what progress has been made and, again, where are there further opportunities.

So in terms of the landscape review, which is our

focus for today, the layout of the presentation follows roughly opening with highlights of the quantitative aspect of the review from data reports, and a synthesis of qualitative data from stakeholder conversations.

This is where the glasses come on.

Over -- overwhelmingly, we were struck in every single report that we read and every conversation that we had, the county is more diverse than ever and disparities are growing. So this presents -- again, depending on which side of the coin you're looking at -- a real set of challenges or a real set of opportunities for First 5 LA and your work. The majority of children prenatal to five or birth to five are children of color. Nearly half are foreign born. Two-thirds of those are not citizens. And there are real geographic disparities, as we discussed in the past several months. And you all have put a point on opportunities not equally distributed across the county. Even within areas of relative opportunity, there are pockets of further distance to opportunity.

And while we're talking here primarily about -- on this line at least, race, economic opportunity, and immigration status, there are many other dimensions of access to opportunity that the commission has pointed to as ones that merit attention as we reflect on implications of where things are today in the county and refining First

5 LA's strategy.

Just to pull the thread through a little further about the implications of inequities that -- that are present in the county and to put some figures to it, LA county is seventh in income inequality in 150 largest metro regions in the country. People of color are far more likely to be in poverty or among the working poor. And, I think, as we -- of course, as we have our conversations about what are the implications of inequity, we'll be thinking about the intersection of various experiences, life experiences, and circumstances that families find themselves in that put them closer or farther to opportunity; race, socioeconomic status being chief among them, but not the only ones.

As we engaged in stakeholder conversations, a resounding theme that the attention to the matter and concern over these growing disparities is really coming to a pitch. And that is, essentially, a comment on where the timing of First 5 LA's strategy refinement process is intersecting with where the climate is around you to create some real opportunities for the organization to -- to -- to lean into where you could have the greatest impact.

Educational attainment is another area where there are tremendous disparities. They fall along racial

and ethnic lines. And, strikingly, gaps in income persist along racial lines at all education levels. Regardless of education, race and ethnicity plays into economic opportunity.

There is differential access to employment and education that is contributing to disparities generally and racial disparities specifically. In each of the First 5 LA's four outcome areas, each of them is laid out here. I don't know that I need to go through all of them in -- in detail. But the -- the kind of takeaway is that the chances of upward mobility are -- are lower relative to -- relatively speaking for families and children of color, black families and children in particular.

In terms of early learning landscape and trends, you know, preschool enrollment and -- in terms of health, screening for developmental delays, and access to services are also areas where there are extreme disparities confronting particular subpopulations of children and families.

So that is -- that is the review by -- by the numbers. Obviously, not a 100 percent review of all the data that we looked at. Christina mentioned that there were a lot of number of interviews and reports that we conducted. Large number means over 20, close to 30 interviews and over 30 data reports to synthesize this

information. So you're getting quite a distilled version.

But turning to the qualitative findings, as we've discussed as well at commission meetings, the conversations, there is a state policy climate that has become ever -- more than ever favorable for system level investments and early childhood that also applies to local conditions. This is where we begin to get at the intersection of where there's opportunity in the landscape and observations about where First 5 LA is today as an organization. First 5 LA brings credibility and focus to the policy table, apropos of the conversation that Kim Pattillo Brownson was just facilitating for us.

There's a real interest among funders in the county for First 5 LA to lead the charge as there is the need to craft a unified vision for how investments are directed at the statewide and county level for early childhood. And the emphasis on continued partnership and coordination to ensure the wise and strategic investment came through very clearly to us in -- in conversations. And, you know, this is -- this is I think a comment on where we both heard about the progress that's been made on the journey and a lot of the endeavors that First 5 LA has put before itself are those with which you're always seeking to make further progress.

So First 5 LA is seen as a strong, credible,

trusted, partner, and there's interest in greater partnership and leadership among the organization moving forward as well.

Having pivoted in the past three years from a relatively, you know, greater emphasis on direct services to greater emphasis on systems and policy change, when we kind of took the pulse in these interviews on, so how has that been received among local entities, overall, there's a very positive reception and in interest -- or receptivity to the path that First 5 LA is on. The thought leadership and partnership are seen as key to sustainability for work to better serve children and families in the county, the work to think across the silos that tend to get created by funding mechanisms, and, you know, work that can happen either by sector or department raises the opportunity for First 5 LA to even more effectively facilitate cross-sector collaboration.

And as -- to kind of drill down on that, we heard a lot about how the strengthening of partnerships with research institutions has created a new opportunity for leveraging data as a tool for not only shining a light on disparities, but also understanding how those can be addressed to approve outcomes more equitably across the board for -- for children and families in the county.

So with that very brief review of the

quantitative and qualitative data, I will just take a moment to highlight what we pulled out as the three major implications from this landscape review around which your small group discussions are organized. And, of course, there will be opportunity for you to make comments and ask questions in between having shared this report and in your discussions. But the first is, of course, effectively targeting and refining strategies to address inequities will require, among many other things, but first and foremost, an understanding of the nature of the problem for different subgroups and subpopulations of children and families in the county. And this aggregated data can help us know what -- where are we and what does that mean for what we need to do to better support all children and families in the county.

The notion that there are barriers to children and families receiving needed services, including the lack of availability in services, and also on the flip side, actively supporting connected pathways to needed services is really key, particularly for LA's most vulnerable and disconnected communities.

And then the third implication, as I've discussed, is that stakeholders are increasingly looking to First 5 LA to be not only be a local and countywide policy leader, but also a statewide policy leader to

inform and influence investments in the context of what may be -- maybe not, maybe we can hope not -- but what we've heard characterized as potentially once in a generation window of opportunity in the state where there's an alignment of -- an alignment of where the economy is, where the statewide leadership has signaled, and where this organization has sort of gotten itself to in terms of strength and positioning relative to systems and policy change work.

So with that having shared the findings of the report itself, shall we pause here for questions?

MS. ALTMAYER: So we can just open it up if there are any questions. I know Steven went through -- the full report is included in the package. We're happy to answer any questions about that before we go into the three breakout groups. And I'll give some guidance on that before we do.

SUPERVISOR KUEHL: Any questions on the presentations?

Astrid.

COMMISSIONER HEGER: I have one question. I think what would be really helpful to me, because you know my prejudice, is when we look at disparities and looking at the different socioeconomic brackets and that idea of ethnic breakdown, is to include as one of those the foster

kids, so that we have -- or kids that are under DCFS supervision so that we really look at the need to concentrate a lot of resources aimed at that population.

And, then again, looking at data, I think it would be helpful -- and I'm sure Michelle would agree with this -- is to look at outcomes and -- of kids who are placed in kinship or -- or placed in commercial foster homes and the idea of that disparity as well as we -- as we begin to recommend targeting populations that -- as you do on the next page or two pages over -- on vulnerable populations.

But I think that data is missing oftentimes in everything that we do. So I would ask that we at least ask for that.

SUPERVISOR KUEHL: Thank you.

Keesha.

COMMISSIONER WOODS: This is a question. Do we look at, based on this new landscape data, which I think is really good -- it's very, very helpful. Thank you. -- where we were when we first started the strategic planning these areas that kind of shaped our goals and our directions at this point, given that this is a refinement of a previous plan and we -- do we know whether or not it's grown, it's been reduced, any impact that we possibly could have had in the previous landscape just to see the

difference if there's any?

MR. LaFRANCE: In our -- Commissioner Woods, are you asking specifically regarding the qualitative trend line data?

COMMISSIONER WOODS: Yeah. Just in these particular areas. So, for example, we're saying that 79 percent of our children are of color. That's under 5. When we first took on the change system or the legislative focus policy agenda, what was it then? Was it 50 percent? It's grown by 20 percent? So, therefore, we --

MR. LaFRANCE: Right. So the answer is, yes, we've looked at the trends, did not pull those into the presentation. And I don't have the numbers off the top of my head, but the answer is, yes. And those will be available for the strategy refinement conversations.

And in a nutshell, a principle that we followed in pulling out the datapoints for this higher level examination, we focused on those areas where there have been significant changes. So without having the exact numbers in the moment, yes, we included the trend line review. And these datapoints were selected in part because of where they reflected the real changes relative to -- we looked at a three- to five-year time period that predated the current strategic plan by a few years.

COMMISSIONER WOODS: Thank you.

SUPERVISOR KUEHL: Any other questions or comments?

Romalis.

COMMISSIONER TAYLOR: In you're looking at these goals and things of that nature, public health indexes has such dated action items, you know, that come out where you look at, what are you going to try to do and what are the outcomes. Did we take any alignment of that to what you're talking about here with regards to focus on disparities? Because the -- what we want to do is focus on the positive outcomes that we're looking for. So I think it's very important that we look at that and those 25 action goals that they've already develop and vetted that have a positive look in outcome because it's very important that data plus insight equals action.

MR. LaFRANCE: Right.

COMMISSIONER TAYLOR: It's also important that we look at targeted universalism. That creates a universal goal that it attained on a broader scale because we can't always get -- drill down to the micro level. We have to have a macro perspective in this sometimes in certain areas. So it's got to be -- some things are going to be very small and others are going to be much more broader for the landscape.

And we've got to be careful that we're not

looking at portraits versus the landscape, the real landscape. So I just want to kind of throw that in there as we move forward. Because there are other reasons why these conditions exist, and the insight behind that tells you what actions we should be taking; right?

Okay.

MR. LaFRANCE: Thank you, Commissioner Taylor. I will just make brief mention that this review of the data that we conducted is really one step in a larger number of steps that will occur with respect to data review and reflection. We wanted to kind of get the big picture landscape sense. And we've just -- we also developed guidance for what will be the process for the strategy refinement that will include looking at the -- kind of the system policy and structural analysis underlying what we're seeing as the disparities here and what are the strategies that are known to create the positive outcomes.

So I just wanted to layer that in as part of what will be the ongoing work of this process.

COMMISSIONER TAYLOR: I care about the messaging. So we need to make sure that we're going to talk to the people in the community that we're talking about to find out their perspective on what they see as the issue, and not deal with our analytical implicit or explicit biases that we may or may not be aware of. And I'm talking about

systemically as well as individuals, because when you're sitting there interpreting this stuff, you bring our own implicit bias with you whether you realize it or not. So the explicit issue is what is the system outside saying about it versus what you say about it. And that's why -- we've got to tap that off with talking to the people in the community we're talking about.

SUPERVISOR KUEHL: Marlene.

COMMISSIONER ZEPEDA: I have a question, Steven.

In your review of the landscape, was there any -- did you think about the issue of the declining birthrate that we are experiencing in LA county? I mean, that has direct implications for many of our programs. So and -- and just even within the Latino community, we've seen some shifts from immigrant to nonimmigrant populations or second and third generation. So I think that also has implications for some of the things that we're doing.

MR. LaFRANCE: Yes. That was definitely part of the data review that I reference in several of the reports we took a look at. And, I mean, I think in a nutshell, the -- the issue, as you say, is that we need to bring the fact of the declining birth rates and the changing profile and nature of the early childhood population into the refinement conversation. So it was definitely part of the review.

COMMISSIONER ZEPEDA: Okay.

SUPERVISOR KUEHL: Any other questions or comments?

Thank you. I think one of the things that we struggle with, and I think each of us in our own arena as well, is sort of the difference between what we can help to happen and what we can't help to happen, and, conversely, what we can keep from happening, which we normally call prevention, and that which we don't really have much control over.

I've sometimes compared the county to the guy who walks behind the horses at the parade because in many ways people say, what are you doing about homelessness. And I'm saying, why did you raise the rent. You know. I mean, I didn't make this guy homeless; you did. But you want me to deal with him.

And it's not just that and, you know, not that easy. But I think First 5 has a very wide lane, and we're running alongside a lot of other people's lanes and we see them as connected, but I think in our discussion and in our approach, it's -- it's good for us to not to think too narrowly, but to understand kind of what we can do both in the arena of prevention. And we have tried to deal for decades and decades in our own personal histories with prevention of poverty, which seems to be so connected to

everything else with which we have to deal.

And then with kind of, how do you meet people where they are. How do you deal with sexually-exploited children who have been sexually exploited? That's where they are at the moment. And in our arena and all of the data that we're seeing really very much the same thing. It's not hopeless. It's very hopeful.

But I think in our conversations today, I would like to see us think about our own particular talents and abilities and kind of realities, and how we at First 5 LA can take this information because it's just started. As we were told, there will be an organizational review, a programmatic review. We'll be hearing about this as we go along. This is really kind of, what have we heard is out there right now, and -- but I think in our conversation, not to limit our thinking, but to really anchor it in -- in the kinds of things that we can do and do do in our own arenas and in First 5 LA.

So with that, perhaps you would tell us who's in what group and then I'll set a timeframe and we will go into the next phase.

MS. ALTMAYER: Thank you. Very good.

So this next phase is really exactly for that discussion, for to us break into three groups and look at each of these key themes. We've identified the

commissioners that we asked to participate in each of those groups. There will be staff with someone to assist in taking notes and capturing your feedback.

We'd like the first group to focus on the questions that we've identified related to the first theme on equity. The second group will be focusing on systems and really leveraging how we are working in particular, but not exclusively with our county system partners. And the third group is really leveraging this role of First 5 LA as an important policy advocate and what are the opportunities where First 5 LA can really further expand and influence California's early childhood investments.

So the first group will be in the corner over there. Then the second group will be right here in this horseshoe. And then the final group on policy will be in the commissioners' conference room.

SUPERVISOR KUEHL: There's only nine of us. There's three in each group. Is that what you --

MS. BELSHE: They want to move Judy into that -- we've got four in one.

SUPERVISOR KUEHL: Oh, that's right.

MS. ALTMAYER: That was a last minute change, so we --

SUPERVISOR KUEHL: Yeah. Because Yvette's not here, so --

MS. BELSHE: We would like to invite Judy.

SUPERVISOR KUEHL: So the equity group is in that corner?

MS. ALTMAYER: In that corner, yes. And the systems group will be right here at the center table. And, Judy, we'd ask for your flexibility, if that's okay, to move to the final group, but the bonus is the food's in there, and talk about the policy issues in the commissioners' conference room with Commissioners Woods and Zepeda.

COMMISSIONER ZEPEDA: Our group will solve everything.

MS. ALTMAYER: Thank you.

SUPERVISOR KUEHL: All right. So let me set a timeframe for it. Since we're actually not going very far, we don't really need a break, I don't think, to go into it. So let us say that we're beginning these groups at 3:10. And let us then think that we will talk for half an hour, I think, since there's only three people. That's ten minutes for each person. That will be, I think, sufficient. We'll talk for half an hour until 3:40.

Let us reconvene. I will take a five-minute break and reconvene. At 3:45 or 3:50, I'll call us back together, and then share what we talked about in the three groups among all of us and then have public comment if any

signed up, and then we'll be done.

So let us go talk it out. Thank you very much.

(Brief discussion off the record.)

SUPERVISOR KUEHL: Welcome back, fellow commissioners. Thank you so much, too, to the -- to staff and visitors who joined in some of our groups. That was, I thought, really fun and helpful.

So let us spend a few minutes reporting back about things about which we spoke. Christina is going to report for the group in the corner or the room where it happens, as we called it.

Thank you very much because you were taking notes and all the rest of us were just talking.

MS. ALTMAYER: Yes, I was.

SUPERVISOR KUEHL: If you don't mind. And then, of course, anyone from that group can add in if they noticed some extra things, too.

But, please, go ahead.

MS. ALTMAYER: Yes, please keep me honest that I accurately reflect the discussion.

SUPERVISOR KUEHL: You're honest.

MS. ALTMAYER: So I jotted down probably --

SUPERVISOR KUEHL: This was the group on equity.

MS. ALTMAYER: Yes. The first group on equity. I jotted down about five key points that I would

highlight.

The opening point, which I think we talked for a little bit about, is how do we make some of these equity data part of our conversations and part of our community engagement effort and to really ensure that we're bringing that data to the table.

Secondly, that we have to recognize what are the systems that are really affecting parent knowledge and that we have to change those systems that continue to -- because of often the case parent or community knowledge continues some structural inequities, which led to, I think, a very robust part of the conversation around, how we have to work against the normalization of poor outcomes in communities and schools where there is -- you know, when we look back to the map and there's high need communities, we have to do work that is both cultural educational to really struggle against the normalization of poor outcomes. And I think there was quite a bit of conversation around that, as well as the generational impacts of that.

And I think part of working against and struggling against that normalization was recognizing the contribution that each person who impacts those families can have in pushing against that normalization of poor outcomes and whether that's -- you know, all the different

people within the system have to be ready to support that. We also talked about our community work as part of that effort.

And then, finally, we did return to the question at the end around the data question and really being intentional. We talked about some examples where, perhaps in the past, First 5 LA has not, but going forward, need to be really intentional about the data collection and the data collection on race, the data collection so that we can begin to analyze what are the implications of the strategies that we're employing in terms of addressing the equity gaps.

SUPERVISOR KUEHL: Thank you. Excellent.

Romalis, did you want to add anything? I thought it was pretty complete from what we said.

COMMISSIONER TAYLOR: I thought it was really good.

SUPERVISOR KUEHL: Any questions to those of us who were in group one on equity?

All right. Let us then talk to those -- or listen to those from group two, who were here at this nice big table.

COMMISSIONER ARAGON: I just first want to say Steve LaFrance and we had to present, so --

MR. LaFRANCE: I delegated to commissioners.

COMMISSIONER ARAGON: So we're looking at the systems strength. And we actually dove deep and got some real good, strong recommendations, I think. One, working -- First 5 has the opportunity to work with the departments to really pilot innovations and take them to scale. We are -- we also talked about the -- the opportunity to do some cross-sector planning and support. I think we talked a little bit that highlighted that we all have to do strategic planning, and wouldn't it be interesting to have public health, mental health, department health services, First 5, and others really look at our strategic planning and actually plan together so our strategic plans have, you know, similar -- the work that's similar that we can focus on.

We also have the opportunity as First 5 is -- we talked and highlighted that First 5 is a trusted partner and a trusted voice in the communities in ways that maybe other departments are not. And because of that, they bring the credibility to these issues and focusing on early childhood and being -- they can be the champions for us in ways that the departments are not, and so using that First 5 leadership on the issues that we're addressing.

Also, looking at how First 5 can engage systems like health providers, health plans, and really being the voice of county departments. We talked about how -- one

of the things we're talking about is developmental screening and how that should really be a part of health plans, and how can First 5 work with the departments to really move that -- move that forward. And also advocating that systems work toward reaching children and families where they are in the communities, but also bringing together those voices of the parents and children to the conversations in the way that departments have not. First 5 has a history of being able -- of capacity of doing that and real leadership in doing that and really -- so how can they bring those voices to the work that we do.

First 5, we also looked at just even in terms of other opportunities, really engaging in school districts beyond LAUSD, really getting to the 88 other school districts -- or 87 other school districts, working with libraries in ways we haven't worked with. Again, giving us -- these are opportunities to kind of look at piloting and scaling up again across the systems.

I think we talked about a little bit that, you know, we were looking at how -- you know, there's the county, but then there's also regional networks and regional work that gets done, and how can First 5 really be part of those -- that work at the regional level to connect the regions because, you know, a lot of the families, they don't think about it as countywide; they

think about it as in their community and what services and networks that are in their community and how can First 5 connect those services to -- you know, in that community, kind of be that connective tissue. We were talking about networking the networks; how can we really be that connective tissue for the networks.

And then also one of the things we talked about is the opportunity to -- you know, First 5 has done tremendous amount of work with the Best Start communities. And there's 14 of them and there's a lot of other communities that could benefit from that model and how can we scale that or bring that work to the other communities and looking at that.

So that's what we got.

SUPERVISOR KUEHL: Good. Anyone else from that group have anything to add? Any questions to group two?

Okay. Group three. Who's your spokesperson?

COMMISSIONER ZEPEDA: Nobody was identified as a reporter, so I'll start off and then my other colleagues can jump in. All right. Thank you.

We talked about the fact that there's so much going on right now in the area of policy with early childhood with over 30 bills right now that we really need to think about being a crosswalk, figure out which are the ones that we really need to pay attention to and -- and as

a policy direction, we need to -- we can't be all things to all people And we -- we don't have the capacity to do everything. So let's figure out what our priorities are and focus on that.

And that we need -- you know, the Governor has a proposed budget that is very broad and very undefined in a lot of ways, and so we need -- they're asking for help with ideas. So we need to be very proactive in providing them with some suggestions about things that they could do. And -- and that also needs to be juxtaposed with all of these impending bills that are going forward.

One of the concerns that I brought up with the Governor's budget is it's one-time funding, so that whatever investment they -- is made needs to have an afterlife once the funding ends because we've all been down that road; right? So that's also a consideration, I think, when we're moving forward.

Okay. Keesha, you talk.

COMMISSIONER WOODS: In the end, I'm going to hand it over to you. So one things in addition to, you know, when we're talking about priorities, we're talking about bringing the main larger ECE entities together so that we get a unified voice on those priorities, that we're not speaking different language because a unified voice is going to go much further for Los Angeles county

if we are looking from the state level that we are really trying to build a countywide system and reduce duplication.

And then another area we talked about in terms of priorities is looking, first, at those kind of things that can stop the system from working. And a lot of our discussion was around the -- the capacity of the workforce, having teachers available or keeping teachers in the field, in the industry with a livable wage. And if we don't do these thing first, we're not going to have room or time to deal with expansion or anything else. So all of the ideas are wonderful, but we have to look at how we're going to sustain the infrastructure in order to build -- add on additional blocks.

COMMISSIONER ZEPEDA: We talked about a lot of other things, but one of the key points I think was that we have parent voices accessible to us. And Head Start has provided a system -- systematic way of identifying parent leaders and having them interact with policymakers and legislators. And we have sort of the beginnings of that in the Best Start communities, but we haven't seen it as a -- as a high priority, I guess, to bring together parent leaders from various parts of the county who could go to Sacramento or could talk with their own legislators in their own voices where they are -- are often more

effective in saying what is needed than we are from a different level. So that -- this was a key part of it.

And then workforce development, I think, kind of was overarching in the, no matter what kind of expansion the system gets -- is -- is accomplishing because we have money, we will not accomplish if we don't have people who know how to do the work.

SUPERVISOR KUEHL: That dovetails with the conversation we had at the end of our group about the importance of the person with whom you have kind of your first contact. I mean, our families are going to be in contact with the systems, you know, much more than families who have resources and don't look to us or to other areas or, you know, political bodies that have resources, and how important it is not just that we have the people, but that they are empowered really to help and do what we all hope they will do.

So there's definitely a connection among all of our groups about that because we think about that in the county in terms of what we do in our departments. And because the people in those departments, the 111,000 people that work for the county, are primarily the people who carry out the job, you know, and it's -- a few people are telling them what we think they should do and a few people are training them. But, mostly, it's people

one-on-one. So I think there's an interconnection with these three groups.

Any further thoughts or comments?

Romalis.

COMMISSIONER TAYLOR: I just want to add that, in our conversation, there was a robust discussion about capturing and really thinking out the strategy of capturing the data that has an equity lens up front so that all the work we're doing we can prove has a definite impact on the change we're looking for. And some of the staff kind of pointed out, if they had thought about it then, they would have had a different strategy for collecting data that would make even the outcomes they're getting even better.

So I -- I just want to add that.

SUPERVISOR KUEHL: Anything else? Any further thoughts?

COMMISSIONER ZEPEDA: Can I just say something about equity? Because I think, Christina, you touched on it when you talked about normalizing poor expectations or poor outcome. I think the issue for me -- the bigger umbrella issue, particularly when it comes to data collection, is the deficit model which has been in existence since God knows when, since I was in graduate school. And it continues and it's pervasive. So we have

to start to think about more acid-based, more strength-based approach. I know we give lip service to that, but often when we go asking for money, we always say how messed up these populations are in order to get the money. So there needs to be -- it's true. There needs to be some way to begin to kind of turn that conversation around and -- our rhetoric I think is one of the first places we need to change that.

SUPERVISOR KUEHL: Excellent point. All of them.

So thanks so much to -- I mean, especially the staff who puts this kind of thinking together and says, why don't you guys all go to talk to each other and here's what we want you to talk about. There's a lot of thinking and preparation that went in. We don't need to prepare at all. We just go and know what we think and say it. Although I think I'm very impressed always with commissioners' grasp of the materials ahead of time and, you know, really understanding the sort of bigger picture. Very grateful to all of you for participating today.

Do we have any public comment requests on Item 7?

SECRETARY: No public comments.

SUPERVISOR KUEHL: So the only thing left on our agenda is general public comment. Do we have anyone signed up for general public comment?

SECRETARY: No general public comments either.

SUPERVISOR KUEHL: Okay. So I have exceeded my request to myself to end by 4:30.

I really want to thank you all for participating, everyone here, not just the commissioners and the staff, but those who come to work with us and then listen to what the commissioners are going to do. I appreciate it very much. We will see you throughout the month at our committee meetings and gatherings and all the stuff that we do and then, again, at the next board of commissioners meetings.

So this meeting is adjourned.

(At 4:04 p.m. 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 23rd day of April 2019.

DocuSigned by:
Heatherlynn Gonzalez
AE10E8980664405...

CERTIFIED SHORTHAND REPORTER

FOR THE STATE OF CALIFORNIA

FIRST 5 LA

SUBJECT:
Monthly Financial Reports

RECOMMENDATION:
Approval of the monthly financial statements for the month ending March 31, 2019.

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

DISCUSSION:
First 5 LA began the month of March 2019 with a cash balance of $387.4 million. We received $10.6 million in revenues. There were $9.4 million in program expenditures, and $2.1 million in operating expenditures. As a result, First 5 LA ended the month with a cash balance of $386.5 million.

This report includes detailed financial information for the months ending March 31, 2019. 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, 2019.

- Detailed operating and program expenditures: Shows expenses against the FY 2018-19 Budget approved on June 14, 2018, and adjusted on March 14, 2019 as well as 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, 2019, Unaudited

		REVENUES AND EXPENDITURES	
Cash Balance as of February 28, 2019	**$**	**387,431,444**	
Revenue			
Monthly State Allotments	$	-	
Medi-Cal Administrative Activities (MAA)		-	
State Commission - Other Program Funds		10,053,569	
Interest Income - Unreserved		571,684	
Investment Income - Other		9,741	
Rental Revenue - La Petite		-	
ECE-LA County IMPACT		-	
Total Revenue	**$**	**10,634,993**	
Expenses			
Program Budget (Attachment A)			
2015-2020 Strategic Plan: Focusing For The Future	$	8,122,485	
Legacy Investments		1,263,273	
Total Initiative/Program Expenses	**$**	**9,385,758**	
Pass-Through (Attachment B)			
Medi-Cal Administrative Activities (MAA)	$	-	
Total Pass-Through Expenses	**$**	**-**	
Operation and Administration (Attachment C)			
Personnel	$	1,917,530	
General Operating		55,612	
Consultant Services		90,193	
Professional Services		10,757	
Travel Expenses		32,310	
Professional Development		18,327	
Capital Improvements		966	
Total Operation and Administration	**$**	**2,125,695**	
Total Expenses	**$**	**11,511,453**	
Variance (Revenue - Expenses)	**$**	**(876,460)**	
Cash Balance as of March 31, 2019	**$**	**386,554,984**	**(1)**

NOTE:
1) 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 2018-19 BUDGET
MARCH 31, 2019, UNAUDITED

INITIATIVE/PROGRAM	FY 2018-19 BUDGET	MARCH EXPENDITURES	FISCAL YTD EXPENDITURES	BALANCE REMAINING
2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE				
Strategic Plan Priority Outcome Areas				
Families	41,383,000	3,517,734	22,606,048	18,776,952
Communities	20,482,000	1,338,298	6,834,065	13,647,935
Early Care & Education Systems	25,793,000	2,217,151	13,918,633	11,874,367
Health-Related Systems	3,687,000	132,986	1,264,093	2,422,907
Strategic Plan Policy & Strategy Support				
Policy Agenda/Advocacy	2,715,000	371,002	1,292,831	1,422,169
Communications & Marketing	6,121,000	-	2,784,447	3,336,553
Communications - Conference Funding	275,000	-	191,775	83,225
Strategic Partnership-Cross-Cutting Funder Partnership	745,000	-	112,685	632,315
Strategic Partnership-Grantmaking Memberships	41,000	9,000	35,425	5,575
Strategic Partnership-Partnership Development	160,000	-	-	160,000
Community Engagement and Advocacy	161,000	-	-	161,000
Policy & Strategy - Emerging Opportunities	75,000	-	17,500	57,500
County Partnerships	165,000	-	-	165,000
Integration & Learning				
Communities of Practice	131,000	677	677	130,323
Data Development and Integration	975,000	-	289,258	685,742
Data Partnership with Funders	850,000	-	425,000	425,000
Grantee Assessment	75,000	32,573	32,573	42,427
Impact Framework	112,000	1,283	53,392	58,608
Knowledge Management	178,000	-	-	178,000
Learning Plan Development	200,000	-	52,809	147,191
Program Evaluation	3,320,000	501,781	664,114	2,655,886
Integration & Learning - Emerging Opportunities	100,000	-	-	100,000
Subtotal 2015-2020 Strategic Plan	**107,744,000**	**8,122,485**	**50,575,325**	**57,168,675**
LEGACY INVESTMENTS				
At-Risk Fathers Investment	295,000	18,941	139,691	155,309
Baby Friendly Hospitals	150,000	-	82,911	67,089
Black Infant Health	1,863,000	-	265,900	1,597,100
Children's Dental Care	372,000	-	63,334	308,666
Information Resource and Referral	1,240,000	207,661	794,599	445,401
Little by Little/One Step Ahead	3,500,000	702,896	2,181,362	1,318,638
Parent Child Interaction Therapy	4,171,000	333,775	865,542	3,305,458
Policy Advocacy Fund	55,000	-	-	55,000
Subtotal Legacy Investments	**11,646,000**	**1,263,273**	**4,393,339**	**7,252,661**
TOTAL	**119,390,000**	**9,385,758**	**54,968,664**	**64,421,336**

The FY 2018-19 budget reflects the mid-year budget adjustments approved on March 14, 2019.

NOTES -PROGRAM EXPENDITURES BY FY 2018-19 BUDGET:

Journal entries for FY 2017-18 accrued expenses were reversed in July 2018. The amounts reported are the actual program expenditures for March 2019.

LOS ANGELES COUNTY CHILDREN AND FAMILY FIRST - PROPOSITION 10 COMMISSION (AKA FIRST 5 LA)
EXPENDITURES - PASS-THROUGH
MARCH 31, 2019, 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	-	-

Los Angeles County Children and Family First - Proposition 10 Commission (aka) First 5 LA
Operating & Administrative Budget Update
MARCH 31, 2019, UNAUDITED

OPERATION AND ADMINISTRATION EXPENSE	MARCH ACTUAL	FISCAL YTD ACTUAL	FY 2018-19 BUDGET	FISCAL YTD VARIANCE
Personnel Services				
Salaries & Wages	1,565,843	10,118,021	13,803,286	3,685,265
Fringe Benefits	351,687	2,729,780	3,961,920	1,232,140
Total Personnel Services	**1,917,530**	**12,847,801**	**17,765,206**	**4,917,405**
General Operating Expenses				
ADP Payroll Charges	2,980	26,813	38,000	11,187
Workers Compensation Insurance	-	63,139	65,000	1,861
Utilities	13,446	118,028	165,000	46,972
Corporate Insurance	-	30,927	75,000	44,073
Mileage, Parking and Other Transportation	3,853	31,495	63,950	32,455
Telephones	6,837	47,281	67,000	19,719
Cell Phones & Mobile Devices	1,850	18,347	53,500	35,153
Outside Printing & Publishing	(17,617)	4,937	22,000	17,063
Other Supplies	2,297	7,466	20,250	12,784
Postage & Delivery	1,100	9,799	13,200	3,401
Educational Supplies	(282)	668	7,100	6,432
Office Supplies	7,289	47,555	87,500	39,945
Subscriptions & Publication	(602)	14,904	21,000	6,096
Equipment-Rents & Leases	4,180	34,206	119,000	84,794
Building Repair & Maintenance	15,618	165,127	192,000	26,873
Equipment Repair & Maintenance	500	4,523	24,000	19,477
Offsite Storage	657	16,727	34,400	17,673
Hardware & Software Maintenance	2,665	108,848	244,300	135,452
Miscellaneous/Contingency	-	-	75,000	75,000
Internal Meeting	10,841	65,852	137,100	71,248
Divisional Capacity Building	-	-	100,000	100,000
Total General Operating Expenses	**55,612**	**816,642**	**1,624,300**	**807,658**
Consultant Services				
Consultant Fees	63,665	382,363	1,414,800	1,032,437
Other Professional Fees	26,528	260,152	315,000	54,848
External Reviewers	-	450	2,500	2,050
Total Consultant Services	**90,193**	**642,965**	**1,732,300**	**1,089,335**
Professional Services				
Audit	-	51,595	80,000	28,405
Legal Fees	7,690	52,172	175,000	122,828
Professional Dues	2,980	96,171	123,552	27,381
Staff Recruitment	(17,827)	6,219	25,000	18,781
Commission Stipends	1,350	10,650	30,000	19,350
Web-Based Services	3,944	23,030	75,000	51,970
Bank & Other Service Charges	12,620	33,417	32,000	(1,417)
Total Professional Services	**10,757**	**273,254**	**540,552**	**267,298**
Travel Expenses				
Airfare	15,423	91,784	172,380	80,596
Lodging	9,571	76,760	161,200	84,440
Per Diem	5,335	40,192	77,200	37,008
Other Travel Expense	1,981	16,416	28,650	12,234
Total Travel Expenses	**32,310**	**225,152**	**439,430**	**214,278**
Professional Development				
Training Material & Supplies	36	2,618	12,500	9,882
Internal Training	625	5,575	94,400	88,825
Leadership Programs	11,266	28,796	102,000	73,204
Conference Registrations	12,376	78,967	206,000	127,033
External Education/Training	(5,976)	23,763	142,000	118,237
Total Professional Development	**18,327**	**139,719**	**556,900**	**417,181**
Capital Improvements				
Capital Outlay (Equipment Purchases)	966	101,892	191,000	89,108
Total Capital Improvements	**966**	**101,892**	**191,000**	**89,108**
TOTAL OPERATING EXPENSES	**2,125,695**	**15,047,425**	**22,849,688**	**7,802,263**

NOTES - OPERATING & ADMINISTRATIVE BUDGET UPDATE:

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

The FY 2018-19 budget reflects the mid-year budget adjustments approved on March 14, 2019.

Los Angeles County Children and Families First -
Proposition 10 Commission
Statement of Net Assets
March 31, 2019 Unaudited

Current Assets:			
Cash	$	6,458,583	
Cash- Morlin Mgmt Corp		27,100	
Investment:			
Operating and Allocated funds		367,263,086	
Advance - LAUP		3,002,187	
Advance - Regional Network (RN)		1,060,726	
Advance - Various		50,000	
Other Receivables		(634)	
Total Current Assets	**$**	**377,861,049**	
Fixed Assets:			
Land	$	2,039,000	
Building & Improvements		12,076,512	
Furniture & Fixtures		627,671	
Computer, Software & Accessories		1,855,305	
Office Equipment		331,033	
Accumulated Depreciation		(5,883,227)	
Total Fixed Assets	**$**	**11,046,294**	
Total Assets	**$**	**388,907,343**	
Liabilities and Net Assets			
Current liabilities:			
Other Liabilities	$	430,074	**(1)**
Total Current Liabilities	**$**	**430,074**	
Net Assets:			
Investment in capital assets	$	11,046,294	
Restricted		377,430,975	
Total Net Assets	**$**	**388,477,269**	
Total Liabilities and Net Assets	**$**	**388,907,343**	

NOTES:

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

Agenda Item: 2C
Date: May 9, 2019

First 5 LA

SUBJECT:
Contracts for approval

RECOMMENDATION:
Approve two new agreements and seven renewals 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 2018-19 totals $119,390,000 and the approved operating budget totals $22,849,688. Funding for the new agreements was included in the budget which was approved by the board on June 14, 2018 and the mid-year budget adjustment which was approved on March 14, 2019. Funding for the renewals will be included in the budget for FY 2019-20 at the June 13, 2019 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 2019-20 budget, staff will complete final execution.

There are **two new agreements** for approval. One is with The Advancement Project to conduct a retrospective analysis of Best Start geographic areas. The Contractor will both guide First 5 LA staff through and implement data analysis, community reflection and discussion about the state of Best Start Communities and the focus of our collective policy and systems change efforts. This information will serve as an important input for First 5 LA's Impact Framework, First 5 LA's Strategic Plan Refinement process and the Communities Department's Learning Agenda. The Contractor will also provide data and technical assistance to staff, Best Start Regional Network grantees and communities to help prioritize policy and systems change efforts. One is with Community Partners, fiscal agent for Los Angeles Food Policy Council. The Contractor will coordinate and execute community engagement on food insecurity across the five Best Start regions. The findings will assist Los Angeles County Department of Public Social Services and First 5 LA with the planning and development of recommendations and strategies that address the Los Angeles County Board of Supervisors' motion to reduce the prevalence of food insecurity. LAFPC will develop a community engagement plan, design the mechanism and tool for collecting information on family members' concerns regarding CalFresh enrollment and participation, and document the findings.

There are **seven renewals** for approval.

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

- One is with Los Angeles County Office of Education to administer the contract for the common Quality Rating and Improvement Systems (QRIS) data system, iPinwheel, for Los Angeles County. In FY 19-20, the Contractor will continue to provide appropriate staffing to manage the database, provide the necessary support for countywide partners, and interface with iPinwheel.
- One renewal is with Third Sector New England Inc., fiscal agent for Opportunities Exchange. The Contractor provides technical assistance to early care and education providers through technical assistance for Shared Services. Shared Services is a capacity-building strategy in which organizations can reduce costs, strengthen infrastructure, and improve the quality of services by sharing resources and administrative functions. In FY 19-20, the Contractor will continue to provide limited technical assistance to established Shared Services Alliances and core training and technical assistance to two Family Child Care Alliances to implement their

Shared Services plans, cultivate leadership and staffing for their alliances and explore the implementation of more intensive Shared Services while planning for sustainability.

Under the Family Support Outcome Area, there are **five renewals**:

- One renewal is with NetChemistry, Inc. to continue the development and maintenance of the Welcome Baby and Select Home Visitation Program Database. In FY 19-20, the Contractor will work on items needed to incorporate and support the Department of Public Health Home Visiting Expansion.
- There are four renewals for the Select Home Visitation program. They are with The Richstone Center, Children's Institute, Inc., Los Angeles Biomedical Research Institute at Harbor-UCLA Medical Center and 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 FY 19-20, each Grantee will continue to service clients with a focus on increased enrollment and client retention.

DISCUSSION:

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

Attachment A
May 2019

NEW									
DEPARTMENT	**OUTCOME AREA / INITIATIVE/STRATEGY / PROGRAM**	**CONTRACT (PROJECT) INFORMATION**	**PROCUREMENT METHOD**	**PROJECT LENGTH**	**ESTIMATED TOTAL PROJECT COST**	**CONTRACT AMOUNT**	**ANTICIPATED CONTRACT START DATE**	**ANTICIPATED CONTRACT END DATE**	**ANTICIPATED PROJECT END DATE**
Best Start Communities	N/A\ Program Evaluation \ Best Start Learning Agenda	**THE ADVANCEMENT PROJECT** The Contractor will conduct a retrospective analysis of Best Start geographic areas and will both guide First 5 LA staff through and implement data analysis, community reflection and discussion about the state of Best Start Communities and the focus of our collective policy and systems change efforts. This information will serve as an important input for First 5 LA's Impact Framework, First 5 LA's Strategic Plan Refinement process and the Communities Department's Learning Agenda. The Contractor will also provide data and technical assistance to staff, Best Start Regional Network grantees and communities to help prioritize policy and systems change efforts. On April 11, 2019, the Board approved a Strategic Partnership with the Contractor through June 2021 for an amount up to $250,000. The funds for this contract were included in the FY 18-19 budget, approved by the Board on June 14, 2018. Funding will also be included in the budget for FY 19-20 at the June 13, 2019 Commission meeting.	Strategic Partnership	2 years, 2 months	$250,000	$250,000 Estimated FY 18-19 Spending $50,000 Impact to FY 19-20 Budget $200,000 Committed for FY 18-19 and Assigned for FY 19-20	5/13/2019	6/30/2020	6/30/2021
Best Start Communities	Communities \ Communities Strategy 3 - Built Environment Policy Advocacy Fund \ Food Security	**COMMUNITY PARTNERS** The Contractor serves as the fiscal agent for the Los Angeles Food Policy Council (LAFPC). LAFPC will coordinate and execute community engagement on food insecurity across the five Best Start regions. The findings will assist Los Angeles County Department of Public Social Services and First 5 LA with the planning and development of recommendations and strategies that address the Los Angeles County Board of Supervisors' motion to reduce the prevalence of food insecurity. LAFPC will develop a community engagement plan, design the mechanism and tool for collecting information on family members' concerns regarding CalFresh enrollment and participation, and document the findings. On April 11, 2019, the Board approved a Strategic Partnership with the Los Angeles Food Policy Council through June 2020 for an amount not to exceed $150,000. The funds for this contract were included in the FY 18-19 budget, approved by the Board on June 14, 2018. Funding will also be included in the budget for FY 19-20 at the June 13, 2019 Commission meeting.	Strategic Partnership	1 year, 2 months months	$150,000	$150,000 Estimated FY 18-19 Spending $25,000 Impact to FY 19-20 Budget $125,000 Committed for Fy 18-19 and Assigned for FY 19-20	5/13/2019	6/30/2020	6/30/2020

Attachment A
May 2019

RENEWALS										
DEPARTMENT	**OUTCOME AREA / INITIATIVE/STRATEGY / PROGRAM**	**CONTRACT (PROJECT) INFORMATION**	**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	ECE Systems \ ECE Strategy 2-QRIS \ QRIS Database	**LOS ANGELES COUNTY OFFICE OF EDUCATION (#09543)** The Contractor will continue to administer the contract for the common Quality Rating and Improvement Systems (QRIS) data system, iPinwheel, for Los Angeles County. In FY18-19, LACOE successfully facilitated the merge of all LA County's QRIS data into one central data system. In FY 19-20, the Contractor will continue to provide appropriate staffing to manage the database, provide the necessary support for countywide partners, and interface with iPinwheel. The Board approved a 3-year Strategic Partnership on June 6, 2017 for an amount up to $2,500,000. Funding will be included in the budget for FY 19-20 at the June 13, 2019 Commission meeting.	Strategic Partnership	3 years	$2,500,000	$649,950 Assigned for FY 19-20	7/1/2019	6/30/2020	6/30/2020	Yes
Early Care & Education	Early Care &Education \ ECE Strategy 2 – QRIS \ Shared Services	**THIRD SECTOR NEW ENGLAND INC. (#08787)** The Contractor is the fiscal agent for Opportunities Exchange, which provides technical assistance to early care and education (ECE) providers through technical assistance for Shared Services. Shared Services is a capacity-building strategy in which organizations can reduce costs, strengthen infrastructure, and improve the quality of services by sharing resources and administrative functions. In FY 18-19, the Contractor increased awareness of Shared Services, monitored current alliances, and established new alliances among LA County ECE providers to share administrative costs and maximize resources. In FY 19-20, the Contractor will continue to provide limited technical assistance to established alliances and core training and technical assistance to two Family Child Care Alliances to implement their Shared Services plans, cultivate leadership and staffing for their alliances, and explore the implementation of more intensive Shared Services while planning for sustainability. The Board approved the establishment of a 6-month Strategic Partnership with the Contractor for $150,000 on November 13, 2014. On June 11, 2015, the Board extended the Strategic Partnership in the amount of $200,000 for FY 2015-2016 for a total project cost of $350,000. On June 9, 2016, the Board approved a 4-year extension of the Strategic Partnership for an amount of $600,000 for a total project cost of $950,000. On April 11, 2019, the Board approved an additional $100,000 for a total project cost not to exceed $1,050,000. Funding will be included in the budget for FY 19-20 at the June 13, 2019 Commission meeting.	Strategic Partnership	5 years, 6 months	$1,050,000	$100,000 Assigned for FY 19-20	7/1/2019	6/30/2020	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.

Attachment A
May 2019

RENEWALS										
DEPARTMENT	**OUTCOME AREA / INITIATIVE/STRATEGY / PROGRAM**	**CONTRACT (PROJECT) INFORMATION**	**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 \ Families Strategy 1 - Home Visiting \ Stronger Families Database	**NETCHEMISTRY, INC. (#08359)** The Contractor will continue the development and maintenance of the Welcome Baby and Select Home Visitation Program Database. In FY 18-19, the Contractor completed the Targeted Case Management Module, the Welcome Baby Supervisors Module, ongoing work on the handbook, items needed for the Welcome Baby Impact study, as well as maintenance and development items. In FY 19-20, the Contractor will work on items needed to incorporate and support the Department of Public Health Home Visiting Expansion. On January 13, 2011, the Board approved the countywide universal assessment program for parents at the birth of their child, including the Welcome Baby database. Funding will be included in the budget for FY 19-20 at the June 13, 2019 Commission meeting.	RFQ	7 years, 6 months	$4,676,221	$772,625 Assigned for FY 19-20	7/1/2019	6/30/2020	6/30/2020	Yes
The following agreements are renewing under the Select Home Visitation program. 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 FY 18-19, each Grantee provided home visits and support to clients. In FY 19-20, each Grantee will continue to service clients with a focus on increased enrollment and client retention. The Board approved the Home Visitation models and Implementation approach on September 9, 2010. Funding will be included in the budget for FY 19-20 at the June 13, 2019 Commission meeting.										
Family Supports	Families \ Families Strategy 1 - Home Visiting \ Select Home Visiting Programs	**THE RICHSTONE CENTER, INC. (#00830)**	Solicitation to the Pool	6 years, 7 months	$2,592,064	$269,821 Assigned for FY 19-20	7/1/2019	6/30/2020	6/30/2020	Yes
Family Supports	Families \ Families Strategy 1 - Home Visiting \ Select Home Visiting Programs	**CHILDREN'S INSTITUTE, INC. (#00821)**	Solicitation to the Pool	6 years, 7 months	$8,098,168	$986,116 Assigned for FY 19-20	7/1/2019	6/30/2020	6/30/2020	Yes
Family Supports	Families \ Families Strategy 1 - Home Visiting \ Select Home Visiting Programs	**LOS ANGELES BIOMEDICAL RESEARCH INSTITUTE AT HARBOR-UCLA MEDICAL CENTER (#00829)**	Solicitation to the Pool	6 years, 7 months	$3,771,846	$673,934 Assigned for FY 19-20	7/1/2019	6/30/2020	6/30/2020	Yes
Family Supports	Families \ Families Strategy 1 - Home Visiting \ Select Home Visiting Programs	**LOS ANGELES CHILD GUIDANCE CLINIC (#00812)**	Solicitation to the Pool	6 years, 7 months	$3,812,417	$622,555 Assigned for FY 19-20	7/1/2019	6/30/2020	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.

first 5 la
Giving kids the best start

Memo

To: Board of Commissioners

From: Kim Belshé, Executive Director

Date: May 9, 2019

Subject: **EXECUTIVE DIRECTOR'S REPORT**

EXECUTIVE DIRECTOR'S HIGHLIGHTS

What's been going on?

This spring, we've been discussing what an exciting and dynamic moment in time this is for early childhood development policy – a moment in time that provides First 5 LA with the opportunity to elevate and leverage our growing policy and systems change efforts to contribute to greater results for young children. As an example, this past week highlighted important ways the growing attention to the conditions that shape the lives of young children, the contributions First 5 LA can make to building networks and the field of early childhood development advocacy, and the role of First 5 LA as a resource for elected officials and as a leader in policy and advocacy efforts for young kids.

One example was the April 30 First 5 Advocacy Day in Sacramento, which provides the opportunity for the First 5 Network to bring a strong and unified policy agenda and voice for children to state policymakers and their staffs. This year's Advocacy Day included dozens of First 5 Commissions from across the state and, for the First 5 LA team, dozens of meetings with members of the Los Angeles delegation and their staffs. In addition to meetings, the First 5 Network co-hosted a number of Dia de Los Libros/Ninos events on the Capitol lawn, which included the First Partner, Jennifer Siebel Newsom.

Three aspects of the day stood out for me. First, the First 5 Network has a clear and compelling "whole child" policy agenda that is well-aligned with First 5 LA's policy priorities. With strong First 5 LA support, including our Sacramento-based consultant California Strategies, the meetings with elected officials were well-organized and supported by clear, accessible information and materials to support the specific "asks" related to the Governor's budget proposals and pending legislative priorities that reflect the Network's "whole child" frame. Members and their staff were receptive and eager to learn more about our learning regarding programs that work and can be scaled, including home visiting, early identification and intervention, and quality early learning.

Second, the size, substance and significance of First 5 Advocacy Day reflect the important growth of the First 5 Network and its ability to shape and lead a clear and powerful agenda for young children

COMMISSIONERS
Los Angeles County Supervisor Sheila Kuehl, *Chair*
Judy Abdo, *Vice Chair*
Bobby Cagle
Astrid Heger, M.D.
Yvette Martinez
Jonathan E. Sherin, M.D., Ph.D.
Romalis J. Taylor
Keesha Woods
Marlene Zepeda, Ph.D.

EX OFFICIO MEMBERS
Barbara Ferrer, Ph.D., M.P.H., M.Ed.
Wendy Garen
Karla Pleitéz Howell
Deanne Tilton

EXECUTIVE DIRECTOR
Kim Belshé

EXECUTIVE VICE PRESIDENT
John A. Wagner

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

and their families. Increasingly, First 5s are recognized by elected officials, advocates and others as key resources and policy leaders for advancing our state's early childhood development goals. I'm proud of the role First 5 LA has played in supporting the Association's evolution and growth as a statewide policy leader, an evolution that has been supported and strengthened by First 5 LA's investment of human and financial resources.

Third, the First 5 LA "travel team" reflected First 5 LA's overarching value of collaboration in practice. Comprised of staff from the Policy, Communications, Community Relations, Strategic Partnerships and Early Care and Education departments, the First 5 LA team shined in speaking to our policy priorities, lifting up policy solutions informed by our work throughout LA County's diverse communities, and offering First 5 LA as a resource to policymakers and their staffs. I want to give a particular shout out to our two Commissioners, Commissioners Taylor and Swilley, who made the journey and were active, engaged and influential contributors to these discussions.

At the same time that First 5 LA was walking the hallways of Sacramento, the First 5 LA team was supporting Southern California Dia de Los Libros/Ninos events, including organizing, hosting and facilitating a tour/site visit and a policy roundtable with the state's new Surgeon General, Nadine Burke Harris. The Health and Human Services Agency and the Governor's Office reached out to First 5 LA to help develop these meetings, which are a part of Dr. Burke Harris' statewide listening tour. Notwithstanding the tight timeline First 5 LA staff was operating under, the Surgeon General's visit and discussions were a huge success, by all accounts. The site tour of Locke Early Education Center and policy roundtable in South LA afforded the Surgeon General the opportunity to listen to and learn from community and county leaders who highlighted important work underway in Los Angeles County to screen for and address childhood adversity and developmental delays. And, participants were able to hear Dr. Burke Harris' priorities, which include screening for adverse childhood experiences and health equity.

My thanks to the team for making these events the success they were and embodying our values of collaboration, partnership and shared leadership so ably. And, thanks to Commissioners Heger, Garen, Sherin and Ferrer, who attended and participated in the listening session, and served as terrific ambassadors for child, family and community well-being as well as First 5 LA.

Board of Commissioners meeting: How will we spend our time?

At the May 9 Commission meeting, following the Consent Agenda, the Board will be asked to take action to approve a Resolution that finds First 5 LA's Capital Improvement Plan is categorically exempt from review under the California Environmental Quality Act. This item was heard at the May 2 joint meeting of the Executive Committee and Budget & Finance Committee as information. Next, staff will present a recommendation to invest $200,000 to the Partnership for Early Childhood Investment to ensure a complete and accurate count of young children in the 2020 census, a population that's historically been undercounted, which has negative consequences for families and funding alike. This will be an information item that will precede a request for approval at the Board's June meeting.

Finally, as a part of the Strategic Plan refinement (SPR4) process, we have a special presentation and discussion scheduled to consider key trends and forces affecting the futures of young children. Representatives of KnowledgeWorks and Capita will present their findings and engage the Board in a discussion about the range of possibilities for the future of young children and families. As we

A PUBLIC ENTITY

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

engage in the refinement phase of the SPR4 process, we're eager to hear from these partners and discuss with the Board the implications of their forecast for First 5 LA's work.

ORGANIZATION-WIDE ACTIVITY HIGHLIGHTS

I. FAMILY SUPPORTS

Family Engagement

First 5 LA, The David and Lucile Packard (Packard), Deutsch, and Crail-Johnson Foundations, Casey Family Programs and the LA Partnership for Early Childhood Investment (The Partnership) are partnering to co-sponsor a Family Engagement Summit. First 5 LA and Packard co-sponsor the Family Engagement Learning Community hosted by The Partnership. Through this effort and over the past five years, more philanthropic leaders and community programs, researchers and school districts define their work, in part, through the lens of family engagement. As a result, the Family Engagement Learning Community harnessed this energy and momentum to help create a greater sense of collective purpose. On Monday, June 24th from 8:00 am – 5:00 pm the co-sponsors of the event will host a multi-sector, multi-stakeholder Family Engagement Summit in LA County at the California Endowment. The summit is scheduled to convene an array of service providers and parents who have successfuly partnered through thoughtful and innovative family engagement approaches. In addition, the summit organizers seek to a) create a clear sense of shared purpose, b) share learnings and best practices in family engagement, c) bring parents in as partners and leaders, and d) expand the leaders involved in the field.

Staff Contact: Leticia Sanchez (lsanchez@first5la.org)

II. COMMUNITIES

Building a Network of Resources: Health Plan Leaders Learn about Best Start in the Antelope Valley

In April 2019, First 5 LA hosted the Medi-Cal Managed Care and Maternal and Child Health Plan Meeting. The purpose of these bimonthly meetings is to cultivate and deepen working relationships between First 5 LA, the county public agencies, and health plan leaders to improve access to and engagement in effective maternal and child health services and supports. Staff from the Programs Division facilitated a discussion about the Palmdale and Lancaster Best Start communities and their efforts to collaborate with other partners to better connect children and families to heath care resources and supports and our emerging partnership with Blue Shield/Promise Health Plan. The health plan leaders expressed interest in further connecting and learning more about the efforts underway in the region, where there are fewer health care providers and poorer health outcomes.

Strengthening relationships with health plan leaders and connecting them to community priorities will help build integrated systems of resources for families. This meeting also demonstrates integration between different programmatic strategies to further the work of First 5 LA in achieving results for children and families.

Staff Contact: Roxana Martinez (rmartinez@first5la.org); Lindsey Angelats, (langelats@first5la.org)

A PUBLIC ENTITY

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

III. EARLY CARE AND EDUCATION SYSTEMS

2019 Learners Today, Leaders Tomorrow (LTLT) Summit Save the Date
In partnership with First 5 Orange County, First 5 LA continues planning for the 2019 Early Development Instrument: Learners Today, Leaders Tomorrow Summit. The one-day event on Wednesday, September 18, 2019 from 8:00 a.m. to 4:00 p.m. at the Long Beach Marriott will highlight the importance of the Early Development Instrument (EDI) data for community planning and engagement across Los Angeles County and Orange County. The tentative agenda includes morning keynotes, a plenary session and afternoon breakout sessions that will focus on how cities and school districts can partner to effectively utilize the data to inform both policy and systems change, and a closing reception. Breakout sessions include a community collaborative panel, a presentation on how early childhood issues impact the business community and economic development, and conversation regarding early childhood data and the equity atlas framework. See Attachment A for the Save the Date.

Staff Contact: Avery Seretan (aseretan@first5la.org)

IV. HEALTH-RELATED SYSTEMS

Los Angeles County Launches Office of Violence Prevention
The Los Angeles County Department of Public Health (LAC DPH) officially launched the Office of Violence Prevention (OVP) on April 5th during National Public Health Week with a press event at the MLK Center for Public Health. The OVP will advance a public health approach to violence prevention and healing across Los Angeles County. Remarks were made by LAC DPH Director Barbara Ferrer, Supervisor Mark Ridley-Thomas, LA City Councilmember Marqueece Harris-Dawson and LAPD Chief Michel Moore.

The launch of this new office took on new significance and urgency after the recent shooting of the Grammy-nominated rapper, Nipsey Hussle, in Councilmember Harris-Dawson's district. "Far too many people in LA County are being injured and killed whether it be by homicide, suicide, or intimate partner violence," said Dr. Ferrer. "This violence is preventable. It takes community voices and multi-sector collaboration to promote healing and address one of the most pressing public health issues of current times."

First 5 LA's trauma-informed care strategy aligns with the new office's intent to understand how trauma and healing are factored into violence prevention efforts. As such, First 5 LA provided matching funds to support the strategic planning process of the new office, which includes identifying initial roles, focus areas and strategies. First 5 LA is proud to partner with LAC DPH as they consider the impact of violence on communities and the families that live within them.

Staff Contact: Tina Chinakarn (tchinakarn@first5la.org)

First 5 LA partners with Governor's Office for Los Angeles Leg of California Surgeon General's Statewide Listening Tour
Working with the Governor's Office, First 5 LA hosted a site tour of Locke Early Education Center (EEC) and policy roundtable in South LA on April 30th for California Surgeon General Dr. Nadine Burke Harris' statewide listening tour in Los Angeles. With Governor Gavin Newsom proclaiming April 30th as El Día de los Niños, "Children's Day," in recognition of California's diverse young children, Surgeon General Burke Harris had bilingual story time with the children at Locke EEC in Los Angeles while First Partner Jennifer Siebel Newsom did one at the state capitol.

The site visit and tour was followed by a policy roundtable facilitated by Vice President of Programs, Christina Altmayer and included over 35 community and county leaders representation from county departments, health plans, foundations, community based organizations and schools, including First 5

LA Commissioners First 5 LA Commissioners Barbara Ferrer, Jonathan Sherin, Wendy Garen and Astrid Heger. Surgeon General Burke Harris shared her priorities for her new early childhood screening of trauma, childhood adversity and developmental delay; addressing toxic stress; and health equity. Participants shared their perspective of the work being done in Los Angeles and related challenges and Los Angeles' eagerness to partner with the Surgeon General and the Governor's Office. Representatives elevated how the bureaucracy in delivering services oftentimes inhibits efforts to truly impact population health. In closing, the group encouraged the Surgeon General to look to Los Angeles as a learning laboratory to inform the state and even the nation.

Staff Contact: Tina Chinakarn (tchinakarn@first5la.org); Zully Jauregui (zjauregui@first5la.org)

V. POLICY, PARTNERSHIPS AND COMMUNICATIONS

State and Federal Policy Maker Engagement

On April 18, 2018, First 5 LA participated in a roundtable discussion hosted by Congressman Jimmy Gomez entitled, "Making Paid Family Leave Work for All Families." Congressman Gomez sits on the House Ways and Means Committee, which is poised to take action on national paid family and medical leave policy, and wants to ensure that the new policy would work for all families, including low-wage workers, communities of color, immigrants, and LGBTQ workers. Organizations that participated in the discussion included PL+US, Legal Aid at Work, NARAL Pro–Choice, and the LA Chamber. Rep. Gomez will continue engaging First 5 LA as he continues this work.

First 5 LA has previously supported state paid family leave proposals, and the First 5 network is actively engaging with Governor Newsom on his plan to develop a task force focused on expanding paid family leave opportunities in California.

In addition to this meeting with Congressman Gomez, Policy Department staff continue to engage and build relationships with elected officials from Los Angeles, and with other state and federal elected officials who champion early education.

- Senator Connie Leyva (D - Pomona), Chair of the Legislative Women's Caucus and author of Senate Bill 174, supported by First 5 LA
- Assemblymember Kevin McCarty (D - Sacramento), Chair of the Assembly Budget Subcommittee on Education Finance and author of Assembly Bill 1004, sponsored by First 5 LA

Staff Contact: Jamie Zamora (jzamora@first5la.org); Anais Duran, (aduran@first5la.org)

LA Barometer Survey

The Integration and Learning Division and Strategic Partnerships Department co-hosted a lunch discussion of USC's emerging LA Barometer survey, and how to better incorporate the views of families with young children. Study leaders from USC's Dornsife Center for Economic and Social Research described how they are endeavoring to create a representative sample of 10,000 LA County households to measure key themes of affordability, livability, sustainability, and mobility. The study–currently building to 1,100 households as part of its initial phase–will be the only one of its kind. This longitudinal survey of the same LA County households over the next 10 years will cover residents' feelings about issues such as the quality of City and County services, neighborhood safety, mobility options, housing affordability, and their overall economic well-being. The survey can incorporate custom experiments to gauge reactions to policies as they are created and rolled out, as well as other timely measures of trends and developments that affect LA County residents. Our in-depth conversation helped the study leaders better understand key issues our County's families with young children face, and is informing both how they

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

develop survey questions and how they can best coordinate with a range of stakeholders. First 5 LA will continue to explore the potential of the study to inform our work.

Staff Contact: Sharon Murphy (smurphy@first5la.org)

Census 2020
On April 1, 2019, the Los Angeles County Complete Count Committee co-hosted a press conference and rally to start the one-year countdown to the day people can start filling out Census 2020. Los Angeles County Supervisors Hilda Solis and Mark Ridley-Thomas and City of Los Angeles Mayor Eric Garcetti supported this call to action, restating their commitment to make sure everyone is counted. Over 100 attendees from local county and city departments, and representatives from community-based organizations and philanthropy joined the event. Jon Dobard, Director of Political Voice at Advancement Project, addressed the audience to underscore the importance of local government, philanthropy and community-based organizations to partner with one another to ensure all people living in LA County are counted.

Los Angeles County has been described as the hardest-to-count area in the nation, and young children in particular are at risk of being undercounted. To date, the California Complete Count has awarded Los Angeles County $9.4 million for a 2020 Census outreach campaign to ensure the hardest-to-reach populations are counted, including young children. Supervisor Hilda Solis shared that LA County could lose $2,000 for each person not counted, which can translate into approximately $20 billion over a decade if there is an undercount of at least one million people. Targeted outreach to families with young children will be a topic of further Board exploration in May and June.

First 5 LA staff participates on the local Complete Count Committee and provided support for this event with social media messaging that was developed by the First 5 Association of California. The statewide messaging campaign includes a focus on the importance of counting all young children and the impact of undercounting California's residents. One of the social media messages includes, "Another undercount for #Census2020 could cost CA more than $1.5 billion in federally funded federal programs that help kids, such as Medi-Cal, school lunches, and Head Start. Spread the word and #BeCountedCalifornia! #CaCensus #CAKidsCount."

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

Bellflower Mayor Pro Tem Juan Garza
On April 3, 2019, Community Relations staff Rafael Gonzalez and Leanne Drogin, and Early Care and Education Senior Program Officer Ofelia Medina met with Bellflower Mayor Pro Tem Juan Garza, City Manager Jeff Stewart, Assistant City Manager Randi Stover, and Public Safety Director Joel Hoffman. This was our second meeting with Mayor Pro Tem Garza. The focus of the meeting was to provide the City of Bellflower leadership staff with information on First 5 LA's Kindergarten Readiness Assessment (KRA) Initiative. The meeting also covered how KRA data is utilized to help communities identify, develop, and implement solutions that address adversities faced by children under five and their families, that affect a child's ability to be ready for kindergarten. The group agreed to continue this discussion and further identified other people who may have an interest in attending future meetings.

Staff Contact: Leanne Drogin (Ldrogin@first5la.org)

CADRE Annual Spring Event 2019
On April 25, 2019, First 5 LA staff from the Community Relations, Families, Communities, and Health-Related Systems Departments attended CADRE's Annual Spring event that benefits South LA parents in their development as leaders, organizers, strategists, facilitators, visionaries, and unifiers. The event honored Million Dollar Hoods and UCLA Professor Kelly Lytle Hernández for equipping the social justice movement with groundbreaking research. CADRE also honored Dolores Huerta, Founder/President of the Dolores Huerta Foundation, and her daughter Camila Chávez, Executive Director of the Dolores

Huerta Foundation. The Foundation's mission is to create a network of organized, healthy communities pursuing social justice through systemic and structural transformation.

CADRE is a parent-led organization that focuses on educational reform in South Central Los Angeles. They are a parent-led movement that brings parents into the foreground of the public education debate. This is essential to making sure that the leadership of education reform is shared with those most impacted by an unequal education system.

Staff Contact: Bill Gould (BGould@first5la.org)

"Putting Communities First" Convening
On April 16, 2019, the Children's Defense Fund of California (CDF) hosted, "Putting Communities First: Racial and Health Equity in New Marijuana Tax Investments" at First 5 LA. Over 20 organizations were in attendance to hear how Proposition 64 marijuana tax revenues present an exciting opportunity to bring new resources to the youth and communities of color most impacted by the War on Drugs. At the convening, Shimica Gaskins of CDF shared poll results on California voter views on allocation of Proposition 64 youth funding and small group discussions followed on opportunities for advocacy. Jim Keddy of Youth Forward also provided an overview of new marijuana tax revenues and opportunities for statewide and local advocacy. Rafael Gonzalez, Director of Community Relations at First 5 LA, presented on Los Angeles advocacy around local marijuana tax revenue allocation. The event was sponsored by The California Endowment, First 5 LA, and the Liberty Hill Foundation.

Staff Contact: Rafael González (rgonzalez@first5la.org)

State and Federal Advocacy Agenda
The Public Policy and Government Affairs Department continues to actively develop and advocate for First 5 LA's State and Federal Advocacy Agenda, aligned with the broader organization wide Policy Agenda.

Since the last Board meeting, First 5 LA has taken support positions on the following state policy proposals:

- AB 452 (Mullin): addresses the shortage of child care facilities in California by establishing the California Childcare Facilities Grant Program. See attachment B (AB 452 Support Letter)

- AB 526 (Petrie Norris): creates an expedited Medi-Cal enrollment pathway for children and pregnant women by allowing the data individuals provide when applying to the Special Supplemental Nutrition Program for Women, Infants and Children (WIC) to also determine eligibility for Medi-Cal. See Attachment C. (AB 526 Support Letter)

- SB 464 (Mitchell): mandates that hospitals that provide perinatal care, alternative birth centers, and primary care clinics implement implicit bias trainings for all staff providing perinatal care. See Attachment D (SB 464 Support Letter)

- Child Care Bridge Program (Budget Request): $47 million: bolsters the Emergency Child Care Bridge Program for Foster Children. See Attachment E (Child Care Bridge Support Letter)

For the complete list of First 5 LA's current State and Federal Advocacy legislative items, please see Attachment F (State and Federal Advocacy Agenda 4.25.19).

Staff Contact: Jamie Zamora (jzamora@first5la.org); Anais Duran, (aduran@first5la.org)

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

Policy Events
On April 18, 2018, AltaMed Health Services, in collaboration with the Children's Partnership, held a Public Charge and Immigration Status Community Town Hall at East Los Angeles College. Anais Duran, Government Affairs Strategist, attended the event and First 5 LA participated in the resource fair that took place prior to the Town Hall. Among the speakers were Congresswoman Judy Chu, representatives from the Coalition for Humane Immigrant Rights of Los Angeles (CHRLA), the Children's Partnership, AltaMed Health Services, and Neighborhood Legal Services of L.A. County. First 5 LA opposes the Trump administration's proposed expansion of the definition of public charge, which determines what public services immigrant families and their children can access.

On April 29-30, 2019, First 5 LA Commissioners and staff participated in the First 5 Association Advocacy Day in Sacramento. Participants included Commissioners Taylor and Swilley; Executive Director Kim Belshé; Vice President of Policy and Strategy Kim Pattillo Brownson; Director of Public Policy and Government Affairs Peter Barth, and members of the Policy Department; Communications Manager Marlene Fitzsimmons; and staff from the Community Relations and Strategic Partnerships Departments. The First 5 LA delegation completed over 25 meetings with legislators and their staff, including new legislators Senator Maria Elena Durazo, Senator Bob Archuleta, and Legislative Women's Caucus Chair Senator Connie Leyva.

In addition to meetings, the network of First 5s co-hosted a Dia de Los Libros/Ninos celebration on the Capitol Lawn with First Partner Jennifer Siebel Newsom, legislative staff, advocacy partners, and children and families from the Sacramento area.

Staff Contact: Jamie Zamora (jzamora@first5la.org); Anais Duran, (aduran@first5la.org)

Liberty Hill Upton Sinclair Awards Dinner
On April 23, 2019, The Liberty Hill Foundation, First 5 LA's partner in establishing the Rapid Response for Young Immigrant Children Fund, hosted their annual Upton Sinclair Awards Dinner at The Beverly Hilton. The event received a sponsorship via the Strategic Partnerships Department, and, given the breadth of Liberty Hill's mission, staff attendees included representatives from multiple First 5 LA departments. This year's Upton Sinclair Awards Dinner recognized the social justice legacies of former Liberty Hill Executive Director Torie Osborn, Senator Holly J. Mitchell, and SEIU Local 2015 Political Director Jared Rivera. The dinner gave First 5 LA staff an opportunity to network with Liberty Hill's large family of social justice advocates, elected officials, and grassroots leaders. First 5 LA's formal partnership with Liberty Hill began last year with the establishment of a Rapid Response for Young Immigrant Children Fund, which provided grants of up to $10,000 for special and timely organizing and advocacy work. The specific focus of this fund was to make grants to organizations working to address current concerns for children prenatal through age 5 and their families, who may be in need of legal services or experiencing uncertainty in accessing services, or experiencing extraordinary fear of separation, distress, and trauma from threats to their families and communities. A final report on the Rapid Response Fund is expected in May. Staffs from the Strategic Partnerships and Communities Departments continue to work with Liberty Hill and explore opportunities for additional learning and collaboration.

Staff Contact: Gabriel Dee (gdee@first5la.org); Alfredo Lee, (alee@first5la.org)

Thought Leadership
The Sacramento Bee has officially announced its 2019 California Influencers series—an impressive list of the top 100 movers and shakers in California politics and policies—which includes Executive Director Kim Belshé for the second year in a row. This year, the Bee will pose an issue-specific question to a battery of experts, with Belshé serving as an expert on early education issues. Kim's answers will be published by the Bee, creating a valuable opportunity for First 5 LA to engage decision-makers and build brand awareness.
Executive Director Belshé's responses, along with those of other influencers, will be printed regularly in

The Sacramento Bee, distributed via McClatchy News Service to affiliated newspapers throughout California, and posted on their websites. The following are links to recent articles:

- The Modesto Bee: "California must design education that keeps up with the times, Influencers say" (4/22):
  https://www.modbee.com/news/politics-government/influencers/article229535829.html

More information on the 2019 California Influencers project can be found here:

https://www.sacbee.com/opinion/opinion-influencers/article228696969.html?fbclid=IwAR0cEpgAsATiC-bNcmaRtcyW188oad7gH0SN7zYyTyeFFmRKgw71EzF8zxs

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

Pacific Oaks Journalism Fellowship
The Communications and Strategic Partnerships departments are embarking on year two of the Pacific Oaks Journalism Fellowship program focused on elevating issues related to early childhood development. The first Pacific Oaks Fellow, Deepa Fernandes, an experienced journalist with a significant portfolio of reporting on early childhood issues, published her first two stories as the Early Childhood reporting fellow at Pacific Oaks College in February 2019. Most recently, Fernandes explored the child poverty crisis in California in a three-part story series, which was featured on-air and on the KQED website. KQED is a National Public Radio (NPR) affiliate for Northern California.

- "Childhood Poverty: California's 'Moral Outrage' (4/3/19):
  https://www.kqed.org/news/11736901/childhood-poverty-californias-moral-outrage"

- Without Affordable Child Care, Escaping Poverty Is Tough"
  (4/4/19):https://www.kqed.org/news/11737207/without-affordable-child-care-escaping-poverty-is-tough?mc_cid=d7590ebe11&mc_eid=e1739d53db

- "Why It's Hard for Poor Pregnant Women and Moms to Get Health Care in Merced"
  (4/12):https://www.kqed.org/news/11739809/why-its-hard-for-poor-pregnant-women-and-moms-to-get-health-care-in-merced

Articles were promoted on First 5 LA's Twitter handle (which has 8,740 followers) and highlighted in our Week In Review newsletter:

[https://mailchi.mp/80ed91956d77/first-5-las-week-in-review-chips-are-down-win-for-trans-kids-2gen-head-start-577163?e=155393914e]; and in our Morning Media daily newsletter:
[https://mailchi.mp/104a7080f648/first-5-la-morning-media-april-4-577079?e=155393914e], reaching more than 900 subscribers.

Staff Contact: Marlene Fitzsimmons (mfitzsimmons@first5la.org)

Events
<u>El Monte Health Fair: March 9th</u>
First 5 LA provided resource materials to around 200 attendees. This event supported our Families outcome area.

<u>Reading with the Mayor - South Gate: February 23rd</u>
We met with about 100 of the attendees and distributed resource materials, including approximately 75 books, to families. Most of the attendees were familiar with First 5 and they were excited to see First 5 in attendance. Mayor Belen Bernal was also very thankful to have a First 5 representative at the event.

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

This event supported our Families outcome area.

Month of the Military Child Event: April 7th
The event was focused on providing children's activities for military families. Each booth had an interactive activity for children. We provided the "toss game", which is always a big hit with families and kids. This event supported our Families outcome area.

Festival of Books: April 13th - April 14th
The Festival of Books was the biggest First 5 LA Partnership Event of the year. As in past years, First 5 LA had two diaper changing stations with an additional activity booth. This year we received a significantly higher volume of praise for the booths from parents, grandparents, and community members. They appreciated the service and resource information.

Adjacent to the busiest diaper changing and breastfeeding booth, we had a representative from BreastfeedLA available to provide resources and consultations. Several women praised our staff for having BreastfeedLA present.

The activity booth with the "toss game" had a line around the booth at various points throughout the event. Around 1,500 books were provided to families. Staff were also present to answer additional questions and provide further resources.

In addition our sponsorship package, we secured additional branding opportunities onsite through the LA Times. A group of bloggers and influencers featured the First 5 LA diaper changing and breastfeeding booths on their social media channels. We also coordinated with USC to share our location and onsite services on their social media channels. This event supported our Families outcome area.

AltaMed Health Services Public Charge Event: April 18th
First 5 LA collaborated with AltaMed Health Services to sponsor the Fact vs. Fiction: Public Charge and Immigration Status Community Town Hall in Monterey Park. The Public Policy team was in attendance alongside our Event Activations Team. This event supported our Families outcome area.

Dia de los Ninos 20th Annual Event - Mexican American Opportunity Foundation: April 27th
First 5 LA staff took the opportunity to connect with community members at the Dia de los Ninos event at the East Los Angeles Civic Center. The focus was on mental health awareness for all ages. This event supported our Families outcome area.

CicLAVia - Wilmington: April 28th
At CicLAVia Wilmington, First 5 LA hosted a children's book reading at the top of every hour with books recommended by the librarian in attendance. Adjacent to our sponsored reading corner, we had diaper changing and breastfeeding booths, and a resource center. First 5 LA's booth was strategically located next to the AARP's, creatomg a full-circle family hub for the duration of the event. We also provided bells for child bike safety. This event supported our Families outcome area.

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

Mayor's "State of the City" Address
On April 17, 2019, City of Los Angeles Mayor Eric Garcetti gave his annual "State of the City" address at Lincoln High School. Delivered to a packed house of influential leaders, including First 5 LA staff from the Communications and Community Relations Departments, Mayor Garcetti named early childhood development as one of his education and workforce priorities. In his address, the Mayor also recognized First 5 LA, stating, "Working with the District, the County Office of Education, and First 5 LA, we will wipe out the school readiness gap for our most vulnerable children in Los Angeles." He also announced plans to recruit, hire, and train an additional 2,500 early childhood educators. Mayor Garcetti also endorsed Measure EE, a parcel tax to increase funding for Los Angeles Unified School District to the benefit of all

schools, including preschools. Executive Director Kim Belshé provided a statement on behalf of First 5 LA applauding the Mayor's commitment to early childhood educators. First 5 LA's Community Relations department will continue to monitor this issue and work with the Mayor's education advisors, and as well as participate in the Mayor's ECE Work Group in order to advance early care and education in the City of Los Angeles.

Staff Contact: Rafael González (rgonzalez@first5la.org)

VI. MONITORING, EVALUATION & LEARNING

Reducing Early Childhood Obesity (RECO) Implementation Share-Out at Best Start Panorama City and Neighbors
Best Start Panorama City and Neighbors requested that First 5 LA share findings from the Reducing Early Childhood Obesity (RECO) implementation study. On April 9, staff from the Integration & Learning department shared findings from the RECO implementation study with leadership members in Best Start Panorama City and Neighbors. This implementation study explored what contributed to (facilitators) and what detracted from (barriers) the successful implementation of these RECO investments. The RECO investments adopted a wide variety of strategies to address early childhood obesity, with a particular focus on low-income communities in Los Angeles County. These strategies ranged from education and media campaigns to financial incentives to changes in the built environment, such as gardens and parks. Together, they aimed to facilitate change at the individual, community, and policy/systems levels. Leadership members from Best Start Panorama City and Neighbors were asked which findings resonated with them and were given the opportunity to share their experiences on early childhood obesity – a prevalent occurrence within their community. The robust conversation culminated in a discussion on how these findings can help the Best Start Panorama City and Neighbors partnership plan future engagements with parents on preventing early childhood obesity. The full report prepared by our evaluation partner Abt is included as an Attachment G.

Staff Contact: Manuel Fierro (mfierro@first5la.org)

VII. LEGACY INVESTMENTS

Nothing to highlight this month.

VIII. ADMINISTRATION & ORGANIZATIONAL DEVELOPMENT

Nothing to highlight this month.

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

Organization-Wide Sponsorships and Events
During late April and early May 2019, First 5 LA co-sponsored several events aimed at relationship building and expanding brand awareness in Los Angeles County, to include:

- "To Be Pregnant and Black in 2019: With California State Senator Holly Mitchell", a local community forum organized by Black Women for Wellness, took place on April 12, 2019, at the Los Angeles Department of Water and Power in South Los Angeles. The forum was held in honor of Black Maternal Health Week (BMHW), a national campaign founded and led by the Black Mamas Matter Alliance. The week takes place every year from April 11 –17 to

promote awareness, activism, and community building around black maternal and infant health. The BMHW event and discussion with Senator Holly Mitchell focused on how LA County residents, and all Californians, can address racism (implicit bias), challenges, and solutions for healthy and successful pregnancies, and included a call to action to support SB464 Dignity in Pregnancy & Childbirth. Following the discussion with Senator Mitchell, the event concluded with a community dialogue featuring a panel of five expectant African American women, and Black women of varying backgrounds, sharing their experiences with pregnancy, medical providers, and the health care system.

- On April 22, 2019, Connections for Children hosted the 2019 Betsy Awards & Reception at the Marina Del Rey Marriott. The award is named after Betsy Hiteshew, who helped found Connections for Children in 1975. Hiteshew is a nationally renowned early childhood pioneer whose work has impacted thousands of children, parents, and educators. The 2019 event honorees included two community leaders in Southern California: Patti Oblath (recently retired Connections' Executive Director and early childhood advocate) and Bob Ruth (humanitarian, civic leader, and real estate developer).

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

X. UPCOMING EVENTS

Nothing to highlight for this month.

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 contract was executed through April 19, 2019. A copy of the executed contract can be found here:https://www.first5la.org/uploads/files/may-2019-contracts_831.pdf

#10166 COUNCIL FOR A STRONG AMERICA – Contract Amount: $74,757
Contract Period: 4/9/2019 – 3/9/2020
ReadyNation California is an affiliated organization of the Contractor. First 5 LA will support ReadyNation California's growth in California, with a specific focus on building networks of business leaders in Los Angeles County to amplify the business voice for effective early childhood policies and programs, thus directly supporting First 5 LA priorities.

Strategic Partnership Update
On November 8, 2018, the Board approved a Strategic Partnership with Lowell Joint School District for an amount not to exceed $155,000 to participate in the Kindergarten Readiness Assessment (KRA) Initiative. During contract negotiations, First 5 LA staff learned that Lowell Joint School District has an existing contract with First 5 Orange County to collect Early Development Instrument (EDI) data since three of their five elementary schools are located in Orange County. Based on these learnings, First 5 LA staff will not enter into agreement with Lowell Joint School District. First 5 LA will enter into a Strategic Partnership with First 5 Orange County for an amount not to exceed $38,000 through June 30, 2019 to distribute funds to Lowell Joint School District to collect EDI data for LA County in order to

provide support for the KRA Initiative and to support the 2019 Early Development Instrument (EDI): *Learners Today, Leaders Tomorrow* Summit. Pursuant to the Procurement Policy, the Executive Director is authorized to approve Strategic Partnerships under $75,000.

Staff Contact: Junette Sheen (jsheen@first5la.org)

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

SAVE *the* DATE

LEARNERS *Today,* LEADERS *Tomorrow*

2019 SUMMIT

Join community leaders and special guest speakers for a summit about how ready our youngest learners are to start school, become successful students, and ultimately, engaged workers in Los Angeles and Orange counties. Learn about the Early Development Instrument (EDI) which measures student readiness, and participate in breakout sessions about how cities and school districts can use this groundbreaking data for strategic interventions.

SEPTEMBER 18
8:00 a.m. - 4:00 p.m.

LONG BEACH MARRIOTT
4700 Airport Plaza Dr
Long Beach, CA 90815

FOR MORE INFORMATION, *email:*
prop10@ocgov.com

FIRST 5 ORANGE COUNTY
CHILDREN & FAMILIES COMMISSION

first 5 la
Giving kids the best start

FIRST 5 20 YEARS
OUR KIDS OUR FUTURE

April 10, 2019

The Honorable Patrick O'Donnell
Assembly Education Committee, Chair
1020 N Street, Room 159
Sacramento, CA 95814

RE: Support- AB 452 (Mullin): Early Childhood Programs: Grants

Dear Assemblymember O'Donnell,

First 5 LA, in partnership with others, strengthens families, communities, and systems of services and supports so all children in Los Angeles County enter kindergarten ready to succeed in school and life.

First 5 LA is proud to support AB 452 (Mullin), as proposed to be amended, which would appropriate between $25,000,000 and $35,000,000 to create a grant program to develop and expand childcare facilities that serve children from birth to three-years-old.

Despite the proven benefits that early learning programs provide to participants, parents, and society as a whole, families across the state face limited access to quality early care and education programs. For many reasons, including the prohibitively expensive cost of care and construction of new facilities, only approximately 14 percent of eligible infants and toddlers in California are enrolled in subsidized programs, a large portion of which are cared for in family daycare homes and license-exempt programs, and only 7 percent of eligible children younger than three-years-old have access to Early Head Start programs.

A report released by RAND in 2017 found that early childhood programs yield, on average, between $2 and $4 in benefits to participants, their families, and other members of society for every dollar invested. Additionally, after participating in an Early Head Start program, three-year-old children have demonstrated better learning and socio-emotional skills when compared to their nonparticipating counterparts. However, infant and toddler care in California is prohibitively expensive, costing on average 51 percent of the median income of a single parent household and 61 percent more than serving a preschooler. AB 452 would seek to expand access to early learning programs for infants and toddlers by appropriating between $25 million and $35 million to create a grant program to develop and expand childcare facilities. Providing funding for infant and toddler facilities will enable programs to leverage federal and state funds to promote expansion and greater access to quality programs for families across the state. These facility grants will enable providers to serve more children and families, especially low-income children who receive subsidies, and hire more staff.

First 5 LA believes that this bill will play a vital role is expanding access to quality care for California's vastly underserved infant and toddler population, and will set them on a path of success in both school and life starting from the earliest and most formative years. For these reasons, we urge you to support AB 452.

COMMISSIONERS
Los Angeles County Supervisor Sheila Kuehl
Chair
Judy Abdo
Vice Chair
Bobby Cagle
Astrid Heger, M.D.
Yvette Martinez
Jonathan E. Sherin, M.D., Ph.D.
Romalis J. Taylor
Keesha Woods
Marlene Zepeda, Ph.D.

EX OFFICIO MEMBERS
Barbara Ferrer, Ph.D., M.P.H., M.Ed.
Wendy Garen
Karla Pleitéz Howell
Deanne Tilton

EXECUTIVE DIRECTOR
Kim Belshé

EXECUTIVE VICE PRESIDENT
John A. Wagner

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

If we can be of further assistance, please contact Becca Patton, Director of Early Care and Education, at RPatton@First5LA.org.

Sincerely,

Kim Belshé
Executive Director, First 5 LA

CC: Members and Staff of the Assembly Education Committee

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

April 10, 2019

The Honorable Jim Wood
Chair, Assembly Health Committee
State Capitol, Room 6005
Sacramento, CA 95814

RE: Support - AB 526 (Petrie-Norris): Public social services: SSI/SSP

Dear Assemblymember Wood,

First 5 LA, in partnership with others, strengthens families, communities, and systems of services and supports so all children in Los Angeles County enter kindergarten ready to succeed in school and life.

First 5 LA is proud to support AB 526 (Petrie-Norris), which would create an expedited Medi-Cal enrollment pathway for children and pregnant women, by allowing the information they provide when applying to the Special Supplemental Nutrition Program for Women, Infants and Children (WIC) to also determine eligibly for Medi-Cal.

California expanded Medi-Cal's eligibility requirements through SB 75, commonly known as the Health for All Kids Act, in 2016. However, the state still features thousands of children who, while eligible for health coverage through Medi-Cal, nonetheless remain unenrolled. Furthermore, there are approximately 90,000 children under the age of 6-years old receiving benefits from WIC who are eligible for, but not enrolled in Medi-Cal, as well as 13,000 pregnant women.

AB 526 proposes to directly utilize the information families provide to WIC in order to determine eligibility for health coverage through Medi-Cal. As a result, eligible families will not need to make a separate effort to gain Medi-Cal coverage after also applying for WIC. Overall, by better facilitating enrollment to Medi-Cal through WIC, AB 526 will help close gaps in Medi-Cal coverage for children and pregnant women.

Access to Medi-Cal is particularly important due to the Early and Periodic, Screening, Diagnostic Treatment (EPSDT) benefit, which provides all Medi-Cal enrolled children with crucial developmental screenings and services that support physical, mental and developmental health. While more than 95 percent of children eligible for Medi-Cal are enrolled, this still leaves thousands unenrolled and thus unable to access these vital services. AB 526 will help ensure that all children in California, particularly those also served by WIC, are able to gain health care coverage through Medi-Cal. For this reason, we respectfully ask for your support.

If we can be of further assistance, please contact Charna Martin, Senior Policy Strategist, at CMartin@First5LA.org.

COMMISSIONERS
Los Angeles County Supervisor Sheila Kuehl
Chair
Judy Abdo
Vice Chair
Bobby Cagle
Astrid Heger, M.D.
Yvette Martinez
Jonathan E. Sherin, M.D., Ph.D.
Romalis J. Taylor
Keesha Woods
Marlene Zepeda, Ph.D.

EX OFFICIO MEMBERS
Barbara Ferrer, Ph.D., M.P.H., M.Ed.
Wendy Garen
Karla Pleitéz Howell
Deanne Tilton

EXECUTIVE DIRECTOR
Kim Belshé

EXECUTIVE VICE PRESIDENT
John A. Wagner

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

Sincerely,

Kim Belshé
Executive Director

CC: Members and Staff of the Assembly Health Committee
Assemblymember Cottie Petrie-Norris

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

April 10, 2019

The Honorable Dr. Richard Pan
Senate Health Committee, Chair
State Capitol, Room 5114
Sacramento, CA 95814

RE: Support – SB 464 (Mitchell & Weber): California Dignity in Pregnancy and Childbirth Act

Dear Dr. Pan,

First 5 LA, in partnership with others, strengthens families, communities, and systems of services and supports so all children in Los Angeles County enter kindergarten ready to succeed in school and life.

First 5 LA is proud to support SB 464 (Mitchell & Weber), as proposed to be amended, which would direct hospitals that provide perinatal care to implement implicit bias training programs that identify existing provider biases, create measures to decrease implicit biases and stereotypes, and develop more culturally inclusive and appropriate communications and service delivery strategies. Further, by requiring the State Department of Public Health to track and publish statistics on certain health indicators disaggregated by county, health care facility and racial and ethnic identity, SB 464 would improve California's understanding of, and thus ability to respond to, race-based maternal mortality and morbidity disparities.

Implicit bias refers to attitudes or stereotypes directed toward certain groups of people that individuals hold without conscious knowledge of their beliefs. In the health sector, these can be profoundly harmful, and are also a significant contributor to present race-based disparities in the maternal mortality rate. For example, biases often result in physicians providing pregnant African-American women with inadequate and inappropriate care, and even dismissing self-reported health concerns and symptoms. Taken as a whole, implicit biases can result in physicians failing to account for pregnancy complications facing African-American women, allowing issues to persist, compound and eventually threaten the life of both mother and child.

In California, African-American women are three to four times more likely to die from pregnancy-related complications. Furthermore, while African-American women comprise just five percent of California's pregnancy cohort annually, they account for 21 percent of pregnancy-related deaths. Despite this, California has neither undertaken statewide efforts to counter the factors that help drive this disparity, nor made a concentrated effort to track bias in the healthcare system.

COMMISSIONERS
Los Angeles County Supervisor Sheila Kuehl, *Chair*
Judy Abdo, *Vice Chair*
Bobby Cagle
Astrid Heger, M.D.
Yvette Martinez
Jonathan E. Sherin, M.D., Ph.D.
Romalis J. Taylor
Keesha Woods
Marlene Zepeda, Ph.D.

EX OFFICIO MEMBERS
Barbara Ferrer, Ph.D., M.P.H., M.Ed.
Wendy Garen
Karla Pleitéz Howell
Deanne Tilton

EXECUTIVE DIRECTOR
Kim Belshé

EXECUTIVE VICE PRESIDENT
John A. Wagner

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

By ensuring that healthcare providers receive training on the existence and impacts of implicit biases, SB 464 will help better ensure that all women in California receive adequate and appropriate care during a pregnancy. We strongly urge your support.

If we can be of further assistance, please contact Charna Martin, Senior Policy Strategist, at CMartin@First5LA.org.

Sincerely,

Kim Belshé
Executive Director

CC: Members and Staff of the Senate Health Committee
Senators Holly Mitchell & Shirley Weber

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

April 10, 2019

The Honorable Holly Mitchell
Chair, Senate Budget and Fiscal Review Committee
State Capitol, Room 5050
Sacramento, CA 95814

The Honorable Phil Ting
Chair, Assembly Budget Committee
State Capitol, Room 6026
Sacramento, CA 95814

RE: Support – Increase funding for the Emergency Child Care Bridge Program for Foster Children

Dear Senator Mitchell and Assembly Member Ting,

First 5 LA, in partnership with others, strengthens families, communities, and systems of services and supports so all children in Los Angeles County enter kindergarten ready to succeed in school and life.

First 5 LA is proud to support the budget request of $47 million in State General Funds to bolster the Emergency the Child Care Bridge Program for Foster Children. This appropriation would support additional vouchers to assist families in paying for emergency, short-term child care for foster children in a home-based family care setting, allowing approximately 19,000 foster children to receive child care for up to six months on an immediate basis. It would also provide for more navigators to help participating foster families locate long-term child care services, and support trauma-informed training for providers. Furthermore, by increasing State General Fund monies for the Bridge Program, California would be able to draw down an additional $29 million in federal Title IV-E match dollars for vouchers and $5.3 million for trauma-informed training.

When taking on the supervision of a foster child, families are likely to need immediate access to early care and education (ECE) resources, in order to avoid missing school or work. However, finding an adequate and appropriate ECE program that also has open, subsidized seats available on short notice is very difficult. As a result, prospective caregivers often face a choice between missing work and not taking in the foster child at all. In fact, an estimated 25 percent of placement denials are due to the receiving caregiver's lack of access to immediate and affordable child care services.

In response to these concerns, California created the Emergency Child Care Bridge Program for Foster Children in 2018, and funded it with $31 million. These resources went to increasing the number of available vouchers for emergency child care, supporting navigators that help families locate long-term, high quality care, and providing coach and trauma-informed training to providers. By strengthening this program, California will be able to serve even more foster children and their families. The Bridge Program also contributes to the success of Continuum of Care Reform efforts, and the state's mission to provide loving and supportive foster homes to our most vulnerable populations.

COMMISSIONERS
Los Angeles County Supervisor Sheila Kuehl
Chair
Judy Abdo
Vice Chair
Bobby Cagle
Astrid Heger, M.D.
Yvette Martinez
Jonathan E. Sherin, M.D., Ph.D.
Romalis J. Taylor
Keesha Woods
Marlene Zepeda, Ph.D.

EX OFFICIO MEMBERS
Barbara Ferrer, Ph.D., M.P.H., M.Ed.
Wendy Garen
Karla Pleitéz Howell
Deanne Tilton

EXECUTIVE DIRECTOR
Kim Belshé

EXECUTIVE VICE PRESIDENT
John A. Wagner

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

For all of these reasons, we respectfully ask for your support. If we can be of further assistance, please contact Charna Martin, Senior Policy Strategist, at CMartin@First5LA.org.

Sincerely,

Kim Belshé
Executive Director

CC: Members and Staff of the Senate Budget and Fiscal Review Committee
Members and Staff of the Assembly Budget Committee

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

First 5 LA - State and Federal Advocacy Agenda
Updated: April 25, 2019

Policy Item	Author/Budget Amount	Description	Notes/Sponsor/Status	Community Identified Priority	Position Taken
Early Care & Education					
Assembly Bill (AB) 125	McCarty (D-Sacramento), Berman, Bonta, Burke, Carrillo, Chiu, Dodd, Friedman, Eduardo Garcia, Gonzalez, Hill, Limón, Reyes, Santiago, Ting, and Wicks	Early childhood education: reimbursement rates: This bill would provide that it is the intent of the Legislature to enact legislation that would establish a single regionalized state reimbursement rate system for childcare, preschool, and early learning services that would achieve specified objectives.	Assembly Education Committee Companion bill to SB 174 (Leyva)		Support
AB 194	Reyes (D-San Bernardino)	Child care and development services: This bill would make legislative findings and declarations relating to early care and education programs and would state the intent of the Legislature to enact legislation to appropriate $1,000,000,000 to immediately improve access to alternative payment programs and general childcare and development programs.	Assembly Appropriations Committee		Support
AB 324	Aguiar-Curry (D-Napa)	ECE Workforce: In 2000, AB 212 (Aroner) authorized funds from the California Department of Education (CDE) for childcare development staff retention. These funds aim to retain quality staff who have experience working directly with children in state-subsidized, Title 5 child development programs. AB 324 requires CDE to develop guidelines for the use of AB 212 funds. The new guidelines will still allow for local flexibility, but will create a standardized, effective, and measurable funding program. These guidelines will prioritize stipends that recruit, strengthen, and retain a quality, diverse ECE workforce.	Assembly Appropriations Committee Companion bill to Governor Newsom's budget proposal of $500 million for infrastructure. Half ($250 million) would go to workforce development.		Support
AB 452	Mullin (D-Daly City)	California Child Care Facilities Grant Program: This bill would seek to appropriate funds of between $25,000,000 and $35,000,000 towards grants to develop childcare facilities that serve children from birth to age three, with no less than $10,000,000 of which dedicated to Early Head Start facilities.	Assembly Education Committee		Support
SB 174	Leyva (D-Ontario)	Reimbursement rates: This bill would provide that it is the intent of the Legislature to enact legislation that would establish a single regionalized state reimbursement rate system for childcare, preschool, and early learning services that would achieve specified objectives.	Senate Education Committee Companion bill to AB 175 (McCarty)		Support
Gov. Budget Proposal: Infrastructure	$500,000,000	One-time funding to improve child care infrastructure, including support for professional development and facilities.	Child Care and Early Learning TB		Support
Gov. Budget Proposal: CSU Child Care Infrastructure	$247,000,000	California State University (CSU) system would receive $247 million in one-time funding which could be used to expand child care facilities for students with young children.			Support

Policy Item	Author/Budget Amount	Description	Notes/Sponsor/Status	Community Identified Priority	Position Taken
Gov. Budget Proposal: California State Pre-School	$125,000,000	$125 million would provide an additional 180,000 full-day, full-year pre-school spaces in 2019-20, increasing to 200,000 students by 2022.			Support
Gov. Budget Proposal: Roadmap for Universal Pre-School and Child Care	$10,000,000	$10 million to develop, in partnership with the State Board of Education, Department of Finance, and Department of Social Services, a roadmap toward universal pre-school and quality, affordable subsidized child care in California.	Child Care and Early Learning TB		Support
State Budget Request: Child Care Bridge Program	$47,000,000	$47 million to support additional vouchers to assist families in paying for emergency, short-term child care for foster children in a home-based family care setting, allowing approximately 19,000 foster children to receive child care for up to six months on an immediate basis.			Support
Gov. Budget Proposal: Full School Day/Year Kindergarten	$750,000,000	One-time funding directed toward local education agencies to remove barriers to full school-day, full school-year kindergarten.	Education Omnibus TB		Support
Health					
Assembly Bill (AB) 526	Petrie-Norris (R-Irvine)	Medi-Cal: This bill would create an expedited Medi-Cal enrollment pathway for children and pregnant women, by allowing the data individuals provide when applying to the Special Supplemental Nutrition Program for Women, Infants and Children (WIC) to also determine eligibility for Medi-Cal. The state would accomplish this by utilizing Medicaid's Express Lane Eligibility (ELE) authority. This allows children to concurrently apply for Medi-Cal, as well as pregnant women into Presumptive Eligibility Medi-Cal status, when applying to certain other federal benefits programs. The bill would also fund infrastructure and systems changes needed to enable information sharing between WIC and Medi-Cal.	Assembly Appropriations Committee		Support
AB 1004	McCarty (D-Sacramento)	Developmental screening services: This bill is the re-introduction of AB 11, which would require, consistent with federal law, that screening services provided as an EPSDT benefit include developmental screening services for individuals zero to 3 years of age, inclusive. The bill would require the department to ensure a Medi-Cal managed care plan's ability and readiness to perform these developmental screening services, and would require the department to adjust a Medi-Cal managed care plan's capitation rate, as specified. Until July 1, 2023, the bill would require an external quality review organization entity to annually review, survey, and report on managed care plan reporting and compliance with specified developmental screening tools and schedules.	Assembly Appropriations Committee		Co-Sponsor
Senate Bill (SB) 464	Mitchell (D-Los Angeles)	Implicit Bias: This bill would make legislative findings relating to implicit bias and racial disparities in maternal mortality rates. The bill would require a hospital that provides perinatal care, and an alternative birth center or a primary clinic that provides services as an alternative birth center, to implement an implicit bias program, as specified, for all health care providers involved in perinatal care of patients within those facilities. The bill would require the department to track and publish data on maternal death and severe morbidity, disaggregated by county, facility, and racial and ethnic identity.	Senate Appropriations Committee		Support
Gov. Budget Proposal: Developmental Screenings	$60,000,000	$60 million in state and federal funding to increase developmental screening rates for young children.			Support
Gov. Budget Proposal: Adverse Childhood Experiences	$45,000,000	$45 million in state and federal funding to ensure all families on Medi-Cal receive Adverse Childhood Experiences (ACEs) screens.			Support

Policy Item	Author/Budget Amount	Description	Notes/Sponsor/Status	Community Identified Priority	Position Taken
Gov. Budget Proposal: Black Infant Health	$7, 500,000	$7.5 million to further address disparities in infant and maternal mortality for African American women.			Support
Gov. Budget Proposal: Health Provider Rates	$1,000,000,000	Continued funding for health provider rate increases, including more than $1 billion in Proposition 56 funding (tobacco tax increase approved by voters in 2016). At least $50 million in additional funding will be made available for Medi-Cal family planning services, and additional funds will be available for mental health provider training, whole person care pilots, and additional health systems incentives which could be modified to include early childhood priorities.			Support
Families					
Assembly Concurrent Resolution (ACR) 1	Bonta (D-Oakland), Aguiar-Curry, Bealle, Bradford, Calderon, Carrillo, Chiu, Chu, Gabriel, Cristina Garcia, Gloria, Gonzalez, Holden, Hueso, Jones-Sawyer, Kalra, Levine, Limón, Low, McCarty, Rendon, Reyes, Rivas, Rodriguez, Santiago, Ting, and Weber	Public Charge: This measure would condemn regulations proposed by the Department of Homeland Security to prescribe how a determination of an alien's inadmissibility is made based on the likelihood that the alien will become a public charge. This measure would also urge the federal government to reconsider and roll back the proposed regulations.	Senate Human Services Committee		Support
Gov. Budget Proposal: Working Families Tax Credit	1,000,000,000	$1 billion to expand eligibility to an additional 400,000 families, and converting the credit to a monthly benefit to better meet the needs of working families.			Support
Gov. Budget Proposal: CalWORKs Grants	$347, 600,000	$347.6 million to further increase the size of the state's California Work Opportunity and Responsibility to Kids (CalWORKs) cash grants, eventually increasing to $455.5M annually. These increases will begin October 1, 2019 and ensure no child in a family receiving cash aid from the state lives in deep poverty.			Support
Gov. Budget Proposal: CalWORKs Home Visiting Initiative	$ 78, 900,000	$78.9 million to expand and make permanent the CalWORKs Home Visiting Initiative (HVI) created in the 2018-19 budget.			Support
Gov. Budget Proposal: Maternal Infant Early Childhood Home Visiting (MIECHV)	$23,000,000	$23 million to double the federally-funded Maternal Infant Early Childhood Home Visiting (MIECHV) program operated by the California Department of Public Health.			Support
Gov. Budget Proposal: Paid Family Leave	TBD	The Administration will convene a Paid Family Leave taskforce to explore options of expanding paid family leave from 6 weeks to 6 months for employees working for organizations which employ 25 or more staff.			Support
Federal Policy					
Federal Regulation -USCIS-2010-0012	U.S. Department of Homeland Security	Proposed Federal Regulation: Expansion of the public charge definition for immigrants seeking to legally adjust their status.	First 5 LA Submitted Public Comments to the Federal Register on 12/7/2018.		Oppose
Communities					
Sustainability					

ATTACHMENT G

REACH STUDY INTERIM FINDINGS REPORT

First 5 LA Contract No: 08834

DEC 20, 2017

First 5 LA Reducing Early Childhood Obesity (RECO) Evaluation

Prepared for:

First 5 LA
750 North Alameda Street, Suite 300
Los Angeles, CA 90012

Submitted by:

Abt Associates Inc.
55 Wheeler Street
Cambridge, MA 02138

In Partnership with:

University of California, Los Angeles

Ms. Hayley Roper-Fingerhut

The Sarah Samuels Center for Public Health Research and Evaluation

Acknowledgements

This report was written by Michelle Blocklin, Meaghan Glenn, Molly Brune, Jeremiah Garza, Sallie Yoshida, and Hayley Roper-Fingerhut, with support from the RECO project team.

We would like to thank many individuals and organizations who helped make this study and report possible. At Abt, we thank Michael López (co-PI) for his conceptual input and guidance, Erin Bumgarner for overseeing focus group data collection, Jackie Mendez and the coding team for coding and analyzing the focus group data, and Maria Boyle for providing valuable leadership and feedback on the report. Thanks to Bry Pollack for editing and Erin Miles, Audrey Hanbury, and Puneet Kaur for producing the report.

We would also like to thank our partners at the Samuels Center for their hard work on the key informant interview data collection, analysis, and writing, and partners at UCLA for their ongoing work on the RECO evaluation. We thank Special Service for Groups for conducting the focus groups. We also thank former project staff, Christine Mineart and Todd Grindal for their contributions to this report and all the work that went into it. Notably, we thank the staff from First 5 LA for their ongoing support of the project. In particular, Pegah Faed, Devan Petersen, Miriam Son, Armando Jimenez, and Lynn Fahey provided key guidance and feedback on executing the study and producing the report.

Finally a tremendous thank you to community members across LA County who participated in focus groups and the following grantee organizations who participated in the study: LA Parks Foundation, Breastfeeding Task Force of Greater Los Angeles, California Food Policy Advocates, Child Care Law Center, Community Coalition for Substance Abuse Prevention, Community Health Councils, Los Angeles County Department of Public Health, Capital Impact Partners, LA Conservation Corps, Ecology Center, Hunger Action Los Angeles, Sustainable Economic Enterprises of Los Angeles, Occidental College Urban and Environmental Policy Institute, Public Health Advocates, Asian Pacific Islander Forward Movement, Public Counsel, Amigos de los Rios, Los Angeles Neighborhood Initiative, LA Neighborhood Land Trust, Shane's Inspiration, North East Trees, and Western Center on Law and Poverty. Without them, this study would not have been possible.

Recommended Citation

Blocklin, M., Glenn, M., Brune, M., Garza, J., Yoshida, S., and Roper-Fingerhut, H. "Reach Study Interim Findings Report: Findings from the First 5 LA Reducing Early Childhood Obesity Evaluation." Cambridge, MA: Abt Associates Inc., December 2017.

Executive Summary **1**

1. Introduction **8**
1.1 First 5 LA's RECO Portfolio 9
1.2 Description of Evaluation 16
1.2.1 Reach Study 16
1.2.2 Impact Study 16
1.3 Focus of This Interim Report 17

2. Methods **18**
2.1 Data Collection 18
2.1.1 Focus Groups 18
2.1.2 Key Informant Interviews 21
2.1.3 Interview with First 5 LA Program Officers 23
2.1.4 Location Data 23
2.1.5 Extant Data Used for Community Need Characteristics 25
2.2 Analysis 25
2.2.1 Focus Groups 25
2.2.2 Key Informant Interviews 26
2.2.3 Location Data 26

3. Overview of Results **27**

4. Individual-Level Implementation and Reach of the RECO Investments **30**
4.1 Targeted Participants 30
4.2 Individuals' Experiences 31
4.2.1 Positive Changes 31
4.2.2 Negative Experiences with RECO Programming 34
4.3 Facilitators and Barriers 35
4.3.1 Facilitators to Reaching Individuals 35
4.3.2 Barriers to Reaching Individuals 36
4.3.3 Facilitators to Preventing or Reducing Obesity 38
4.3.4 Barriers to Preventing or Reducing Obesity 39

5. Community-Level Implementation and Reach of the RECO Investments **41**
5.1 Need and Reach 41
5.1.1 Reach of RECO Investments across LA County 41
5.1.2 Reach of RECO Investments in High-Need Communities 43
5.1.3 Reach of RECO Investments by Obesity-Reduction Strategy 51
5.2 Perceived Community Changes 52
5.2.1 Increased Knowledge and Awareness 53
5.2.2 Changes to the Built Environment 54
5.2.3 Changes in Norms and Behaviors 54

5.3 Facilitators and Barriers 55
5.3.1 Facilitators to Reaching Communities 55
5.3.2 Barriers to Reaching Communities 57
5.3.3 Facilitators to Community Changes to Reduce Early Childhood Obesity 61
5.3.4 Barriers to Community Changes to Reduce Early Childhood Obesity 62

6. Policy/Systems-Level Implementation and Reach of the RECO Investments 65
6.1 Policy Changes 65
6.1.1 Partnering with Local Officials to Change Policies 65
6.1.2 Collaboration with Stakeholders to Change Policies 66
6.1.3 Engage the Community to Change Policies 66
6.2 Facilitators and Barriers 66
6.2.1 Facilitators to Changing, Adopting, and Implementing Policies and Practices 66
6.2.2 Barriers to Changing, Adopting, and Implementing Policies and Practices 68

7. Conclusions, Lessons Learned, and Next Steps 70
7.1 Conclusions and Lessons Learned 70
7.2 Next Steps 72

Appendix A: Description of RECO Investments 73

Appendix B: Reach Study Focus Group and Interview Guides 78

Appendix C: Investments and Activities Excluded from Geospatial Analysis 92

Appendix D: Supplemental Tables 93

Appendix E: Supplemental Maps of RECO Activities by CDC Strategy 95

References 101

List of Exhibits

Exhibit ES-1: Changes Targeted by RECO 2

Exhibit ES-2: Individual-Level Facilitators and Barriers 4

Exhibit ES-3: Community-Level Reach of RECO Activities across LA County 5

Exhibit ES-4: Community-Level Facilitators and Barriers 6

Exhibit ES-5: Systems/Policy-Level Facilitators and Barriers 7

Exhibit 1-1: Timing of RECO Investments 9

Exhibit 1-2: Ecological Model of Change Targeted by RECO Investments 11

Exhibit 1-3: RECO Logic Model 13

Exhibit 1-4: Reach Study Research Questions 17

Exhibit 2-1: Focus Groups Conducted 20

Exhibit 2-2: Focus Group Participant Characteristics, Overall and by Region 21

Exhibit 2-3: Key Informant Interviews Conducted 22

Exhibit 3-1 Key Themes in Order of Prevalence, by Research Question Topic 27

Exhibit 4-1: Focus Group Participant Awareness of RECO Investments 36

Exhibit 5-1: Reach of RECO Activities in LA County 42

Exhibit 5-2: Prevalence of RECO Investment Activities in LA County and by Region 43

Exhibit 5-3: Communities in Which RECO Activities Were Provided, by Community Need Characteristics 44

Exhibit 5-4: High-Need Communities in Which RECO-Funded Activities Were Provided 49

Exhibit 5-5: Percentage of RECO-Served Communities That Were High Need 50

Exhibit 5-6: Prevalence of Obesity-Prevention Strategies used by RECO Activities in LA County and in Each Region 52

Exhibit 5-7: Healthier Choice/Practice Adopted by Communities, for Each RECO Investment 52

Exhibit C-1: Investments That Were Not Included in the Location Data Analyses 92

Exhibit C-2: Activities That Were Not Included in the Location Data Analyses 92

Exhibit D-1: Prevalence of RECO Investment Activities in LA County and by Region 93

Exhibit D-2: High-Need Communities in Which RECO Activities Occurred.....94

Exhibit E-1: Geographic Distribution of RECO Activities by CDC Strategy – Region 1.....96

Exhibit E-2: Geographic Distribution of RECO Activities by CDC Strategy – Region 2.....97

Exhibit E-3: Geographic Distribution of RECO Activities by CDC Strategy – Region 3.....98

Exhibit E-4: Geographic Distribution of RECO Activities by CDC Strategy – Region 4.....99

Exhibit E-5: Geographic Distribution of RECO Activities by CDC Strategy – Region 5.....100

Executive Summary

Overview

For too many children in the United States, obesity and overweight begins early in life, with many entering school already overweight or obese. Early childhood obesity is of great concern given its links to adverse health outcomes later in life. Strategies targeting obesity must begin with very young children and their families in order to have an early impact on children's healthy development.

This understanding fit **First 5 LA**'s focus on the first five years of life as "establish[ing] the foundation for the future success of our children."[1] Under its 2009-2015 strategic plan, that understanding led the organization to fund a diverse portfolio of investments around children's health—among them a subset referred to collectively as the **Reducing Early Childhood Obesity (RECO)** portfolio.

The RECO investments adopted a wide variety of strategies to address early childhood obesity, with a particular focus on low-income communities. These strategies ranged from education and media campaigns to financial incentives to changes in the built environment such as gardens and parks. Together, they aimed to facilitate change at the individual, community, and policy/systems levels (see Exhibit ES-1).

Key Findings

Reach and implementation successes and challenges at the individual, community, and policy/systems levels:

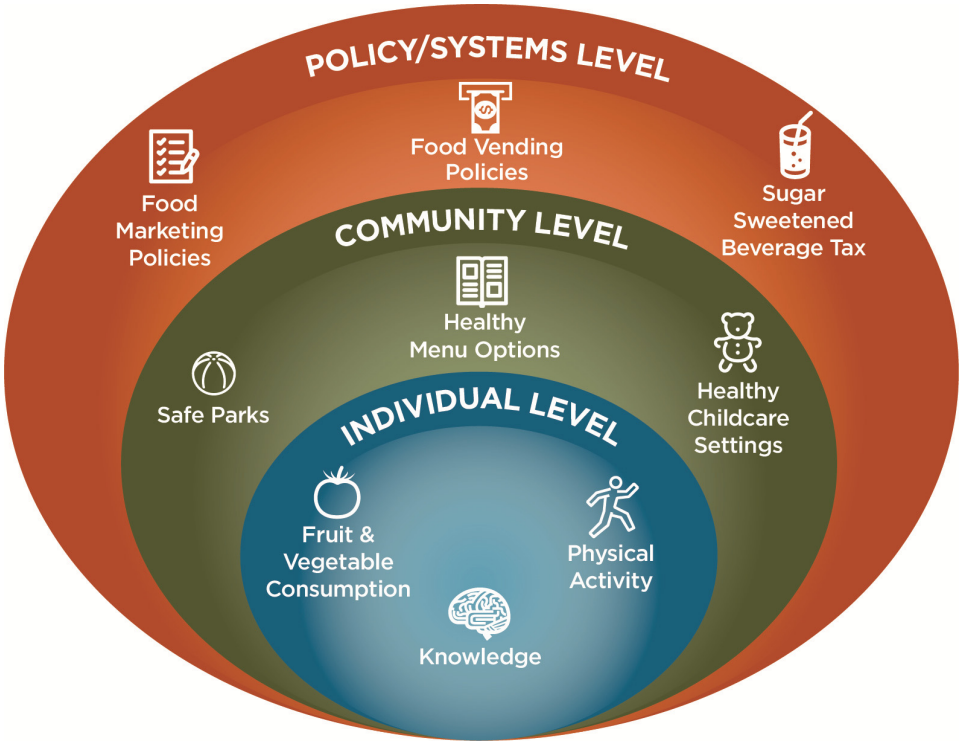
- *Collectively, the RECO investments targeted and reached a wide range of individuals, communities, and policies/systems across LA County. Grantees reported that they were successfully reaching their target populations.*
- *Grantees and community members reported positive changes among individuals, communities, and policies that they attributed to RECO activities. The changes reflected healthier practices (e.g., healthier eating habits, increased physical activity, more community parks, improved vending policies) that ultimately should reduce early childhood obesity.*
- *When community members were aware of the RECO activities, they were more likely to engage with the activities. However, they often were unaware of RECO activities or didn't recognize its projects by name. Community members reported wanting to know more about RECO activities.*
- *Grantees built important relationships with community members, policymakers, and other key stakeholders, which facilitated their RECO work. Engaging the community was necessary for the reach and implementation of RECO activities, but at times collaboration was challenging.*
- *Overall, RECO grantees and community members expressed great enthusiasm for the RECO investments and their activities.*

To help it understand the impact of its RECO portfolio, First 5 LA commissioned Abt Associates and its partners to design and implement an evaluation of the group of RECO investments. Though First 5 LA's 2015-2020 strategic plan shifted focus, the RECO findings still can offer lessons learned, both for future obesity work and for First 5 LA's work going forward in new areas. This report describes the evaluation's reach and implementation findings to date in three areas:

[1] First 5 LA is a leading public grant maker and early childhood advocate organization created by California voters to invest Proposition 10 tobacco tax revenues in Los Angeles County. In partnership with others, First 5 LA strengthens families, communities, and systems of services and supports so that all children in L.A. County enter kindergarten ready to succeed in school and life. Please visit www.first5la.org for more information.

- **Reach of the RECO investments**; that is, which individuals, communities, and systems/policies were targeted, served, participated in, had access to, and/or have the potential to benefit from RECO activities. *Reach* was assessed from the perspectives of both community members and grantees, and thus reflects both community members' engagement with the RECO activities and grantees' outreach efforts.
- **Experiences with and perceived changes** related to the RECO activities.
- **Facilitators and barriers** to the implementation and reach of the RECO activities.

Exhibit ES-1: Changes Targeted by RECO



Data Collection and Analysis

The study team used a variety of data collection and analysis methods. The collection methods included focus groups with community members and interviews with key grantee staff. Analysis methods included qualitative coding and analysis of focus group and interview data, as well as mapping of RECO activities.

Focus Groups

The study team conducted 14 focus groups with targeted beneficiaries of the RECO investments across LA County. In particular, focus groups included community members who were **parents or caregivers of young children and familiar with at least one RECO investment**. Focus groups were held in English, Spanish, and in one instance, Khmer to reflect the language of the targeted community. The number of participants in each focus group ranged from 3 to 15. Community members were asked about their experiences; satisfaction with RECO activities; facilitators and barriers to experiencing the RECO investment activities; and reasons families may or may not have engaged in any RECO activities.

Key Informant Interviews

The study team conducted a total of 25 interviews with key informants across all RECO grantee organizations. In particular, the interviews targeted **staff directly involved in managing and/or**

implementing their organization's RECO activities. Interviewers asked open-ended questions about the interviewee's understanding of the RECO investment and its activities; the communities the organization targeted; the successes, challenges, and feasibility of implementing activities associated with the RECO investment; and perceived impacts of their RECO work at the community and policy levels. Interviewees were also asked where specifically their RECO activities occurred (i.e., in which communities). The study team also conducted a group interview with **First 5 LA program officers and department directors** to gather additional contextual information on the RECO investments.

RECO Activity Mapping

The study team used the information collected from the key informants about the location of RECO activities to determine the **geographic reach of the RECO investments**. Each activity location was assigned to one or more census tracts in order to generate a map of RECO activities.

Findings

Individual-Level Reach and Implementation

Targeted Participants

The ultimate targeted beneficiaries of the RECO investment activities were children under age 5 in LA County. Grantees reached these young children in their obesity-reduction efforts either directly or indirectly by targeting child care providers, teachers, parents, and grandparents. Other target populations and family subpopulations varied depending on the type of RECO investment and the geographic location of the activities. These additional targets included specific racial/ethnic groups (i.e., Latinos, South East Asians, and African Americans), neighborhoods with poor access to healthy foods, community coalitions, children with disabilities, and policymakers.

Individuals' Experiences

RECO's participants reported primarily positive outcomes associated with their experiences with RECO. These included making healthful changes in habits such as cooking, eating, physical activity, grocery shopping, and breastfeeding. Individuals also reported becoming more engaged in their communities overall and advocating for their families and neighborhoods as a result of their experiences with RECO activities, particularly with regard to more healthful practices (e.g., offering healthier snacks at child care facilities). RECO activities also increased the sense of social support for some participants, from connections they made engaging in RECO activities. In particular, they felt supported in making healthy changes for themselves and their families.

Positive Individual Outcomes

- *Changed cooking/eating habits*
- *Modified physical activity*
- *Shifted grocery shopping practices*
- *Changed breastfeeding practices*
- *Advocated for families and neighborhoods*
- *Felt increased social support*

> ***"I learned how to introduce healthy snacks. My daughters are learning to ask for a healthy snack instead of chips. I have learned to give them other options instead of just junk food."***

Few RECO participants had negative experiences. Those who did reported, for example, limited support for implementing the healthier practices they were learning about through RECO activities. Others had issues with the language and cultural responsiveness of program delivery.

Facilitators and Barriers

Community members and grantees reported both facilitators and barriers related to the individual-level reach of the RECO investments (i.e., individuals participating in, accessing, or experiencing the work of

RECO activities). They also reported facilitators and barriers to preventing or reducing obesity among individuals more generally. Exhibit ES-2 summarizes findings from the focus groups and key informant interviews related to facilitators and barriers at the individual level.

Exhibit ES-2: Individual-Level Facilitators and Barriers

Facilitator/Barrier	Key Themes
Facilitators to Reaching Individuals	• RECO recommendations from medical professionals • Internal motivation to learn healthy habits to improve family health • Community events or classes mentioning RECO • RECO activity promotional materials in the community • Information about RECO activities from WIC offices
Barriers to Reaching Individuals	• Lack of awareness of RECO activities • Confusion about and poor recognition of RECO activities • Lack of time to participate in RECO activities • Inconvenient RECO activity schedules and locations
Facilitators to Preventing or Reducing Obesity	• Introducing healthy eating habits, accessing healthy foods • Individual motivation due to personal or family health risks
Barriers to Preventing or Reducing Obesity	• Expensive, inaccessible healthy foods • Cultural norms not well aligned with recommendations for healthy eating behaviors • Little or no support from close family and friends to engage in healthier behaviors

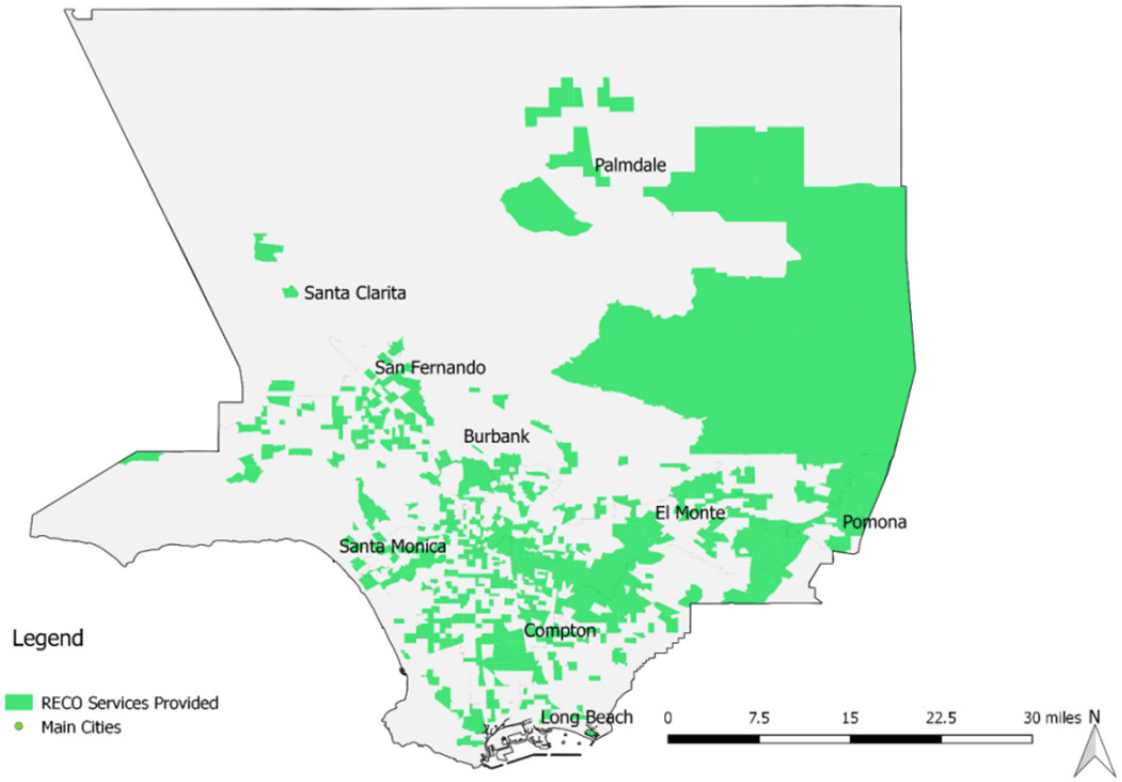
Community-Level Reach and Implementation

Community Reach

RECO activities occurred in many communities across LA County. As shown in Exhibit ES-3, the reach of RECO activities extended across nearly one-third of all census tracts in the county. Grantees also reported successfully reaching their targeted communities.

> ***"I felt like we're reaching who we wanted to 100%."***

Exhibit ES-3: Community-Level Reach of RECO Activities across LA County



Perceived Community Changes

RECO grantees targeted a variety of healthy choices and practices for adoption by communities, ranging from increased physical activity to participation in community gardens. Across that variety, however, community members and RECO grantees reported common themes related to community-level changes. These included increased knowledge and awareness related to obesity and healthy behaviors, changes to the built environment, and changes in norms and behaviors surrounding physical activities and other healthy behaviors, as well as related community advocacy and involvement.

Community-Level Changes

- *Increased knowledge and awareness*
- *Changes to the built environment*
- *Changes in norms and behaviors*

> ***"I have seen more people at the parks. Ever since our park was renovated, it is more accessible now for the children. … I have seen more people going to the groups and the Zumba classes. I do think that these programs are making a difference."***

Facilitators and Barriers

Grantees and community members reported facilitators and barriers to the community-level reach of the RECO investments (i.e., community-level participation, access, and experience of the RECO activities). Community members also reported facilitators and barriers to reducing early childhood obesity at the community level more generally (see Exhibit ES-4).

Exhibit ES-4: Community-Level Facilitators and Barriers

Facilitator/Barrier	Key Themes
Facilitators to Reaching Communities	• Advertising and word of mouth • Community engagement • Targeted outreach to community members
Barriers to Reaching Communities	• Lack of visibility of RECO activities • Limited access to RECO activities due to poor transportation • Safety concerns, especially with use of parks • Community and cultural attitudes • Challenges in low-income communities that supersede desire to adopt healthy practices • Lack of grantee resources (time, capacity, funding) limiting ability to establish relationships within the community and implement activities more widely
Facilitators to Reducing Early Childhood Obesity at the Community Level	• Public awareness campaigns • School initiatives related to nutrition • Leveraging relationships with key stakeholders, other community organizations, and other RECO grantees
Barriers to Reducing Early Childhood Obesity at the Community Level	• Cultural norms (e.g., related to portion size, appropriate weight for a child, which foods are considered "healthy") conflicting with healthy messages • Lack of resources (e.g., time and money) to make healthy changes • Safety concerns that limit physical activity • Unhealthy school food choices • Prevalence of unhealthy options and advertising

Systems- and Policy-Level Reach and Implementation

Policy Changes

The RECO investments targeted a variety of policy and practice targets: *organizational* (e.g., nutrition and physical activity policies among partner organizations), *community* (e.g., food vending policies), *county* (e.g., acceptance of CalFresh dollars at farmers markets), and *state* (e.g., sugar-sweetened beverage tax). Given that variety, the process of changing and/or implementing these policies and practices also varied. Still, three key strategies emerged, all of which involved forms of collaboration—partnering with local officials, collaborating with stakeholders, and engaging communities.

Key Strategies to Change Policy

- *Partnering with local officials*
- *Collaborating with stakeholders*
- *Engaging communities*

Facilitators and Barriers

Grantees targeting obesity-reduction efforts at the systems/policy level reported both facilitators and barriers to changing, adopting, and implementing policies and practices (see Exhibit ES-5).

> ***"We made sure that we had parents of young children who were on the steering committee. We made sure that the parents knew that they could bring the children with them to any meetings that we were conducting. And they did. The kids came, and they participated."***

Exhibit ES-5: Systems/Policy-Level Facilitators and Barriers

Facilitator/Barrier	Key Themes
Facilitators to Changing, Adopting, and Implementing Policies and Practices	• Partnerships with policymakers and community members • Framing the issues to relate to interests of key stakeholders • Staff capacity, buy-in, and support for policy work • Prior experience with legislation and advocacy work • Matching funds to expand grantee capacity
Barriers to Changing, Adopting, and Implementing Policies and Practices	• Collaboration challenges with key administrators and government • Lack of organizational experience and infrastructure to support policy work • Mid-course corrections when initial policy targets did not work as intended (delaying policy implementation)

Lessons Learned

Both grantees and targeted community members reported that they liked the work of the RECO projects and that it was making a difference. Insights provided by grantees and community members were positive regarding implementation and reach of the diverse range of RECO activities.

Thus far, the RECO evaluation has generated several lessons learned, which are applicable to the ongoing work of First 5 LA as well as others aiming to reduce early childhood obesity:

- **More strategic outreach, branding, and marketing** are needed to support recognition, reach, and uptake of activities such as the RECO activities among the targeted population.
- **Conducting community needs assessments** will help ensure that the highest need communities are reached.
- **Building relationships and engaging community members** are necessary to implement and extend the reach of this type of work.
- Challenges that emerged highlight the need for **technical assistance to increase staff capacity** for policy and advocacy work.
- The few negative experiences of community members with RECO activities remind those working with similar populations that activities and programming should be **culturally and linguistically appropriate** for the targeted population.
- It is important to **acknowledge the broader needs of low-income families and communities**, such as financial difficulties, time constraints, safety concerns, and poor transportation, when working with these populations.

Finally, incorporating these lessons learned will likely require **time and financial resources**, an important consideration when planning, funding, and executing future work.

Next Steps

Findings thus far assessed reach and identified implementation successes and challenges at the individual, community, and policy/systems levels. As summarized in this report, those findings will provide important context for upcoming evaluation activities, which will test for **impacts** of the RECO investment activities on healthy behaviors and childhood obesity.

1. Introduction

For numerous children in the United States, obesity and overweight begins early in life, with many children entering school already overweight or obese. Approximately 8 percent of children ages 2 to 5 in the United States are obese (Ogden, Carroll, Kit, & Flegal, 2014); approximately 6 percent are overweight (World Bank, 2012).[2] This estimate has generated great concern among researchers and policymakers alike, given that early overweight and obesity are risk factors for overweight and obesity in adulthood (Guo, Wu, Chumlea, & Roche, 2002), as well as for other adverse health outcomes such as premature mortality, diabetes, hypertension, heart disease, stroke, asthma, and a reduced quality of life associated with social marginalization and discrimination (Reilly & Kelly, 2010).

Childhood obesity also represents a substantial cost to the public. Obesity at age 10 adds lifetime direct medical costs of $19,000 per child compared with children who maintain normal weight into adulthood (Finkelstein, Graham, & Malhotra, 2014). Projected for the total United States, this figure amounts to approximately $14 billion for 10-year-olds alone. The estimate clearly would be substantially greater considering children of all ages.

Childhood obesity can be attributed to a constellation of influences present across social institutions, ranging from socio-cultural norms in the home to policies shaping shared built environments. Commonly cited drivers include increased consumption of less healthy foods and beverages, decreased levels of physical activity, and increased sedentary behaviors such as television viewing, as well as limited access to healthy, affordable food and safe opportunities for physical activity (McConahy, Smiciklas-Wright, Mitchell, & Picciano, 2004; Centers for Disease Control and Prevention [CDC], 2014).

Children's choices and behaviors related to eating and physical activity are heavily influenced by factors in both their immediate and more distal environments. For very young children, their most immediate environments typically are the home and child care settings. Young children's behaviors are largely dependent on their parents' attitudes, knowledge, and modeling behaviors. For example, children's consumption of fruits and vegetables is positively correlated with their parents' consumption levels; and parents can limit their children's obesity risk by limiting their television watching, which in turn decreases their exposure to advertising of unhealthy foods (Van der Horst et al., 2007; CDC, 2011b; Gibson, Wardle, & Watts, 1998; Birch & Fisher, 1998, 2000; Campbell, Crawford, & Ball, 2006; Campbell & Crawford, 2001; Diamant, Babey, Jones, & Brown, 2009).

More distal environmental and socio-economic factors are those that affect young children's access to options for safe physical activity and healthy food and beverage choices. For example, half of U.S. children do not have parks, community centers, or sidewalks in their neighborhood (CDC, 2010); and low-income communities often lack stores and supermarkets that sell healthy, affordable foods and beverages (Larson, Story, & Nelson, 2009). These environmental factors have a link to healthy behaviors, such as being less sedentary, enjoying the outdoors, or eating more fruits and vegetables (Babey, Wolstein, Krumholz, Robertson, & Diamant, 2013).

The consequences of these influences on young children are substantial in LA. Some 20 percent of 3- and 4-year-old participants in the Supplemental Nutrition Program for Women, Infants, and Children (WIC) in LA County are obese (CDC, 2013). Higher obesity rates are correlated with low-income status and race/ethnicity. For example, the national obesity rate in 2011 for children ages 2–5 was 8.4 percent

[2] In children age 2 and older, *obesity* is defined as having a Body Mass Index (BMI) greater than the 95th percentile and *overweight* as having a BMI between the 85th and 95th percentile.

(Ogden et al., 2014) but was nearly double that (14.4 percent) for low-income subgroups (CDC, 2011a). Among 3- and 4-year-old WIC participants in LA County, obesity rates in 2011 were highest for Hispanics (21.7%), followed by Whites, African Americans, and Asians (CDC, 2013).

1.1 First 5 LA's RECO Portfolio

Strategies targeted at preventing or reducing obesity must begin with very young children and their families in order to have an early impact on children's healthy development. This understanding fit **First 5 LA**'s focus on the first five years of life as "establish[ing] the foundation for the future success of our children." Under its 2009-2015 strategic plan, that understanding led the organization to fund a diverse portfolio of investments around children's health. Not initially designed and funded comprehensively to target early childhood obesity, the investments were retrospectively grouped together by their shared focus and named the **Reducing Early Childhood Obesity (RECO)** portfolio. (Accordingly, there was no formal branding or marketing of the RECO portfolio in LA County.)

As seen in Exhibit 1-1, First 5 LA began funding some of the RECO portfolio activities starting in 2010; some investments will continue into 2018.

About First 5 LA

*First 5 LA is a leading public grant maker and early childhood advocate organization created by California voters to invest Proposition 10 tobacco tax revenues in Los Angeles County. In partnership with others, First 5 LA strengthens families, communities, and systems of services and supports so that **all children in L.A. County enter kindergarten ready to succeed in school and life**.*

*Its **2009-2015 Strategic Plan** focused on the goals of (1) healthy births, (2) reducing childhood overweight, (3) increasing children's safety from abuse and neglect, and (4) assuring children are ready for school.*

*Its **2015-2020 Strategic Plan** identifies four target outcomes: (1) Families: increased family Protective Factors; (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; (3) Early Care and Education Systems: increased access to high-quality early care and education; and (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.*

Exhibit 1-1: Timing of RECO Investments

	RECO Investment	Funded Organization(s)	2010	2011	2012	2013	2014	2015	2016	2017	2018
1	50 Parks: Developing Three Neighborhood Parks	LA Parks Foundation			x	x					
2	Breastfeeding Works	Breastfeeding Task Force of Greater Los Angeles			x	x	x	x	x	x	
3	California Food Policy Advocates: Nutrition for LA Families	California Food Policy Advocates			x	x	x	x			
4	Child Care Law Center: Streamlining Child Care Subsidies	Child Care Law Center				x	x	x	x	x	x
5	Community Coalition: Healthy Food and Safe Space Access	Community Coalition for Substance Abuse Prevention				x	x	x	x		

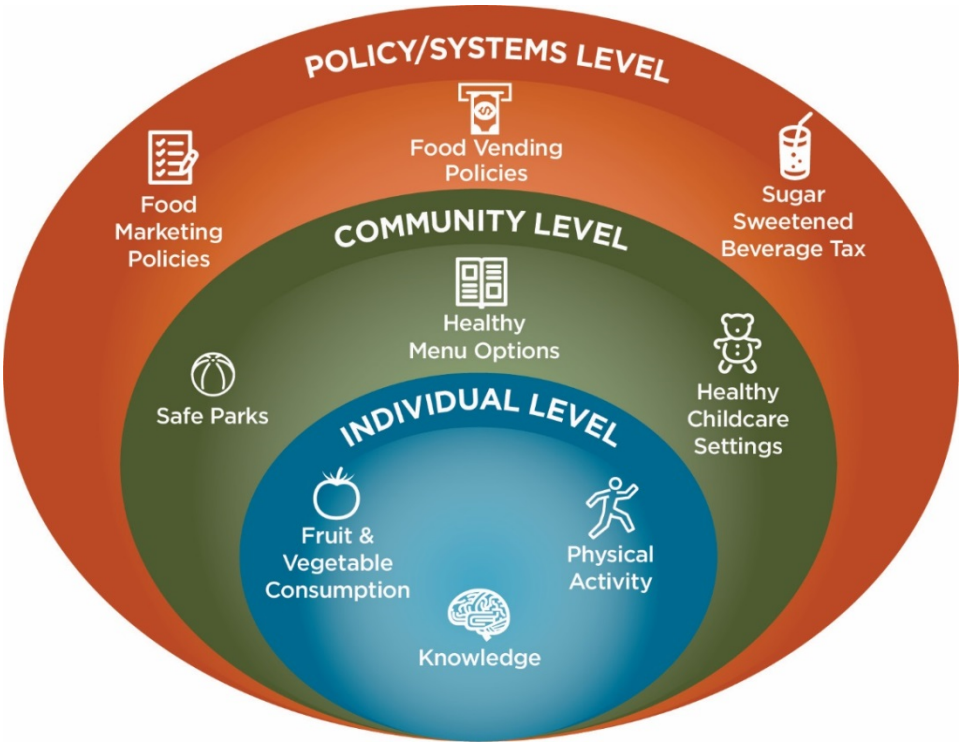
	RECO Investment	Funded Organization(s)	2010	2011	2012	2013	2014	2015	2016	2017	2018
6	Community Health Councils: Assessing Sugar Sweetened Beverage Tax Proposal and Alternatives	Community Health Councils			x	x	x	x	x		
7	Early Childhood Obesity Prevention Initiative: Choose Health LA Kids	Los Angeles County Department of Public Health			x	x	x	x	x	x	
8	Early Childhood Obesity Prevention Initiative: Choose Health LA Managing Obesity in Moms	Los Angeles County Department of Public Health			x	x	x	x	x	x	
9	Early Childhood Obesity Prevention Initiative: Choose Health LA Child Care	Los Angeles County Department of Public Health			x	x	x	x	x	x	
10	FreshWorks Fund: Healthy Corner Store Conversion	Capital Impact Partners					x	x	x		
11	Healthy Food Access Initiative: Children's Garden Collaborative	LA Conservation Corps			x	x	x	x	x	x	
12	Healthy Food Access Initiative: Market Match (Fruit and Veggie Vouchers)	Ecology Center (Lead), Hunger Action Los Angeles, Sustainable Economic Enterprises of Los Angeles					x	x	x	x	x
13	Occidental College Urban and Environmental Policy Institute: Policies to Increase Access to Healthy, Local, and Affordable Food	Occidental College Urban and Environmental Policy Institute			x	x	x	x	x	x	
14	Public Health Advocates: Family Voices for Healthy Choices	Public Health Advocates[a]			x	x	x	x			
15	Safe Active Family Environments for Asian and Pacific Islanders (S.A.F.E. for APIs)	Asian Pacific Islander Forward Movement[b]	x	x	x	x	x	x			
16	Southeast Cities Land Use Advocacy Project	Public Counsel			x	x	x	x	x	x	

	RECO Investment	Funded Organization(s)	2010	2011	2012	2013	2014	2015	2016	2017	2018
17	Tot Parks & Trails: Enhancing Toddler Playground Facilities	Amigos de los Rios; Los Angeles Neighborhood Initiative; LA Neighborhood Land Trust; Shane's Inspiration; LA Conservation Corp; LA Parks Foundation; North East Trees			x	x	x	x	x		
18	Western Center on Law and Poverty: Simplifying CalFresh Regulations	Western Center on Law and Poverty			x	x	x	x	x	x	

[a] Formerly the California Center for Public Health Advocacy (CCPHA).
[b] Formerly the Asian and Pacific Islander Obesity Prevention Alliance.

The RECO investments adopted a wide variety of strategies to address early childhood obesity, with a particular focus on low-income communities. These strategies ranged from education and media campaigns to financial incentives and changes to the built environment. Together, they aimed to facilitate change at three levels: the individual, the community, and policy/systems (Exhibit 1-2).

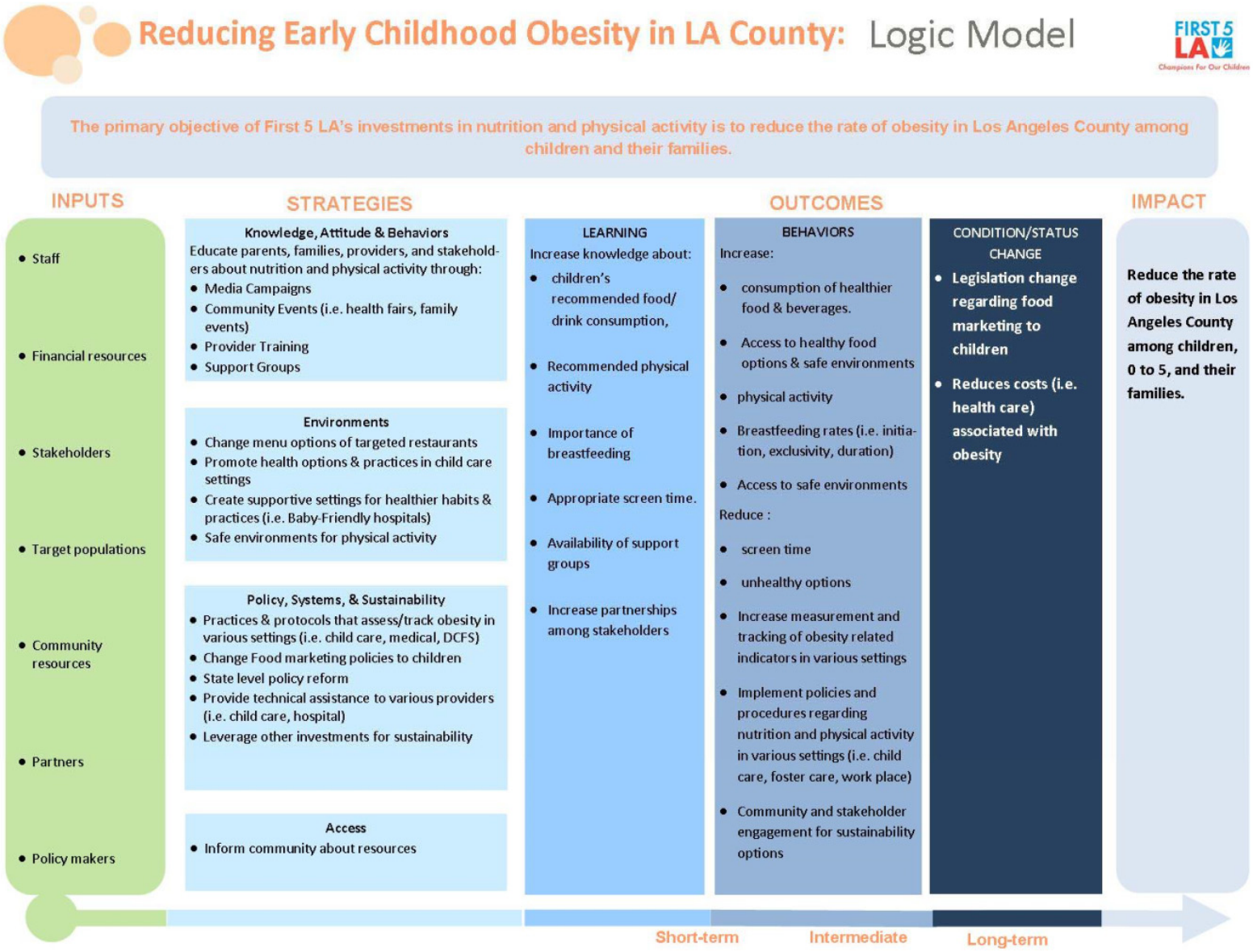
Exhibit 1-2: Ecological Model of Change Targeted by RECO Investments



First 5 LA represents the work of its RECO investments in the logic model shown in Exhibit 1-3. The model shows how First 5 LA imagined its investments would achieve the overall objective, or "**Impact,**" shared across all investments of reducing the rate of obesity in LA County among children, ages 0 to 5, and their families. From left to right across the model:

- "**Inputs**" identifies the participants (staff, stakeholders, targeted families, partners, and policy makers) and resources (financial, community) involved in the work.
- "**Strategies**" are the approaches, activities, and interactions that made up the work supported by the RECO investments and implemented in LA's communities. The strategies focused on reducing health-related disparities, particularly in low-income communities where obesity rates are disproportionately higher. The first strategy focused on ***knowledge, attitudes, and behaviors*** regarding nutrition and physical activity. The second sought to create and improve the healthfulness of ***environments*** where LA's children and families live, learn, and play (e.g., parks, child care settings). In the third strategy area, the investments sought to influence ***policy, systems, and sustainability***, focusing on the formal practices and procedures within the health care, child care, government, and other systems that address children's health. The fourth strategy aimed to increase individual and community ***access*** to obesity-reduction resources.
- "**Outcomes**" are the changes the logic models posits would begin to occur as a result of the work. As seen in the logic model, the RECO investments targeted outcomes in three areas: ***learning***, ***behaviors***, and ***condition or status change***. The logic model expects *short-term indicators of change* to occur first, evidence that individuals are learning new information about healthful behaviors and resources and stakeholders are working together to improve policies and practices. These changes should lead to changes in behaviors associated with a more healthful lifestyle, changes in community access to healthy options, and policy and practice changes (*intermediate outcomes*), which should later result in *long-term outcomes*, such as changes in legislation. Together these outcomes should have the ultimate impact of reducing obesity among young children and their families.

Exhibit 1-3: RECO Logic Model



The RECO portfolio consisted of 18 investments, which covered a wide range of activities, described below. It is important to note that the majority of the RECO funds went to the ECOPI investments, followed by the Tot Parks & Trails investment. For more detail, see Appendix A.

- **50 Parks: Developing Three Neighborhood Parks.** The LA Parks Foundation developed, constructed, and maintained three neighborhood parks, designed specifically for young children and their families, in the Broadway-Manchester and Pacoima Best Start communities.
- **Breastfeeding Works.** The Breastfeeding Task Force of Greater Los Angeles trained providers countywide in a culturally relevant breastfeeding curriculum designed to improve outreach to mothers. It also provided technical assistance to hospitals working toward World Health Organization "Baby-Friendly Hospital" status, ultimately achieving Baby-Friendly status for 21 LA-area hospitals between 2010 and 2015.
- **California Food Policy Advocates (CFPA): Nutrition for LA Families.** CFPA enhanced enrollment procedures for applicants not applying at an office in person, to increase the number of children ages 0–5 enrolled in the CalFresh program[3] in LA County.
- **Child Care Law Center (CCLC): Streamlining Child Care Subsidies.** CCLC advocated to local policymakers to reinstate the Child and Adult Care Food Program (CACFP), which provided state funding for nutrition programs.
- **Community Coalition: Healthy Food and Safe Space Access.** The Community Coalition for Substance Abuse Prevention successfully secured annual public resources to support summer and year-round educational and recreational programming at King Park, and to maintain the park as a safe place for children and families.
- **Community Health Councils (CHC): Assessing Sugar Sweetened Beverage Tax Proposal and Alternatives.** CHC completed a health impact assessment to examine potential effects on low-income families with children ages 0–5 in racially and ethnically diverse communities of a proposed statewide sugar-sweetened beverage tax. CHC explored current policies, developed policy recommendations, and encouraged community stakeholders to support policy adoption.
- **Early Childhood Obesity Prevention Initiative (ECOPI): Choose Health LA Kids (CHLA Kids).** This community-based public education and skills-building campaign promoted community assistance programs and enrollment (CalFresh, WIC) and partnered with agencies to implement a public education campaign about reducing consumption of sweetened beverages, eating healthy, and promoting physical activity over screen time. CHLA Kids also offered the Choose Health LA Restaurants Program to help families identify healthier restaurant options and encourage local restaurants to adopt health-conscious menu items. Other activities included parenting workshops, community group meetings, food demonstrations, and bilingual grocery store tours to engage parents and children.
- **Early Childhood Obesity Prevention Initiative (ECOPI): Choose Health LA Managing Obesity in Moms (CHLA MOMS).** Mothers received an online weight management toolkit that helped keep track of weight loss, exercise, breastfeeding, nutritional progress, and more. They were also sent tips and reminders via text message. CHLA MOMS also provided training to community agencies that served postpartum women and developed and distributed curricula for free courses on topics ranging from breastfeeding to postpartum exercise.

[3] CalFresh is California's Supplemental Nutrition Assistance Program (SNAP).

- **Early Childhood Obesity Prevention Initiative (ECOPI): Choose Health LA Child Care (CHLA Child Care).** The program trained at least 5,500 licensed and license-exempt child care providers on topics including breastfeeding, food and drinks, physical activity, screen time, and environment and policy. CHLA Child Care also provided technical assistance following the training.
- **FreshWorks Fund: Healthy Corner Store Conversion.** The California FreshWorks Fund is a public-private financing program that invests in grocery stores and other forms of healthy food retail and distribution in underserved communities. For RECO, First 5 LA matched funds from the California Endowment to encourage local grocery stores to provide fresher foods to young children living in food desert neighborhoods.
- **Healthy Food Access Initiative: Children's Garden Collaborative.** Also known as Little Green Fingers, the project built seven community gardens throughout LA County and offered gardening and cooking classes to garden members.
- **Healthy Food Access Initiative: Market Match (Fruit and Veggie Vouchers).** This program distributed incentives to families with children ages 0–5 who received CalFresh, WIC, Social Security, or Supplemental Security Income. These families were eligible to receive up to $10 in vouchers per market day when they spent at least $10 at participating farmers markets. The RECO investment also expanded the program to 26 new farmers markets in LA County.
- **Occidental College Urban and Environmental Policy Institute: Policies to Increase Access to Healthy, Local, and Affordable Food.** This investment organized a vending coalition and developed a model vending ordinance for the City of LA with the aim of legalizing sidewalk vending and creating incentives for vendors to offer healthy foods; worked with market managers to identify potentially interested farmers and to help them with the process of accepting WIC at farmers markets; and produced materials to educate benefits-eligible consumers on the Market Match program. It also established official wellness policies in 14 Pacific Asian Consortium in Employment (PACE) preschools; and disseminated preschool wellness practices to child care providers.
- **Public Health Advocates: Family Voices for Healthy Choices.** Formerly called the California Center for Public Health Advocacy, Public Health Advocates worked for healthy vending policies that passed in five cities and improved the availability of healthy food and beverage options for local residents.
- **Safe Active Family Environments for Asian and Pacific Islanders (S.A.F.E. for APIs).** Asian Pacific Islander Forward Movement (formerly the Asian and Pacific Islander Obesity Prevention Alliance) advocated for the adoption of safety and cleanliness standards and culturally competent family programming at public parks in neighborhoods with high concentrations of APIs.
- **Southeast Cities Land Use Advocacy Project.** Public Counsel provided education and technical assistance to city policymakers in Southeast LA County on zoning and land use policies that promoted access to child care and child-friendly green space. It also engaged local teenagers in a park improvement project.
- **Tot Parks & Trails: Enhancing Toddler Playground Facilities.** This RECO investment upgraded, developed, or enhanced toddler playground facilities and stroller trails. It targeted park-deficient communities across LA County with the aim to develop Americans with Disabilities Act–compliant, developmentally appropriate play spaces for children ages 2–5. Seven grantees received funding, and they separately implemented parks projects that aligned with the Tot Parks & Trails mission.
- **Western Center on Law and Poverty: Simplifying CalFresh Regulations.** The Center worked to simplify regulations to increase access to CalFresh for children ages 0–5 and to make it easier for mothers and children under age 5 to access child care, health care, and home-visiting services.

1.2 Description of Evaluation

To help it understand the impact of the RECO portfolio of investments, First 5 LA commissioned Abt Associates and its partners to design and implement an evaluation. The RECO portfolio comprised multiple investments implemented at different points in time, within different communities, and using many strategies to facilitate change at multiple levels. Given that complexity, the evaluation was designed to assess the contributions of the RECO investments as a group—to help tell the story more completely of how these investments affected childhood obesity rates as well as individuals, communities, policies, and systems. Though First 5 LA's 2015-2020 strategic plan shifted focus, the RECO evaluation still has important implications, both for future obesity work and for First 5 LA's work going forward in new areas.

The RECO evaluation consists of two interrelated studies—the Reach Study and the Impact Study—each with its own set of research questions and features, with the Impact Study building on the Reach Study.

1.2.1 Reach Study

Given the varied nature of the RECO activities, the evaluation defines *reach* as ***which individuals, communities, and policies/systems were targeted, were served, participated in, had access to, and/or had the potential to benefit from RECO activities.*** We assess reach from the perspective of both grantees and community members, and thus *reach* reflects both grantee outreach efforts and community members' engagement with the activities.

The overall goal of the Reach Study is to describe the extent to which First 5 LA's RECO investments targeted and reached the families and other beneficiaries who were most in need of services within individual LA communities and across LA County. To this end, the Reach Study

- Describes the reach of the RECO investments;
- Assesses experiences of participants and grantees with the investment activities and strategies implemented; and
- Explores facilitators and barriers to implementation and reach.

The Reach Study is collecting information from key informant interviews with grantee organizations and First 5 LA program officers, as well as from focus groups with community members. We also analyze location data of the RECO investment activities to portray their geographic distribution. In addition to collecting new data, the Reach Study also takes advantage of existing data, including the required progress reports and year-end reports that RECO grantees must submit to First 5 LA. The study will deploy a variety of analytic techniques, such as descriptive quantitative and qualitative analysis, geospatial analysis (i.e., GIS mapping), and network analysis. In addition, members of the study team will construct an index of reach, strength, and fidelity (*dose index*) for the RECO investments.

Together, the set of activities comprising the Reach Study will provide a comprehensive assessment of the reach, implementation, and facilitators and barriers of these RECO investments at the individual, community, and policy/systems levels.

1.2.2 Impact Study

The Impact Study will assess the impact of the RECO investments in three complementary ways: (1) on LA County as a whole, (2) on communities within LA County, and (3) on individual children and families. Accordingly, the study team organized the Impact Study into three interconnected sub-studies—at the County, community, and individual levels. Each sub-study will yield separate estimates of the impact of RECO investments on improving the health and wellness of children and families. Taken

together, the three sub-studies will comprehensively assess the extent to which the RECO investments have affected individuals and communities within LA County.

For the ***county-level sub-study,*** we will analyze trends—before and after implementation of the RECO investments—on key indicators such as the rates of children who are overweight for their age, healthy eating, and engagement in physical activities in LA County as compared with other California counties. This analytic approach will provide a "big-picture" understanding of how the RECO investments, taken together, have moved the needle on key obesity-related outcomes across LA County.

LA County is a very diverse area. Within its boundaries are communities that differ substantially in demographics such as race, ethnicity, language, and financial resources. The RECO investments will likely affect those communities differently. In addition, in practice there was substantial geographic variation in where activities conducted as part of the RECO investments occurred. For the ***community-level sub-study***, we will take advantage of the differences in the timing and targeting of RECO investments across communities within LA County to estimate impacts. In addition, we will compare impacts across categories of RECO strategies to identify any differences.

The ***individual-level sub-study*** will examine the impact of RECO investments on individual children by modeling and quantifying the impact of exposure to the RECO activities on their risk of developing obesity in early childhood, within the context of the neighborhood environments where the children reside.

1.3 Focus of This Interim Report

This Interim Report focuses on the findings from the Reach Study to date, relying primarily on data from focus groups with community members and key informant interviews with grantee and First 5 LA staff. Specifically, it addresses the research questions in Exhibit 1-4.

Exhibit 1-4: Reach Study Research Questions

Individual Outcome Level
1. Who is/are targeted by these investments?
2. What are individuals' experiences and successes with RECO activities?
3. What are the facilitators and barriers to reaching the targeted individuals?
Community Outcome Level
4. Which communities are targeted by these investments?
5. What is the reach of these investments relative to community needs?
6. Which healthier choices/practices did communities adopt?
7. What are the facilitators and barriers to reaching communities?
8. What are the facilitators and barriers to communities adopting healthier choices/practices?
Policy/Systems Outcome Level
9. What policies and practices were targeted?
10. What was the process of changing policy and practices?
11. What are the facilitators and barriers to changing or adopting and implementing policies and practices?

2. Methods

In this chapter, we describe the data collection procedures and analytic methods used to produce the Reach Study findings presented in this Interim Report.

2.1 Data Collection

The Reach Study relies on both collection of new data as well as existing data. The focus groups and key informant interviews were designed to provide in-depth qualitative data not already available from existing sources. This chapter details the methods used to collect the focus group, key informant interview, and activity location data.

2.1.1 Focus Groups

Participant Recruitment

The team conducted 14 focus groups with community members, across LA County's five regions,[4] who were the targeted beneficiaries of the RECO investments. Beneficiaries varied across investments and communities, and included individuals or families who had heard about or participated in RECO activities and may have had the opportunity to benefit from the RECO investments. In particular, focus groups targeted parents or caregivers of young children who were familiar with at least one RECO investment.

Participant recruitment occurred over a six-month period from March to August 2016 and followed a multi-step recruitment plan, including outreach, screening, and logistical coordination.

1. ***Outreach.*** The RECO study team enlisted the help of First 5 LA program officers in introducing grantees to the study team via email. Next, the RECO study team scheduled calls with each grantee to gather information on its participant demographics and identify convenient focus group locations. The team provided grantees with recruitment materials to distribute to community members through grantee listservs and networks. Grantees distributed paper flyers as well as via email and social media. Recruitment materials were provided in both English and Spanish.

   Recruitment proved more challenging than anticipated, primarily because few participants were familiar with the RECO investments and because several grantees were no longer in contact with community members. In response to these challenges, the team developed and employed additional recruitment strategies:

   - *Tailored Outreach Materials.* To increase recognition of the RECO investments and interest in the focus groups, the study team tailored flyers to include the names of grantees and investments. We also coded flyers and tear-offs to track where focus group volunteers had received the flyers, to aid with further recruitment.
   - *On-Site Recruitment.* Using information on the location of RECO activities that the study team collected from grantee reports and key informant interviews (described below), we compiled a list of more than 100 potential locations where we might deliver and post flyers. We then cross-checked these locations with the locations that grantees were targeting for recruitment, to avoid duplicating efforts, and also with locations targeted for individual grantee evaluation activities, so as not to interfere. In total, the RECO study team visited more than 20 sites across LA County.

[4] The study's five regions correspond to LA County's Supervisorial Districts 1–5.

- *Best Start Community Outreach.* The RECO study team attended six Best Start community meetings to recruit for focus groups.[5] At each meeting we provided information about focus groups, distributed tailored flyers, and answered any follow-up questions regarding eligibility. We also worked with the Best Start communities to recruit via social media, posting on the groups' Facebook pages when permitted. Social media pages also helped to identify the dates, times, and locations of Best Start community partnership meetings, where the study team could meet with potential focus group volunteers in person. Through this work with Best Start communities, we also connected with organizations and "community champions"[6] willing to help with recruitment.

2. ***Screening.*** Recruitment materials instructed community members interested in volunteering for a focus group to contact the RECO study team via the study's toll-free recruitment line. All volunteers completed a screening interview over the phone to confirm their interest in the focus group and determine eligibility. To be considered eligible, focus group volunteers had to (1) be a resident of the respective region since 2013, in order to have had at least two years of potential exposure to a RECO investment; (2) be fluent in English or Spanish;[7] (3) be a parent or regular caregiver of a child under age 6; and (4) be familiar with at least one RECO investment. Of the 195 community members we screened, 82 percent (n = 159) were considered eligible.

   Eligible community members were asked about scheduling availability, language preference, needs for public transportation, child care, and dietary restrictions. This information helped determine arrangements or accommodations needed for each focus group. Focus group dates, times, and locations were not finalized until the last stages of the recruitment process.

3. ***Focus Group Logistics.*** Two weeks prior to each focus group, the study team secured a site, using geospatial tools to determine the most central location for volunteers based on their home addresses and public transportation. We selected sites to be convenient and comfortable, and they included community centers, libraries, and parks and recreation buildings. Most facilities were secured free of charge; two of the nine sites charged a fee. All sites offered at least two rooms; one for the focus group and one for child care.

   We followed up with each site contact person one week prior, to review the date and time of the group and the number of attendees. Similarly, the week before the focus groups, we sent the volunteers voicemail reminders to confirm locations and start times. Volunteers received this

---

[5] Best Start is an effort of First 5 LA to support communities to help create places where children and families can thrive. Best Start is made up of 14 communities across LA County selected based on a variety of criteria including need and capacity. Best Start represents a partnership between First 5 LA and communities, bringing together a strong network of local leaders and organizations to promote the common vision of giving kids the best start in life. By supporting the collective work of parents, caregivers, residents, organizations, businesses, and other stakeholders in formal community partnerships, Best Start fosters and supports collaboration to improve community policies, resources, and services for children and families. These community partnerships develop strategies and projects that help strengthen their community's capacity to continue the work even after First 5 LA funding has ended.

[6] "Community champions" is a term we used to identify key community-based stakeholders or residents who are highly civically engaged and trusted who act as gatekeepers and often use word of mouth to disseminate information.

[7] To incorporate the perspective of the Cambodian community, one focus group was conducted in English and Khmer.

information again via text message 48 hours before the focus group, plus we had a live call-in line available to answer last-minute questions or help locating the focus group.

Focus Group Procedures

A trained two-person team, consisting of a focus group moderator and a note-taker who were bilingual in English and Spanish, conducted each focus group; additional staff assisted with room logistics and administrative tasks.[8] Child care and healthy refreshments were provided for all focus groups.

At the beginning of each group, the moderator read aloud the informed consent protocol and obtained verbal consent from attendees for both their participation and recording. Tardy volunteers arriving after the consent was read were not allowed in. An average of eight community members participated in each focus group (range = 3–15 participants). Focus groups lasted approximately 90 minutes.

To guide the discussions, the moderator used a semi-structured English or Spanish focus group guide (see Appendix B), which we had built from the Reach Study research questions and objectives. It assessed the following:

- Participants' experiences with interventions, policies, and practices developed and implemented as part of the RECO investments;
- Satisfaction with activities of RECO investments;
- Facilitators and barriers to experiencing the RECO investment activities; and
- Reasons they, or other targeted community members, may or may not have engaged in any RECO grantee activities.

Focus groups were audio recorded on digital recording devices. At the end, participants were asked to complete a brief demographic survey. They also signed to receive a $75 Amazon or Target gift card, along with metro passes, for their time and travel expenses.

Sample Description

Focus groups were organized to be representative of all RECO investments, geographic areas, and populations in LA County. Accordingly, focus groups were conducted across all five County regions, in several languages, and with different racial/ethnic groups. Due to the population density and prevalence of RECO investments in Region 1 and Region 2, we conducted more focus groups there. Exhibit 2-1 below shows the characteristics of the 14 focus groups conducted.

Exhibit 2-1: Focus Groups Conducted

Region	English	Spanish	Other	Total
1	1	4	–	5
2	1	2	–	3
3	1	1	–	2
4	0	1	1[a]	2
5	1	1	–	2
Total	**4**	**9**	**1**	**14**

[a] Focus group conducted in Khmer and English.

[8] Khmer translators also were present for the Cambodian focus group.

As shown in Exhibit 2-2, of the 159 eligible community members, 117 participated in a focus group.[9] The large majority participated in focus groups conducted in Spanish. All five County regions were represented in the focus groups, with a third of participants coming from Region 1.

Almost all participants were women.[10] More than three-quarters of the participants were Hispanic, with some African American participants, primarily in Region 2, and some Asian and Pacific Islander participants in Region 4. More than 90 percent of participants had lived in their community for three or more years. On average, participants had one child under age 6.

Exhibit 2-2: Focus Group Participant Characteristics, Overall and by Region

	Overall	Region 1	Region 2	Region 3	Region 4	Region 5
Language[a] (*n*/%)						
Spanish	80 (68.4%)	30 (81.1%)	22 (71.0%)	7 (58.3%)	12 (48.0%)	9 (75.0%)
English	24 (20.5%)	7 (18.9%)	9 (29.0%)	5 (41.7%)	0 (0.0%)	3 (25.0%)
Khmer	13 (11.1%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	13 (52.0%)	0 (0.0%)
Gender (*n*/%)						
Male	5 (4.3%)	2 (5.4%)	1 (3.2%)	1 (8.3%)	1 (4.0%)	0 (0.0%)
Female	109 (93.2%)	34 (91.9%)	28 (90.3%)	11 (91.7%)	24 (96.0%)	12 (100.0%)
Race/Ethnicity (*n*/%)						
Hispanic/Latino	92 (78.6%)	36 (100.0%)	22 (71.0%)	11 (91.7%)	12 (48.0%)	11 (91.7%)
African American	11 (9.4%)	0 (0.0%)	9 (29.0%)	1 (8.3%)	0 (0.0%)	1 (8.3%)
Asian/Pacific Islander	13 (11.1%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	13 (52.0%)	0 (0.0%)
Community Tenure (*n*/%)						
2 to 3 years	7 (6.0%)	2 (5.4%)	2 (6.5%)	1 (8.3%)	0 (0.0%)	2 (16.7%)
3 or more years	108 (92.3%)	34 (91.9%)	28 (90.3%)	11 (91.7%)	25 (100.0%)	9 (75.0%)
Number of Children (mean)						
Under age 18	2.4	2.4	2.5	2.2	2.2	2.5
Under age 6	1.4	1.4	1.2	1.5	1.4	2.0
All participants	**117 (100.0%)**	**37 (31.6%)**	**31 (26.5%)**	**12 (10.3%)**	**25 (21.4%)**	**12 (10.3%)**

Source: Participant demographic survey.

Note: *N*s and percentages may not sum to totals due to some participant non-response on the demographic survey.
[a] Refers to the language in which the focus group was conducted.

2.1.2 Key Informant Interviews

As part of the Reach Study, the study team also conducted key informant interviews with stakeholders involved in the management and implementation of activities for each of the RECO grants.

Key Informant Interview Participants

First 5 LA program officers provided the research team with the names and contact information of grantee personnel who had first-hand knowledge of their respective RECO grant. In January 2016, program

[9] Of the 159 community members who were considered eligible, 42 did not participate, primarily due to scheduling or transportation difficulties. In some instances, eligible volunteers were not included in a focus group because we already had more participants than we needed for a particular region.

[10] We initially aimed to conduct a separate focus group of male community members. However, due to the low response rate of male caregivers, it was not feasible to conduct a separate focus group.

officers emailed their RECO grantees an invitation to participate as a key informant, and the study team then contacted each person to schedule an in-person interview.[11]

The majority of the RECO investments funded one grant to one grantee organization each. The Tot Parks and Trails investment funded seven grantees, however, and the Early Childhood Obesity Prevention Initiative (ECOPI) investment funded three separate grants. Between January and June 2016, the study team conducted one interview for each grant/grantee, plus an additional interview for ECOPI overall, for a total of 25 interviews (Exhibit 2-3 below). The grantee staff we interviewed were the main points of contact for each grant; they were directly involved in managing and/or implementing their organization's RECO activities. The interviewees held the following positions within their organizations: Program Director, Health Evaluator, Project Manager, Executive Director, Grants Manager, Lead Attorney, Program Manager, Community Organizer, and Director of Neighborhood Improvement Projects.

Exhibit 2-3: Key Informant Interviews Conducted

	Organization Interviewed	RECO Investment
1	Amigos de los Rios	Tot Parks and Trails
2	Asian Pacific Islander Forward Movement	Safe Active Family Environments for Asian and Pacific Islanders (S.A.F.E. for APIs)
3	Breastfeeding Task Force of Greater Los Angeles	Breastfeeding Works
4	California Food Policy Advocates	California Food Policy Advocates: Nutrition for LA Families
5	Capital Impact Partners	FreshWorks Fund: Healthy Corner Store Conversion
6	Child Care Law Center	Child Care Law Center: Streamlining Child Care Subsidies
7	Community Coalition	Community Coalition: Healthy Food and Safe Space Access
8	Community Health Councils	Assessing Sugar Sweetened Beverage Tax Proposal and Alternatives
9	LA County Department of Public Health: Division of Chronic Disease and Injury Prevention	Early Childhood Obesity Prevention Initiative (ECOPI) – Overall
10	LA County Department of Public Health: Division of Chronic Disease and Injury Prevention	ECOPI: Choose Health LA Kids (CHLA KIDS)
11	LA County Department of Public Health: Maternal, Child, and Adolescent Health Programs	ECOPI: Choose Health LA Child Care (CHLA Child Care)
12	LA County Department of Public Health: Maternal, Child, and Adolescent Health Programs[a]	ECOPI: Choose Health LA Managing Obesity in Moms (CHLA MOMS)
13	Sustainable Economic Enterprises of Los Angeles[b]	Healthy Food Access Initiative: Market Match (Fruit and Veggie Vouchers)
14	LA Conservation Corps	Healthy Food Access Initiative: Children's Garden Collaborative
15	Los Angeles Conservation Corps	Tot Parks and Trails
16	Los Angeles Neighborhood Initiative	Tot Parks and Trails
17	LA Neighborhood Land Trust	Tot Parks and Trails
18	LA Parks Foundation	50 Parks
19	Los Angeles Parks Foundation	Tot Parks and Trails
20	North East Trees	Tot Parks and Trails

[11] Two interviews were conducted by phone, either because an in-person interview was not feasible or because the interviewee preferred a phone interview.

	Organization Interviewed	RECO Investment
21	Occidental College Urban and Environmental Policy Institute	Occidental College Urban and Environmental Policy Institute: Policies to Increase Access to Healthy, Local, and Affordable Food
22	Public Counsel[a]	Southeast Cities Land Use Advocacy Project
23	Public Health Advocates	Public Health Advocates: Family Voices for Healthy Choices
24	Shane's Inspiration	Tot Parks and Trails
25	Western Center on Law and Poverty	Western Center on Law and Poverty: Simplifying CalFresh Regulations

[a] Two interviewees.
[b] A subcontractor to the Ecology Center (the RECO grantee) for the implementation of the investment activities.

Interview Protocol

Experienced interviewers from the study team conducted each of the interviews, which lasted 60–90 minutes. At the beginning of each interview, researchers obtained verbal consent from the interviewees. All interviewees were informed of the purpose of the interview, discussion topics, their rights as volunteers, and measures taken to ensure confidentiality. The interviews were audio recorded and field notes were taken.

Interviewers used a semi-structured interview guide (see Appendix B) with open-ended questions to assess the following:

- Interviewee's understanding of the RECO investment and its activities;
- Communities targeted;
- Successes, challenges, and feasibility of implementing activities associated with the investment; and
- The investment's impact on changes at the community and policy/systems levels.
- Interviewees were also asked about specific locations of their RECO activities (described below in Section 2.1.4).

2.1.3 Interview with First 5 LA Program Officers

The study team also conducted a group interview with First 5 LA program officers and department directors to gather additional contextual information on the RECO investments. At the beginning of the interview, the study team informed them of the purpose of the interview and obtained their verbal consent to be recorded. The interview protocol included background questions, as well as questions to get at First 5 LA's perspective on the implementation, impacts, facilitators, and barriers related to the RECO activities (see Appendix B). This interview recording was also transcribed and shared with the Abt team via a secure file transfer site.

2.1.4 Location Data

For the RECO activities that were place based[12], the study team collected information on their location RECO from multiple sources, including grantee reports, key informant interviews, and other publicly available materials. The process of collecting this information involved four steps as described below.

[12] Some RECO activities were not place based; for example, activities to influence policy or guidance/training provided to city officials. This Interim Report captures those activities in the descriptions of the 18 RECO

Step 1: Identify the Place-Based Activities

Using grantee reports submitted to First 5 LA, the study team compared activities the grantee intended to provide with activities that were implemented each year to date, to determine which of the intended activities were place based and implemented thus far.

Step 2: Estimate the Location of Activities

Grantee reports also provided information on the location of grantee activities. In many cases, this information was specific—indicating an address or identifying a park, school, or other easily identifiable site. In other cases, when the information was more general and referenced neighborhoods and communities, we attempted to determine these locations from Google Satellite or Street View images.

We then produced a series of maps for each grantee noting each RECO activity and its location. These maps also included brief descriptions of the grantee's RECO activities. To reduce the amount of information on each map, we made separate maps for different regions of LA County where each grantee operated and for each year that the grantee provided RECO services.

Step 3: Confirm the Location of Activities with Key Informants

As part of the key informant interviews, we presented interviewees with printouts of the maps we had produced and asked them to confirm or correct whether the described activities took place in those locations. (Electronic copies of the maps had been provided to interviewees in advance.) For each grantee, the key informant interview protocol included specific questions about the location of its activities. We also asked interviewees to indicate whether any of the activities the grantee provided were not represented on the maps. We recorded their responses.

We invited interviewees to make notes or corrections directly on the map. In some cases, grantees provided additional materials via email subsequent to the interview regarding location of their activities. The study team then revised the maps using the new information.

Step 4: Categorize Activities

The study team categorized each place-based RECO activity as representing one or more of six strategies to reduce early childhood obesity defined by the Centers for Disease Control and Prevention (Khan et al., 2009):

1. Encourage communities to organize for change.
2. Support healthy food and beverage choices.
3. Promote the availability of affordable healthy food and beverages.
4. Create safe communities that support physical activity.
5. Encourage physical activity or limit sedentary activity among children and youth.
6. Encourage breastfeeding.

---

investments at the end of Section 1.1, but they are not reported in maps or other location-specific descriptions of RECO activities. There were also some cases in which activities were not sufficiently intense to warrant inclusion in the analyses. Excluded investments and activities are described in Appendix C.

Activities were coded by a group of three trained research assistants under the supervision of a senior RECO study team member. Coders met weekly to discuss common issues in coding and to maintain consistency. Activities were double coded, and coders initially agreed on 83 percent of codes. When coders disagreed, they met with the Impact Study Director to reach consensus.

2.1.5 Extant Data Used for Community Need Characteristics

For the analyses, we combined our new information on the location of RECO activities with two sources of existing data:

- ***WIC Administrative Data.*** From Public Health Foundation Enterprises (PHFE) WIC administrative data, we drew information on the percentage of WIC-participating children ages 2–5 in a census tract who were obese.[13] PHFE staff aggregated the individual-level data from 2009 (just prior to the start of the RECO investments in 2010) to the census tract and provided the study team with census tract–level data. Census tracts in which fewer than 30 WIC-participating children were observed during the time period were marked as missing. Only WIC-participating children were represented in this data; however, we assumed these children were likely similar to children from the low-income families targeted by the RECO investments.
- ***American Community Survey (ACS) Data.*** From the ACS 2005-2009 Five-Year Estimates we obtained census tract–level estimates on the density of young children (ages birth to 5) and the percentage of households with incomes below 100 percent of the federal poverty level. We used five-year ACS data because five-year estimates are more robust than single-year estimates.

2.2 Analysis

To answer the Reach Study research questions, the study team conducted qualitative and geospatial analyses of the focus group, key informant interview, and location data.

2.2.1 Focus Groups

The focus group recordings were transcribed, with the Spanish transcripts translated into English. Transcripts from the focus groups were formatted and imported into NVivo 10™ qualitative analysis software. The study team created a codebook a priori, based on the research questions, which we refined based on its application to one transcript and discussion among coders. Inter-rater reliability was tested and established by ensuring at least 85 percent agreement between coders. The coding team reviewed and discussed any coding with less than 85 percent agreement and determined the appropriate nodes. All coders coded the first transcript; after reliability was established, there was one coder per transcript for subsequent transcripts. The remaining transcripts were then coded, and the research team met to review findings and finalize key themes. Coders employed an inductive thematic analysis process in which codes were refined as themes emerged from the data. Researchers identified and compared the most frequently occurring and/or significant themes across transcripts. Transcript quotes that illustrated the key themes that emerged in the focus group data were extracted and edited slightly for readability.

[13] Through agreements with the State of California and a research partnership with First 5 LA, PHFE WIC collects and maintains WIC administrative data from all seven local WIC agencies in LA County under the Data Mining Project. Height and weight are obtained from child participants, who are required to be measured every six months by WIC staff. In September 2017, Public Health Foundation Enterprises renamed itself Heluna Health.

2.2.2 Key Informant Interviews

The key informant interviews were transcribed, and transcripts from the interviews were formatted and imported into NVivo 10™ qualitative analysis software. Similar to the focus group codebook, the study team created a key informant interview codebook a priori, based on the research questions that pertained to the key informant interview data. The codebook contained codes as well as the code definitions to ensure consistency among multiple coders. Coders identified and coded themes through content analysis.

The team identified and compared the most frequently occurring and/or significant codes across transcripts, submitting memos analyzing the meaning of these codes as they related to the research questions. Related codes were then grouped to capture broad themes discussed by interviewees, and matrix coding was used to assess themes present across nodes. Two members of the study team independently identified themes to ensure consistency. There was high concordance among the reviewers. Quotes illustrating key themes were extracted and edited slightly for readability.

2.2.3 Location Data

Each activity location was assigned to one or multiple census tracts as appropriate. When it was possible to identify the specific address of a RECO activity, the study team determined the associated latitude and longitude coordinates using the Geocoding application in ArcGIS. These locations included schools, community centers, and program offices, but also billboards, bus shelter advertising, and the like. Activities identified as occurring at specific coordinates were assigned to the census tract containing those coordinates. When the location of a RECO activity was a larger geographic area that was included among LA County's government shapefiles (e.g., a public park), its entire area or polygon was geocoded as having received the service.[14] Activities provided over large areas sometimes crossed census tract boundaries. In such cases, the activity was assigned to all of the encompassed census tracts.

In two cases, it was possible to determine only the ZIP code where the participants of a given RECO activity resided. In LA County, each ZIP code averages four census tracts. For CHLA Child Care, if the number of activity participants for a ZIP code was 5 or more times the number of census tracts within that ZIP code, then the activity was assigned to each of the census tracts within the ZIP code. If not, the activity was not assigned a location. For CHLA MOMS, activities were assigned to each of the census tracts within a ZIP code only when the number of participants for that ZIP code was 10 or more times the number of census tracts in that ZIP code.

The study team created a series of maps in ArcGIS, using this census tract–level information. We also combined the location information with PHFE WIC and ACS census tract–level data in order to conduct descriptive analyses regarding the prevalence of RECO activities in LA communities having certain demographic characteristics.

[14] Parks that were not included in LA County's shapefiles were identified as latitude and longitude coordinates using ArcGIS.

3. Overview of Results

The Reach Study aims to describe the extent to which First 5 LA's RECO investments targeted and reached their intended beneficiaries across LA County. The next three chapters present findings at the individual, community, and policy/systems levels related to the implementation and reach of RECO activities, as well as corresponding facilitators and barriers. We present findings from the focus groups with intended beneficiaries, the key informant interviews with grantees and First 5 LA program officers, and the geospatial analyses, in order to address the Reach Study research questions.

It is important to note that the focus group participants struggled to recognize the RECO investments and RECO activities by name. As a result, we are unable to definitively conclude whether the participants were speaking about RECO activities specifically or about activities that were similar to RECO activities. However, we are confident that reflections on activities that were very similar to RECO activities could reasonably apply to RECO activities, as well.

Analyses of the focus group and key informant interview data yielded multiple themes, which addressed topics covered by the research questions. Exhibit 3-1 presents the most prevalent themes that emerged. These themes are described in greater detail in the following chapters, along with the results from our analysis of location data on the geographic reach of RECO activities.

Exhibit 3-1 Key Themes in Order of Prevalence, by Research Question Topic

Topic	Key Themes from Focus Groups	Key Themes from Key Informant Interviews
Individual Level		
Targeted Participants	n/a	• Children age 0-5 in LA County • Child care providers, teachers, parents, and/or grandparents • Additional variation in targets depending on project type and location
Positive Experiences with RECO	• Change in cooking/eating habits • Modifications in physical activity • Shift in grocery shopping practices • Changes in breastfeeding practices • Advocating for families and neighborhoods • Increased social support	• Change in cooking/eating habits • Modifications in physical activity • Advocating for families and neighborhoods
Negative Experiences with RECO	• Limited support for implementing best health practices • Issues with program delivery	n/a
Facilitators to Reaching Individuals	• Recommendations from medical professionals • Internal motivation to learn healthy habits • Community events or classes • Promotional materials in the community • Information from WIC offices	n/a
Barriers to Reaching Individuals	• Lack of awareness of RECO activities • Brand confusion about RECO investments and lack of recognition • Lack of time to participate in RECO activities • Inconvenient RECO activity schedules and locations	• Lack of time to participate in RECO activities • Self-selection into engagement with RECO[a]

Topic	Key Themes from Focus Groups	Key Themes from Key Informant Interviews
Facilitators to Preventing or Reducing Obesity	• Introducing healthy eating habits, accessing healthy foods • Individual motivation due to personal or family health risks	n/a
Barriers to Preventing or Reducing Obesity	• Expensive, inaccessible healthy foods • Cultural norms conflicting with healthy messages • Little support from family and friends	n/a
Community Level		
Need and Reach	• Limited community-level reach	• Reaching targeted populations as intended • Difficult to adequately reach and serve some high-need communities
Perceived Community Changes	• Increased knowledge and awareness • Changes to the built environment • Changes in norms and behaviors	• Changes to the built environment
Facilitators to Reaching Communities	• Advertising and word of mouth • Community engagement	• Community engagement • Targeted outreach to community members • Coordination of obesity-reduction activities
Barriers to Reaching Communities	• Lack of visibility of RECO investments • Inadequate transportation to access RECO activities • Safety concerns • Community and cultural attitudes • Challenges of low-income communities	• Lack of grantee resources • Safety concerns • Land issues
Facilitators to Reducing Early Childhood Obesity at the Community Level	• Public awareness campaigns • School initiatives related to nutrition	• Leveraging relationships
Barriers to Reducing Early Childhood Obesity at the Community Level	• Cultural norms conflicting with healthy messages • Lack of resources to make healthy changes • Safety concerns limiting physical activity • Less healthy school food choices • High prevalence and advertising of less healthy food options	• Prevalence and advertising of less healthy food options • Bureaucratic roadblocks limiting project implementation
Policy/Systems Level		
Strategies to Change Policy	n/a	• Partnering with local officials • Collaborating with stakeholders • Engaging communities

Topic	Key Themes from Focus Groups	Key Themes from Key Informant Interviews
Facilitators to Changing, Adopting, and Implementing Policies and Practices	n/a	• Partnerships with policymakers and community members • Prior experience with legislation and advocacy work • Staff capacity and support • Positively framing the issues • Matching funds to expand grantee capacity
Barriers to Changing, Adopting, and Implementing Policies and Practices	n/a	• Collaboration challenges • Lack of organizational experience and infrastructure • Delayed implementation due to mid-course corrections

n/a = Topic not covered in the data collection method.
[a] Emerged in the group interview with First 5 LA program officers.

4. Individual-Level Implementation and Reach of the RECO Investments

In this chapter, we discuss the implementation and reach of the RECO investments at the individual level. In particular, we discuss who was targeted by the RECO investments, individuals' experiences with the RECO activities, and facilitators and barriers to reaching individuals—or in other words, facilitators and barriers to individuals participating in, accessing, or experiencing the activities or work of the RECO investments. In addition, focus group participants spoke more generally about facilitators and barriers to reducing early childhood obesity, providing important context for the findings reported here.

4.1 Targeted Participants

To understand the reach of the RECO investments, it is important to understand which individuals the RECO investments targeted when aiming to reduce early childhood obesity. Accordingly, in interviews with grantees and First 5 LA program officers, the study team asked about the characteristics of individuals targeted to accomplish the goals of their RECO activities. This section summarizes their responses and addresses the research question: *Who is/are targeted by the RECO investments?*

Most interview respondents reported that the ultimate target of the RECO activities was children ages 0–5 in LA County. Grantees' obesity-reduction efforts reached these young children by targeting their child care providers, teachers, parents, and grandparents.

Other characteristics of the targeted populations reported depended on the type of project the grantees were implementing (e.g., policy change versus installation of parks) and on the geographic location of the activities. Grantees that targeted specific racial and ethnic neighborhoods identified Latinos, South East Asians, and African Americans as target groups. A grantee working to build community gardens targeted neighborhoods identified as food deserts. Another grantee worked directly with a city-wide vending coalition to educate its members on healthy vending practices and to collaborate on changing vending policies.

Target populations also varied within investments. For example, one Tot Parks and Trails grantee aimed to reach children with disabilities, whereas other Tot Parks and Trails grantees targeted local community residents from neighborhoods adjacent to their parks. Another grantee described a two-tiered target population: Working to distribute microloans through intermediaries, this grantee targeted small food enterprises reaching low-food access areas; in turn, these small food enterprises reached families with children ages 0–5 in these areas:

> ***"By reaching out to intermediaries that service those areas, we believe that we're able to penetrate those communities, and we're also looking for families. It's a mapping exercise, the degree that the intermediaries are working in those communities, to see if the demographics show that there's a high concentration of families with young children, and if they're low—low access or low resources—communities."***

Policy implementation grantees identified policymakers (e.g., city council members, elected officials), community agencies (e.g., Department of Public Health, wellness centers, WIC agencies), and community organizations (e.g., Best Start communities, organizations serving SNAP-eligible individuals) as their target populations. From First 5 LA's perspective, policy grantees could have targeted the entire county or state. These grantees were not required to have a regional focus within LA County; it was only required that their policies affected children in LA County. If a grantee proposed work with a regional focus, its project needed to be replicable or beneficial to other parts of LA County. A subset of policy projects were

statewide or had a regional focus, but the majority of the RECO policy work was county wide. When grantees asked for assistance targeting particular communities, program officers referred grantees to the 14 Best Start communities for guidance on geographic specificity:

> ***"We always refer them to the 14 Best Start communities. Because those were chosen because of their need and the number of children that live in those areas, it's an easy way for them to reduce the amount of work they have to do in choosing."***

4.2 Individuals' Experiences

This section describes individuals' experiences with RECO activities, as well as perceived changes made by individuals and attributed to RECO activities, as described in the key informant interviews and focus groups. It addresses the research question: *What are individuals' experiences and successes with the RECO activities?*

4.2.1 Positive Changes

Focus group participants primarily spoke about positive changes they had made in their regular practices based on information and support provided by RECO activities or similar programming. These changes are discussed below.

Cooking/Eating Habits

The most commonly reported change in practice was a change in cooking or eating habits, such that individuals cooked and ate healthier foods. Almost all focus groups discussed this change. One participant described a change in the snacks she offered her children:

> ***"I learned how to introduce healthy snacks. My daughters are learning to ask for a healthy snack instead of chips. I have learned to give them other options instead of just junk food."***

Another focus group participant described how classes taught her to "make better choices" (i.e., healthier food choices) whether in her home or at a restaurant or neighborhood event.

Focus group participants also reported that the RECO activities stressed the importance of parents making healthy food choices for their families that would trickle down to their children. Participants reported learning about these healthy food choices and going on to encourage other parents in the community to get involved in setting a positive example for children and saying no when children requested unhealthy food options:

> ***"It's important to be conscientious that we are also teaching through example. Sometimes we want to teach children how to eat healthy, but we won't change our [own] eating habits. … Those classes have personally helped me enormously. I was extremely overweight and had very high blood pressure. I applied changes, and my weight and health are much better. It is advisable that we lead our children into small changes that can cause large differences."***

Grantees also noted changes in habits by postpartum mothers. Specifically, grantees observed an increase in water consumption, weight loss, walking for fitness, and changes in breastfeeding perceptions and practices. Other grantees reported healthier eating habits among children in child care centers whose providers had undergone RECO trainings on health promotion:

> ***"They were able to really train a lot of child care providers, especially licensed child care providers, on how to adopt different menus that involved a lot of fresh fruit, produce, in a way that was economical."***

Physical Activity

Most focus group participants discussed changes in their exercise routines because of what they learned through the RECO activities. For example:

> ***"One of the positive changes in my household is that in a class I took, they taught us to do yoga. … I have two kids, 6 and 2. They think we are playing, when in fact we are exercising. I have noticed that my son becomes more relaxed when it's time to do yoga. It really helps him. He's become a bit calmer at school. I try to take them out and not have the kids indoors all the time. … Once a week, I try to take the kids riding on their bikes. So, we are exercising a bit more."***

> ***"With [CH]LA MOMS, you can track your steps. They have the text messages that you click on the link and it logs you into your account online. … It's made a difference."***

Grantees targeting postpartum mothers reported also observing changes in their physical activity, including walking for fitness. Grantees also discussed higher levels of physical activity among children who attended child care centers whose providers had undergone RECO health promotion trainings. They also noted that as a result of providers participating in RECO trainings on how to provide physical activity opportunities to children in their facilities, providers became more physically active themselves.

Grocery Shopping Practices

Another common change in practice that focus group participants reported was in their grocery shopping practices, including learning to read labels and understanding portion sizes of processed foods:

> ***"I looked at a label and didn't understand it. Now I know about sodium and trans fat and I can teach my kids about it when we go to the grocery store. We know what we can eat and what is healthy."***

A small subset of focus groups discussed how RECO investments enabled them to afford and therefore purchase more expensive, organic produce for themselves and their families through voucher programs. One participant explained how vouchers at farmers markets increased access to fruits and vegetables:

> ***"There's vegetables there that are not at my local market, vegetables that maybe we don't [usually] cook with. They have samples, which the children love. … Because it's mostly organic, it's more expensive, so I wouldn't usually go there to buy my produce. I'd go wander around. But now [vouchers] give me the opportunity to be able to afford some of those fruits and vegetables."***

Breastfeeding Practices

Several focus group participants emphasized the effectiveness of breastfeeding programs in particular, especially for new parents. Their positive experiences with the programs, often discussed in combination with WIC breastfeeding programs, included assistance with breastfeeding in the hospital and during home visits, plus support to address breastfeeding challenges and access to breast pumps. One focus group member compared her experiences with her first and second child to illustrate the efficacy of the breastfeeding interventions:

> ***"When I had my first daughter … I didn't have much help. My daughter was bottle-fed. Now it's so different. The breastfeeding program had a nurse checking up on me and would follow me at home, too. After that support, I had WIC. I even saw a nutritionist, and she taught me what to eat to be able to feed my child the right nutrients. Those two programs in the first couple of weeks were very helpful."***

Another focus group participant discussed how the RECO investment had made a difference by increasing knowledge of breastfeeding's benefits and adoption and duration of breastfeeding in the target population:

> ***"Even if maybe not for a long period of time that people are breastfeeding, they're at least starting their kids off for a few months. Hopefully it'll keep going, because I did speak to many moms before about the breastfeeding. 'Oh, prior to this we didn't have this knowledge and I did not breastfeed my kids for a long time. Now my goal is to do this, and I've exceeded my goal,' they say."***

Grantees also mentioned changes in breastfeeding perceptions and practices among postpartum mothers.

Advocating for Family and Neighborhoods

Focus group participants discussed how education on healthy eating and lifestyle habits empowered them to advocate for their families and their neighborhoods. One participant described advocating to improve the nutritional quality of the foods at her daughter's child care:

> ***"My 9-year-old daughter, I used to leave her when I worked. I always offered veggies. … When I put her in daycare, the daycare offered junkie snacks, and my daughter stopped eating vegetables. She saw other kids eating junk. On weekends she would complain. I asked the caregiver, and she said she didn't offer fruits and vegetables to her own kids or the daycare. I told her it was important to give them healthy food. I told [my daughter] she was to eat what I sent … and then I saw the woman changed the foods she offered."***

Similarly, grantees observed increased community engagement and involvement in general, and even further educational achievement motivated by the desire to advocate for change in one's community. For example:

> ***"We had a child care provider that came to every training, really opened her eyes on the political process and what she could do for her community that she went on to get her bachelor's degree. She took over her mom's child care center. She went back to get her master's, and she ran for political office. That was very awesome to see."***

Many grantees engaged community members in their work, and some reported being surprised by the level of empowerment that certain individuals would develop as a result. One grantee described a woman who started by joining in the organization's efforts:

> ***"[There] was a woman who joined the steering committee and hadn't had a lot of experience doing that sort of thing before, and she just lit up. She really became extremely engaged to the point where she joined the neighborhood council. It just ignited something in her, and she became very active in the neighborhood."***

Increased Social Support

Social connectedness was not a clear intent of the RECO investments, but it was an unintended positive outcome. Several focus groups noted that they experienced an increased sense of social support through

participation in RECO activities. Some commented how renovated parks served as space to build community and social connectedness A number of participants benefited from the peer support network they found through RECO and appreciated having a place to learn and implement change in a comfortable, supportive environment. One participant described how participation in a RECO program, which included information on healthy eating, sleep, and stress, made her feel less isolated in the learning process:

> ***"[Classes] help with support. You don't feel alone. You realize that you are not the only one against the world. You realize there are other parents that are also trying to make a change."***

4.2.2 Negative Experiences with RECO Programming

The majority of feedback was about positive changes related to RECO activities, but a small number of focus group participants reported the following negative experiences worth considering to improve future similar work.

Limited Support for Implementing Best Health Practices

Participants from a small number of focus groups discussed having too little follow-up support to implement the healthy changes they were learning about. One reported that the encouragement to pump for and breastfeed her child was not accompanied by enough material support for her to follow through:

> ***"That was one of my issues that I had, where I was going through bags and bottles like crazy and … I had to resort to finding other areas or other hospitals and different things like that that can provide those resources."***

Other participants commented on a lack of support or positive encouragement from some of the program staff. Another was frustrated when project implementation was delayed, thereby delaying support for healthy changes:

> ***"I don't like the meetings that say, 'Well, by 2025 we should have all the parks ready.' That don't help me now. … I would like to see us organize as bigger groups and communities to apply more pressure on these people. We need more places with healthy food and not as much junk food, and more parks."***

Issues with Program Delivery

Participants in a few focus groups also had issues with program instruction. One reported that an instructor was unprepared, and another disliked a program's bilingual instruction. For example:

> ***"I have attended workshops where the person was Hispanic and class was in Spanish. When I go to these classes, I like to ask if it is going to be given in English or Spanish because I do not like going to the bilingual ones. They just seem super long and boring."***

Another respondent commented on the linguistic and cultural competency of instructors:

> ***"They need to know the culture and the language. If we have a person who doesn't understand our culture, the way we eat, etc., they may not be able to make their point across. Sometimes they even use Spanglish because they don't know how to say a certain word in Spanish, so they kind of just leave you hanging and wondering what was actually just said."***

4.3 Facilitators and Barriers

In order to assess the reach of the RECO investments at the individual level, the study team asked about factors that facilitated or served as barriers to individuals experiencing or having the opportunity to benefit from the RECO activities. This section summarizes these discussions and addresses the following research question: *What are the facilitators and barriers to reaching the targeted individuals?*

4.3.1 Facilitators to Reaching Individuals

Awareness of RECO activities is a key facilitator to individuals experiencing those activities. Community members were most often aware of RECO's nutrition classes and the Fruit and Veggie Vouchers program. Focus group participants reported hearing about RECO programming from a variety of sources, including health clinics, hospitals, health fairs, community meetings, schools, promotional advertising, resource tables at parks, WIC centers, and word of mouth. Focus group participants also cited self-motivation as a facilitator to individuals' engagement in RECO activities.

Recommendations from Medical Professionals

Participants in half of the focus groups reported learning about RECO (or similar programs and activities) from doctors, hospitals, and clinics, which served to facilitate individuals' participation in RECO activities. Recommendations from medical professionals recognizing signs of health issues were a very effective outreach and communication strategy. One parent explained how information provided at the local clinic prompted her family's participation, which in turn led to behavior change:

> ***"I guess we participate because they talk to us about nutrition and they tell us how we can eat more healthy, how we can help our children. … My oldest son, we got used to buying him Gatorade and other things by the case, so he started to gain a little bit of weight. When I took him to the clinic, I was told that he was seven pounds overweight; they also explained to him that it wasn't a good weight for him. I've seen that it does help not to give them too many drinks with sugar and to not purchase food out on the street, and after that he lost the weight again. Now we eat healthier with more fruits and vegetables, more water. Now we go take walks and we play with them."***

Community Events or Classes

Focus group participants heard about First 5 LA and its programs, including RECO, in Best Start community meetings and other such meetings and events. This visibility of First 5 LA in the community made it easy for participants to learn about and participate in RECO programs.

Promotional Materials in the Community

First 5 LA activities, including RECO, were also promoted in communities via fliers, billboards, and commercials. Content ranged from First 5 LA specifically (i.e., the organization, its programs, its objectives) to child obesity more generally. Focus group participants reported they often discovered new programs and opportunities from fliers they received at classes and programs they were already attending.

Information from WIC Offices

Focus group participants reported that WIC offices encouraged them to participate in RECO activities by providing information when they received WIC benefits:

> ***"I have heard about them through WIC and because there are also people who come to invite you to the different workshops. That's how I've signed up to attend to some, not all."***

Internal Motivation to Learn Healthy Habits

Internal motivation also facilitated individuals experiencing the RECO investments. Focus group participants commonly reported that they participated in RECO activities because they were motivated to learn healthy habits to improve their children's health. For example:

> ***"[My motivation is] my children. Particularly health wise, because I'm considered obese. I want to make sure that I prevent that for my kids and all the risks that come with it. I'm trying to educate myself and to educate my kids on being healthy and having healthier eating habits."***

Focus group participants also reported being motivated to educate themselves on healthy habits to improve their own and their spouse's health.

4.3.2 Barriers to Reaching Individuals

Both the key informant interviews and focus groups mentioned individual-level barriers to experiencing RECO activities. Focus groups revealed a real lack of awareness and confusion about the RECO brand, and focus group participants and grantees reported a number of logistical difficulties.

Lack of Awareness of RECO Activities

That individuals in targeted populations were not aware of the RECO investments or the activities they funded was a key barrier to reaching them. Exhibit 4-1 below details the number and percentage of focus groups in which at least one participant had heard of each investment,[15] and the number and percentage of individuals across all focus groups who had. To be familiar with at least one RECO investment was required to be considered eligible to participate in a focus group, and there was at least some awareness of each of the RECO investments across all of the focus groups (CHLA Kids and Market Match were the most frequently recognized.) However, in every focus group, there were multiple investments that none of the group's participants were aware of.

Exhibit 4-1: Focus Group Participant Awareness of RECO Investments

	Focus Groups In Which At Least One Participant Had Heard of the Investment (N=14)		Focus Group Participants Who Had Heard of the Investment (N=117)	
RECO Investment	***n***	**%**	***n***	**%**
Healthy Food Access Initiative: Market Match (Fruit and Veggie Vouchers)	14	100.0	108	92.3
Early Childhood Obesity Prevention Initiative: Choose Health LA Kids	14	100.0	71	60.7
Tot Parks & Trails: Enhancing Toddler Playground Facilities	13	92.9	38	32.5
Healthy Food Access Initiative: Children's Garden Collaborative	13	92.9	61	52.1
Breastfeeding Taskforce of Greater Los Angeles: Technical Assistance to Hospitals "Breastfeed LA"	12	85.7	58	49.6
Western Center on Law and Poverty: Simplifying CalFresh Regulations	10	71.4	39	33.3
California Food Policy Advocates: Nutrition for LA Families	10	71.4	54	46.2

[15] Focus group participants were given the name of each RECO investment operating in their home region, along with a description of the investment's activities.

	Focus Groups In Which At Least One Participant Had Heard of the Investment (N=14)		Focus Group Participants Who Had Heard of the Investment (N=117)	
RECO Investment	***n***	**%**	***n***	**%**
Early Childhood Obesity Prevention Initiative: Choose Health LA Managing Obesity in Moms	9	64.3	28	23.9
FreshWorks Fund: Healthy Corner Store Conversion	8	57.1	33	28.2
Community Health Councils: Assessing Sugar Sweetened Beverage Tax Proposal and Alternatives	8	57.1	29	24.8
Early Childhood Obesity Prevention Initiative: Choose Health LA Child Care	7	50.0	14	12.0
Child Care Law Center: Streamlining Child Care Subsidies	6	42.9	12	10.3
California Center for Public Health Advocacy: Policies to Improve Nutrition Standards	5	35.7	22	18.8
Community Coalition: Healthy Food and Safe Space Access	2	14.3	3	2.6
Public Counsel: Policy Advocacy Fund	1	7.1	2	1.7
Occidental College Urban and Environmental Policy Institute: Policies to Increase Access to Healthy, Local, and Affordable Food	1	7.1	1	0.9
Safe Active Family Environments for Asian and Pacific Islanders (S.A.F.E. for APIs)	1	7.1	1	0.9
50 Parks: Developing Three Neighborhood Parks	1	7.1	3	2.6

Some focus group participants lamented not being aware, because they were interested in the RECO activities mentioned and would have participated. One discussed the need for better advertising:

> ***"There's not a lot of knowledge, or not a lot of resources out there for families to know there are programs. To me, even just by hearing the names, they sound like really good, important programs that we need help but we just don't know how to get the resource from."***

Brand Confusion about RECO Investments

Related to lack of awareness, another major barrier to RECO participation was that many focus group participants did not recognize RECO, its investments, or the RECO activities by name (i.e., brand confusion). Participants in all focus groups were unclear about exactly what the RECO investments did or were called. This brand confusion also could account for the low reported awareness described above. For example one focus group participant explained how lack of clear branding led to confusion:

> ***"It is not clear for us what is what. I have participated in some programs like breastfeeding and the other where you get coupons or vouchers for famers' market, and I have heard of others. But if I was to look for them, I would have a hard time because I do not know the programs' proper names."***

Lack of Time to Participate in RECO Activities

Both the key informant interviews and the focus groups identified lack of time as a major barrier to individuals participating in RECO activities. Grantees reported that many parents targeted by the investments were too busy to engage in the activities. Focus group participants mentioned struggling to balance working and taking care of their families with attending RECO programs. One mother described this struggle with a hectic lifestyle and limited time:

> *"My school is by Orange and my husband's job by Rosecrans, and we share a car. So I need to drop him off at work, and I drop off my baby at the day care. My time is very limited even if I wake up before six. I don't have enough time to fix breakfast. I would have to do it the night before…"*

Grantees reported that lack of time also was a major contributor to program attrition, thereby limiting program reach at the individual level.

Inconvenient RECO Activity Schedules and Locations

A number of focus group participants noted that the program schedules did not offer many options on nights and weekends, thereby limiting their ability to participate. One shared his frustration:

> *"I think it's geared more towards a lot of stay-at-home moms that have the time. Of course, a lot of moms work also, too. But I feel sometimes like [planners] don't take it into consideration, because usually the dad is the breadwinner of the home, for the main part. I feel like I fall in that category. It's like sometimes they don't even offer these programs on Saturdays."*

Participants also mentioned limited availability of program locations acting as a barrier to participating in RECO programs. They did not have time to travel to where the classes were held if the site were not near their homes. One focus group participant noted that transportation and distance posed a significant challenge to individuals in her community:

> *"I receive some workshops and resources through my clinic, but there are some programs where I have to travel far from where I live. I found out about the classes through my doctor. I signed up. I told other people in my community. Because of transportation or distance, they were not able to make it."*

Self-Selection into Engagement with RECO

First 5 LA program officers noted that individuals and families already engaged in healthy lifestyle choices before RECO implementation were more likely to engage in the health-promotion activities funded by RECO. These individuals self-selected into the activities, whereas those who were not previously engaged in healthy behaviors participated to a lesser extent. Individuals and families not already engaged also were harder to reach. For the Fruit and Veggie Vouchers program in particular, families that were already attending farmers markets participated in the voucher program, whereas families that did not frequent the farmers markets had lower program participation rates.

> *"The barrier for a lot of the families … is that it's really great for those who are already looking for better ways to help their families. If you're going to make the commitment to farm a plot of land at a garden or come to a specific farmers market and save your WIC voucher or CalFresh dollars to know you're going to spend them at that farmers market, you've spent a lot of time, effort, and thought already about what you feed your children and what you can provide for them. The difficulty is that there's a whole other set of families out there who don't have that time and space."*

4.3.3 Facilitators to Preventing or Reducing Obesity

The focus group discussions in particular also included reflections on facilitators to preventing or reducing childhood obesity for individuals, and for their families more broadly. In some cases, RECO investments targeted these facilitators. Asked what facilitated obesity prevention for them, focus group participants discussed shifts in food behavior and also identified personal and family health as motivation to change.

Introducing Healthy Eating Habits, Accessing Healthy Foods

Participants from half of the focus groups reported introducing healthy eating habits and accessing healthy foods as a primary facilitator for preventing obesity. For example, one participant discussed her household's shift away from purchasing sugar-sweetened beverages, stating that she no longer buys soda in an effort to prevent weight gain.

Individual Motivation due to Personal or Familial Health Risks

Personal or familial health risks motivated some respondents to take care of their own health and the health of their families, with sound medical advice from doctors spurring them into action. After receiving a diabetes diagnosis, one focus group participant reported she was moved to make changes, including introducing healthy behaviors for her family:

> ***"From my last three pregnancies I got diabetes. They changed my diets around so I wouldn't be solely dependent on medicine. We got used to eating a healthy diet. Today I don't have any issues or troubles with getting my family to eat healthy. We go shopping and we get fruit and veggies. I don't struggle. I'm not happy I have diabetes, but I'm happy the changes it made in our family."***

4.3.4 Barriers to Preventing or Reducing Obesity

Focus group participants discussed individual-level barriers to reducing childhood obesity, some of which were targeted for improvement by the RECO investments. There were three major themes, as follows.

Expensive, Inaccessible Healthy Foods

Half of focus groups discussed how healthy foods are often expensive or difficult to buy in their communities. Immigrant participants highlighted disparities between the healthy, fresh foods they had accessible to them in their home country and the cheap, processed food they find in their LA neighborhoods. One participant posited why store owners in her community did not sell organic produce:

> ***"Store owners are so smart that they know that in our area those things won't sell because it's more expensive. Honestly, I love organic, but it's expensive. I don't know if there is a way to make things accessible to us."***

Another participant described challenges immigrants face transitioning to a new environment where foods from their home country are not readily accessible:

> ***"When you come to this country you do what's easiest. You buy fast food or whatever they're selling in the market. You don't know how to get the same healthy foods you got in your country. It took me 15 years to figure out that I could get the same foods, such as strawberries. I didn't know they had agricultural markets here."***

Cultural Norms Conflicting with Healthy Messages

Many focus group participants also discussed how their home culture directly affected their ability to make healthier choices for themselves and their family. In particular, some cultures encourage larger portion sizes and consider heavier children to be healthier.

> ***"I come from a place where processed foods were a luxury. In order to keep yourself healthy, you needed to finish all the food on your plate. … Now that we live here and have access to all the packaged foods, it's like, 'Wow! Now or never.' That is just how we are programmed."***

Another participant shared her experience facing criticism regarding her child's weight and how cultural norms can prevent the recognition of obesity as a problem:

> ***"I still breastfeed my son. He is 15 months and people always make comments about him because he's not chubby. He's the right weight that he's supposed to be according to his doctor, but not according to other people. ... I have a friend that has a daughter the same age as him, and her daughter is the weight of a 2-year-old and she's 1, and people always say, 'Oh, she's such a healthy cute little chubby baby.' … I have a daughter who's going to fifth grade. I've noticed big kids in her school, where they're severely overweight and it's not [seen as] a problem."***

Little Support from Close Family and Friends

Participants from more than half of the focus groups cited little or no support from close family and friends as being a major barrier in their efforts to reduce childhood obesity or increase healthy behaviors for themselves and their children. For example:

> ***"It's hard because I'm very conscious about what I eat and what I bring into my home. No one else in my family is like that. They all think that I'm weird. They're always eating fried chicken and black-eyes peas. I'm like, 'Guys, [my son] can't even walk yet. He doesn't need fried chicken right now. Give it a couple of years.'"***

5. Community-Level Implementation and Reach of the RECO Investments

In this chapter, we discuss the implementation and reach of RECO investments at the community level. In particular, we identify the communities targeted by these investments and address the reach of the RECO investments relative to the need in those communities. Additionally, the chapter identifies the variety of healthier practices adopted at the community level that focus group participants and grantees attributed to the RECO investments. We also discuss the facilitators and barriers to communities experiencing the RECO investments, as well as broader facilitators and barriers to reducing childhood obesity in the community.

5.1 Need and Reach

To understand the reach of the RECO investments at the community level, it is important to see where the RECO activities occurred. Given the multifaceted nature of the RECO investments and the considerable diversity of children and families living in LA County, it is also important to examine reach of the RECO investments in relation to community need, defined in several ways. This section presents the results of a geospatial analysis to examine the communities targeted by the RECO investments, the prevalence of RECO investments in high-need communities, and the geographic dispersion of different types of RECO activities. These geospatial analyses are supplemented with a brief summary of discussions from interviews and focus groups on the community-level reach of the RECO activities. We address the following research questions: *Which communities are targeted by these investments? What is the reach of these investments relative to community needs?*

5.1.1 Reach of RECO Investments across LA County

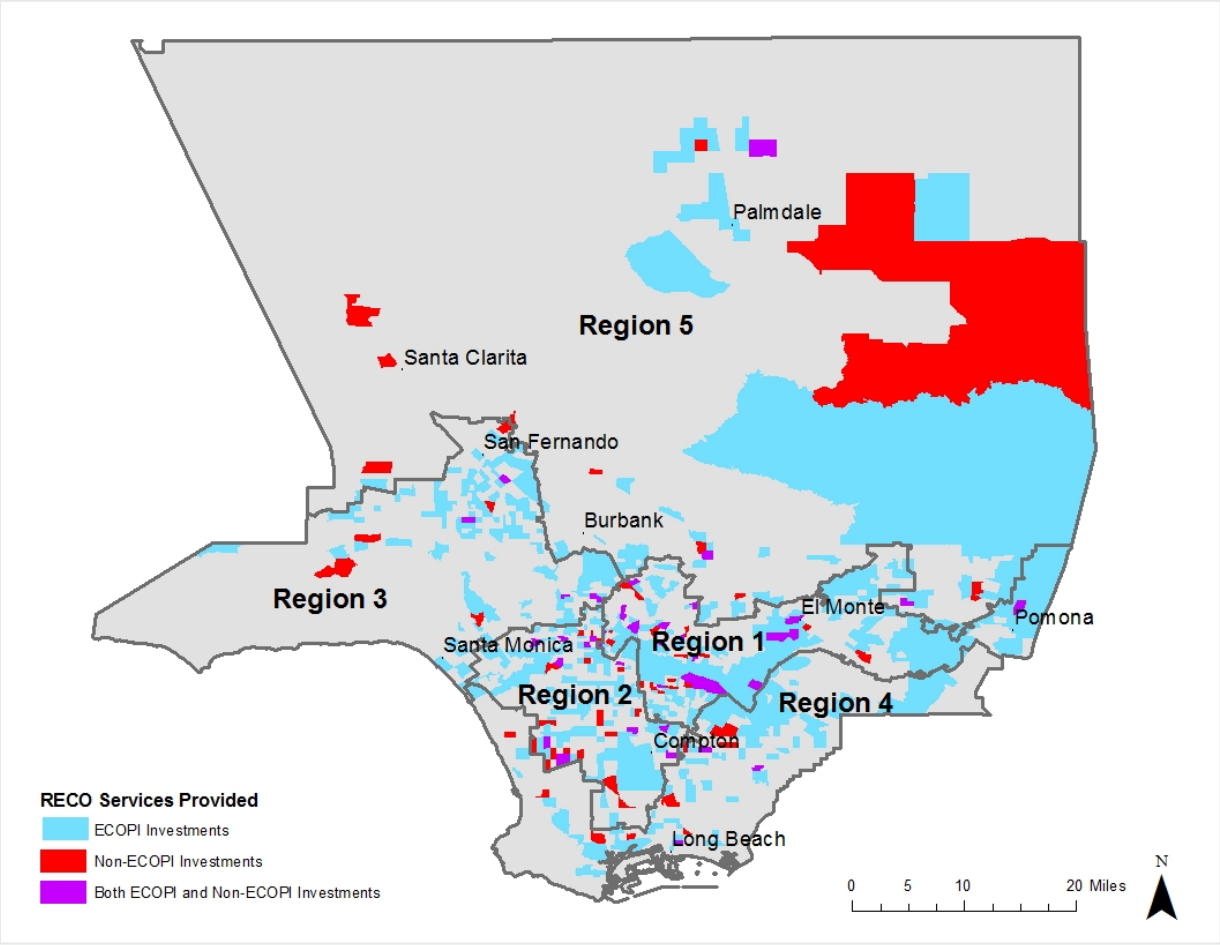
RECO activities were provided in many communities[16] across LA County. To get a sense of the geographic reach of the RECO investments, and which communities were targeted by these investments across LA County, Exhibit 5-1 displays the location of RECO investment activities by census tract from 2010 through the spring of 2015. Due to the size of the ECOPI investments relative to the other investments, we distinguish between ECOPI and non-ECOPI in this exhibit and indicate where there is overlap.

- Census tracts in which RECO services were provided by ECOPI are shaded in blue.
- Census tracts in which services from other (non-ECOPI) RECO grantees were provided are shaded in red.
- Census tracts in which both ECOPI and non-ECOPI services were provided are shaded in purple.

From Exhibit 5-1, it becomes clear that the RECO activities cover a wide range of areas in LA County, and that most of the reach of the RECO investments comes from the ECOPI activities.

[16] In this section of the report, *community* is defined as census tract.

Exhibit 5-1: Reach of RECO Activities in LA County



Note: Map does not display San Clemente and Santa Catalina Islands in Region 4, but RECO activities were not provided in these areas.

Across LA County, nearly one-third (32 percent) of its total census tracts received some type of RECO-funded activity (Exhibit 5-2). Region 1 and Region 2 had the highest saturation of RECO activities, with 47 and 39 percent of census tracts in each region, respectively, receiving at least one RECO activity. The percentage of census tracts receiving at least one RECO activity in Regions 3, 4, and 5 were somewhat smaller.

ECOPI investments funded activities in more census tracts than did the non-ECOPI investments. Across LA County, there were 592 census tracts (29 percent) in which ECOPI investment activities were located, whereas non-ECOPI investment activities were located in 103 census tracts (5 percent). (See Appendix Exhibit D-1 for the community-level reach of the 13 individual RECO investments mapped.)

Exhibit 5-2: Prevalence of RECO Investment Activities in LA County and by Region

	All LA County	Region 1	Region 2	Region 3	Region 4	Region 5
Total number of census tracts	2,054	433	416	392	375	394
Census tracts in which any RECO activity occurred	659	203	164	112	96	80
Percentage of census tracts in which any RECO activity occurred	32%	47%	39%	29%	26%	20%
ECOPI Investments						
Total number of census tracts in which any ECOPI activity occurred[a]	592	186	145	103	85	69
Percentage of census tracts in which any ECOPI activity occurred	29%	43%	35%	26%	23%	18%
Non-ECOPI Investments						
Total number of census tracts in which any non-ECOPI activity occurred	103	35	30	10	14	14
Percentage of census tracts in which any non-ECOPI activity occurred	5%	8%	7%	3%	4%	4%

[a] Location data for two of the three ECOPI investments were available only at the ZIP code level. For CHLA Child Care, activities were assigned to each of the census tracts within a ZIP code when the number of participants for that ZIP code was equal to or greater than five times the number of census tracts within a ZIP code. If this condition was not met, the activity was not assigned a location. For CHLA MOMS, activities were assigned to each of the census tracts within a ZIP code when the number of participants for that ZIP code was equal to or greater than 10 times the number of census tracts within a ZIP code. If this condition was not met, the activity was not assigned a location.

5.1.2 Reach of RECO Investments in High-Need Communities

We also examined how the reach of the RECO investments overlaps with community needs, as shown in Exhibit 5-3. The exhibit displays three maps for each region, each representing a different characteristic of community need relevant to the RECO investments:

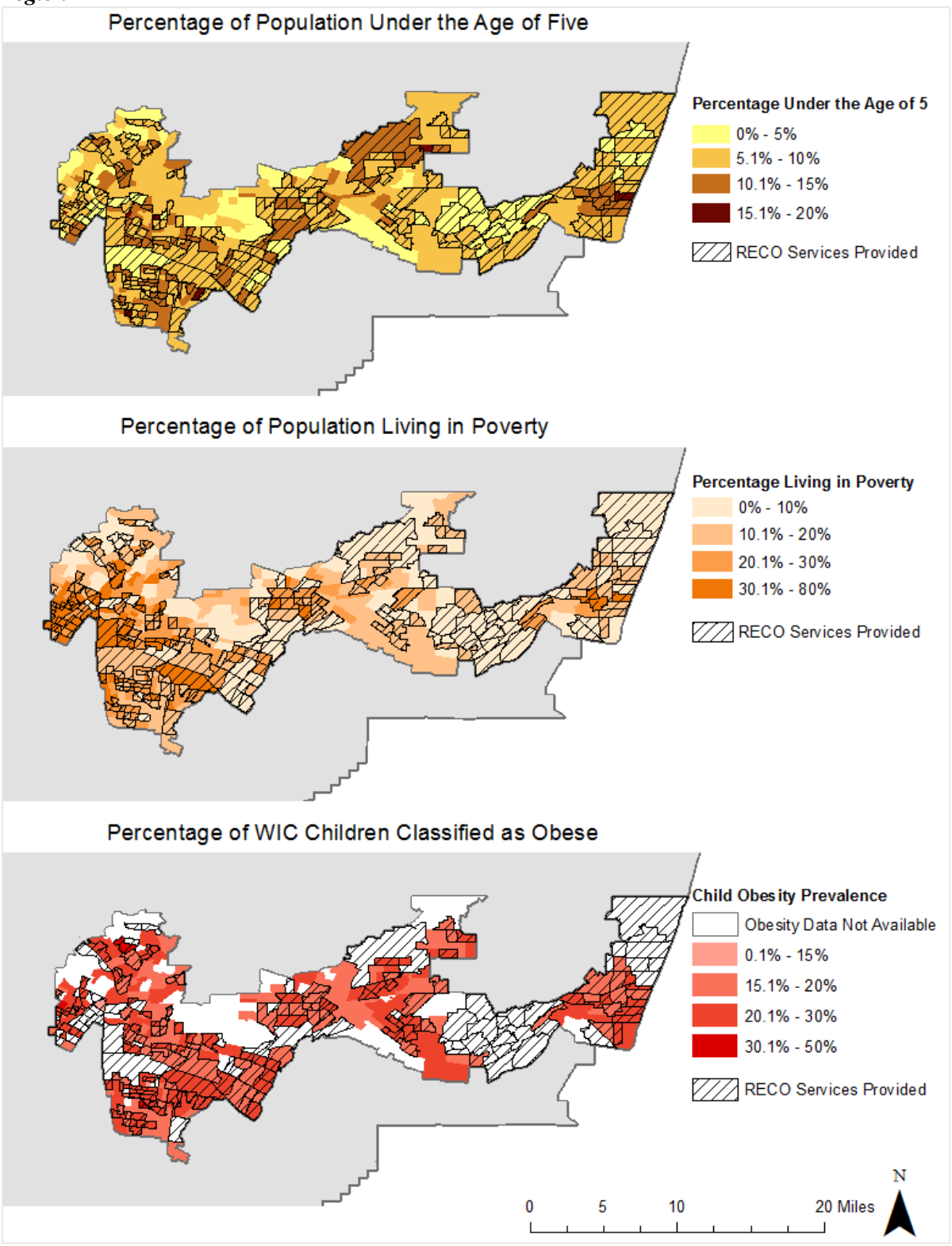
1. Percentage of the population within the community that is under age 5.
2. Percentage of the population within the community with incomes less than 100 percent of the federal poverty level.
3. Rate of obesity within the community among WIC-participating children ages 2–5.

Communities where one or more RECO activities are located are indicated with a diagonal crosshatch, showing how the reach of the RECO activities corresponds to different types of community needs.

Overall, Exhibit 5-3 shows that RECO activities are reaching LA County's high-need communities. However, the maps also show there are high-need communities not reached by RECO activities, and there also are some areas reached by RECO activities that are not high-need communities as we have defined it here (i.e., density of young children, poverty, and obesity).

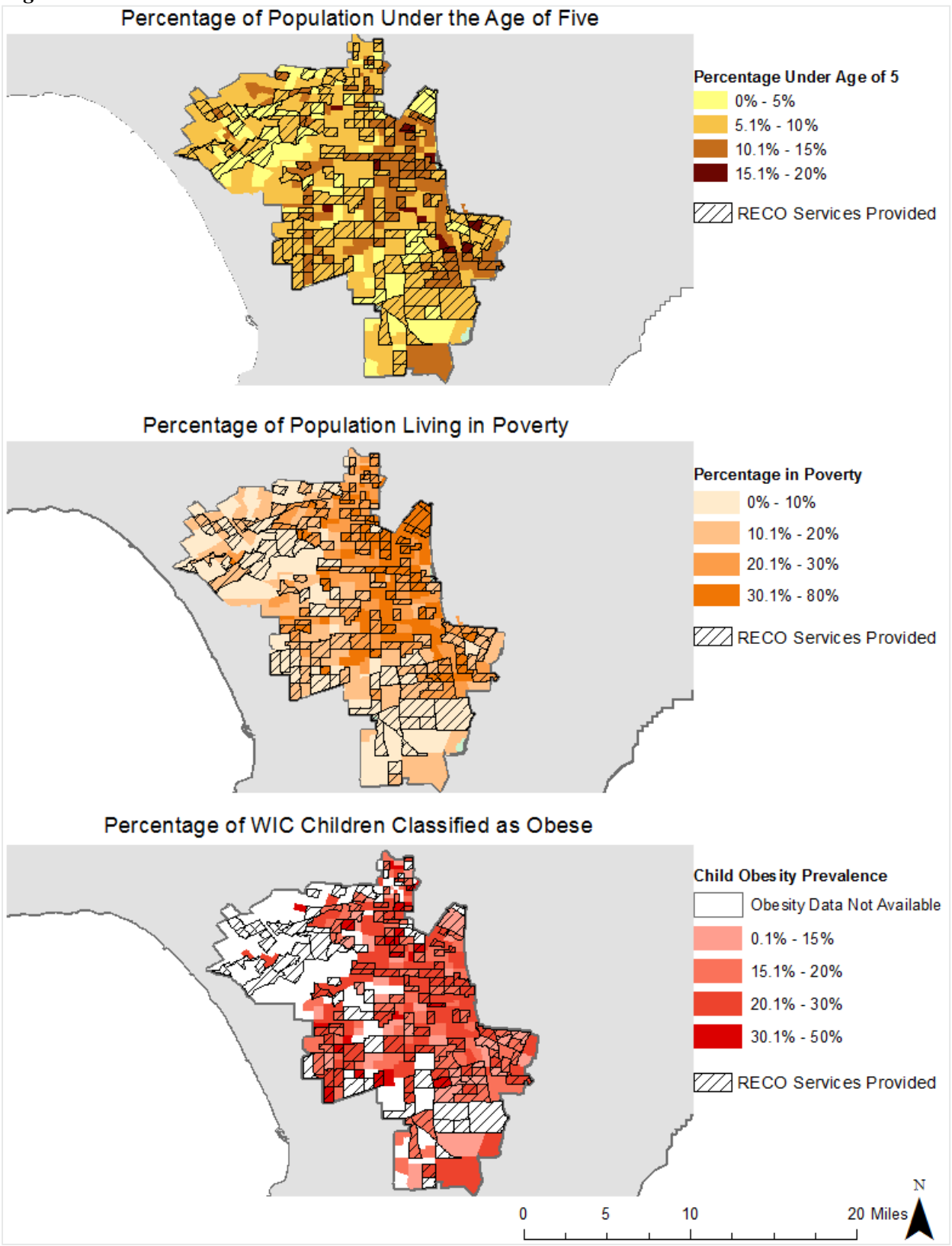
Exhibit 5-3: Communities in Which RECO Activities Were Provided, by Community Need Characteristics

Region 1



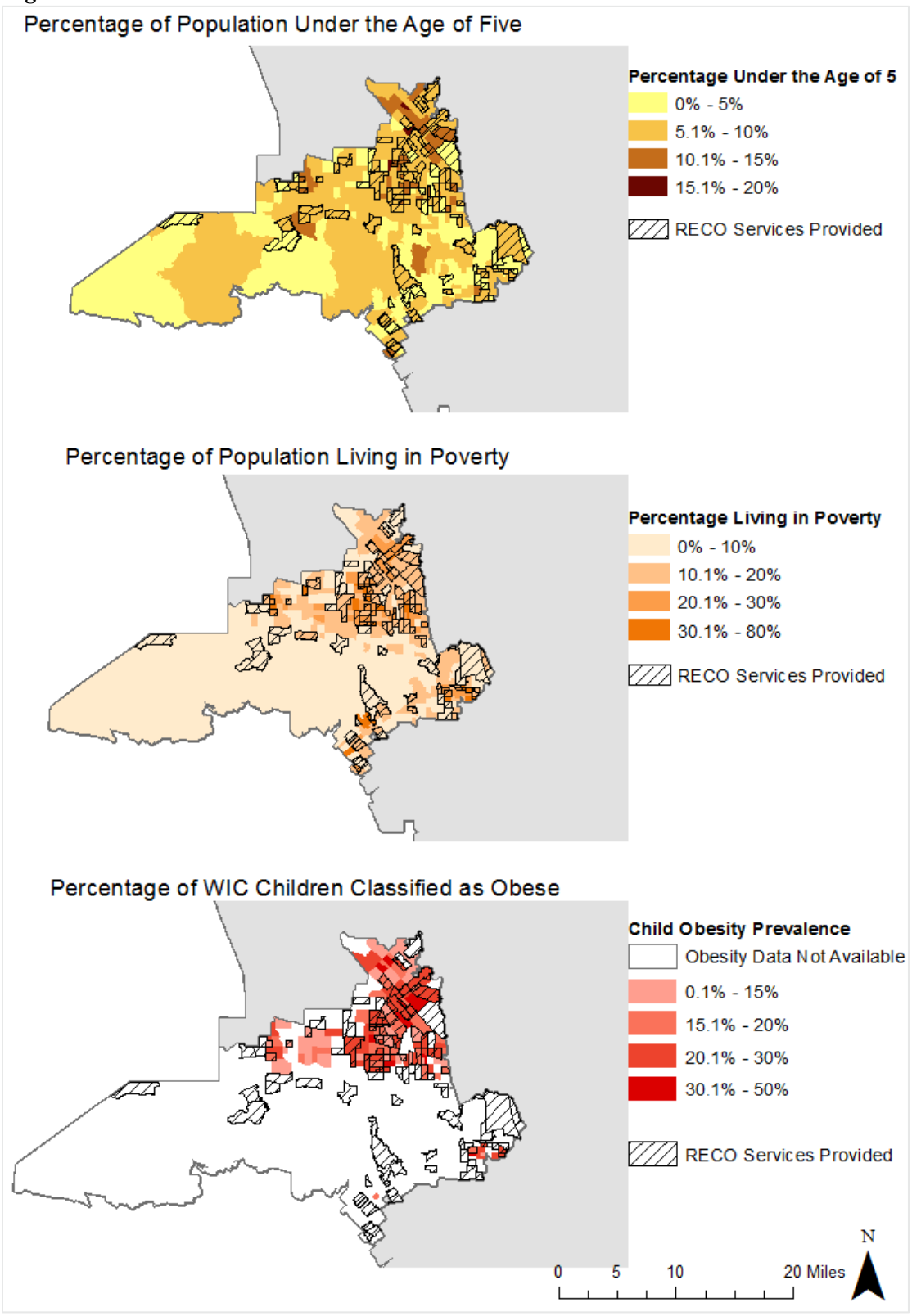
Note: Census tract–level information on child obesity prevalence was available only in census tracts with 30 or more WIC-participating children in 2009.

Region 2



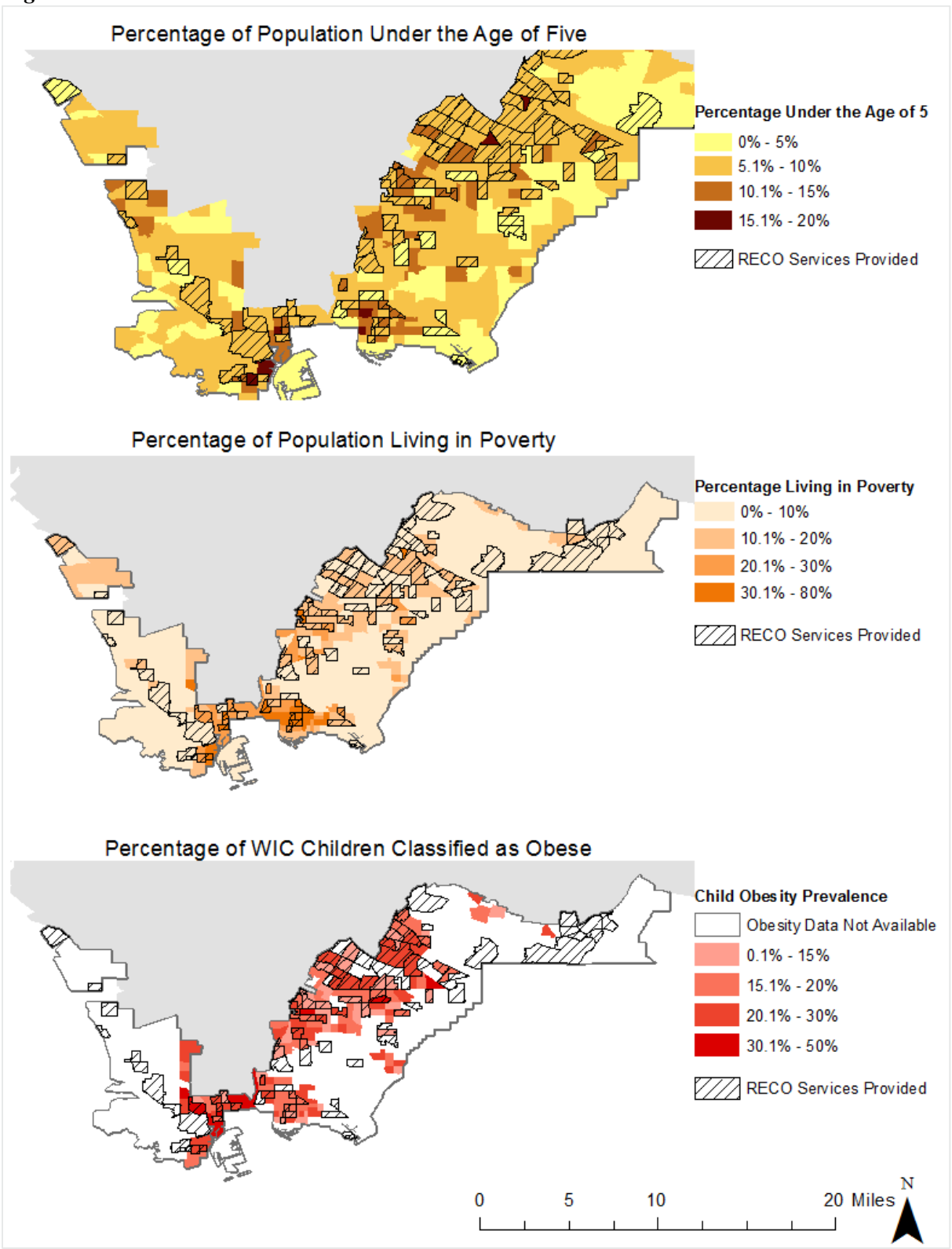
Note: Census tract–level information on child obesity prevalence was available only in census tracts with 30 or more WIC-participating children in 2009.

Region 3



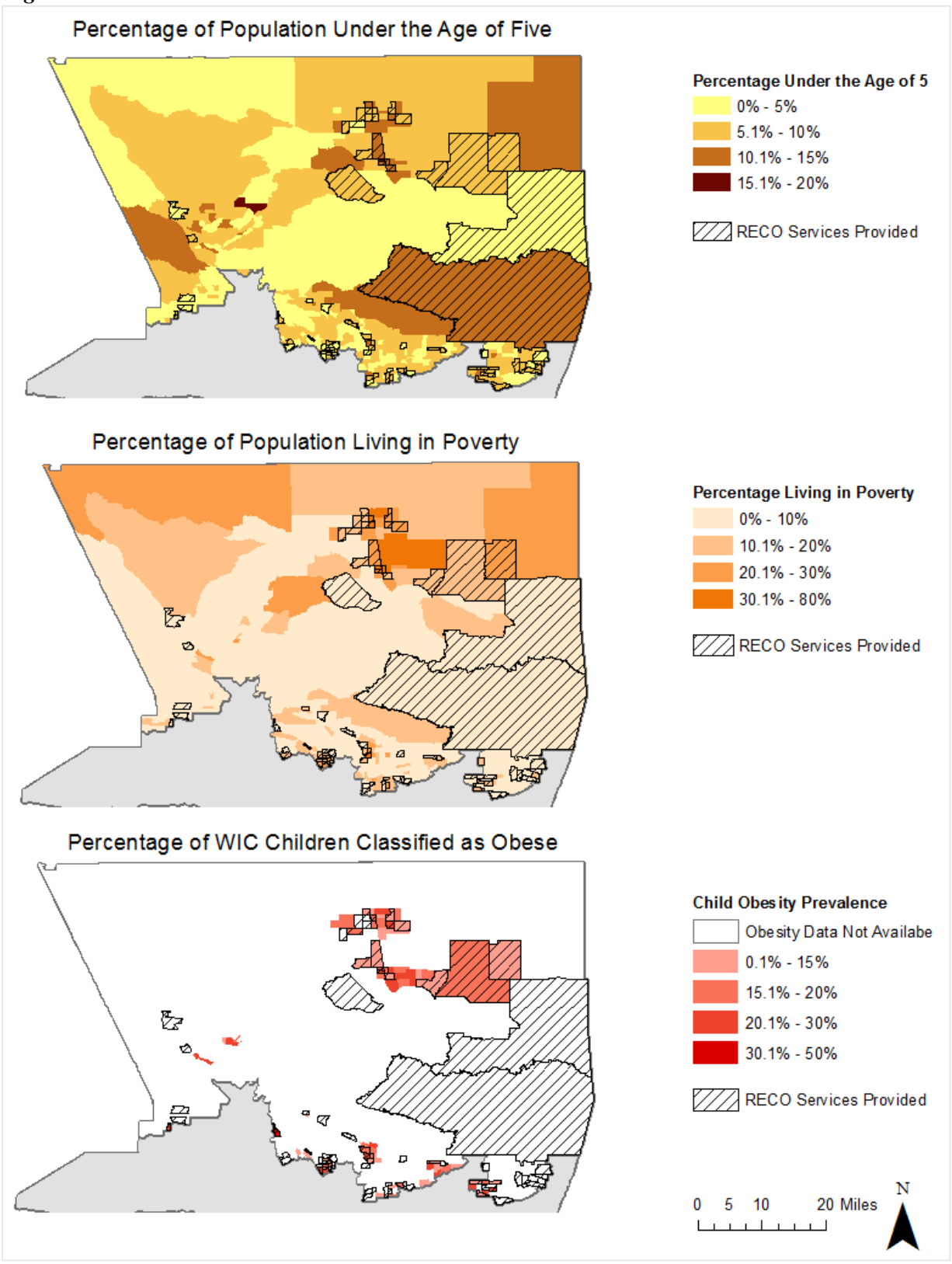
Note: Census tract–level information on child obesity prevalence was available only in census tracts with 30 or more WIC-participating children in 2009.

Region 4



Notes: Census tract–level information on child obesity prevalence was available only in census tracts with 30 or more WIC-participating children in 2009. Map does not display San Clemente and Santa Catalina Islands in Region 4, but RECO activities were not provided in these areas.

Region 5



Note: Census tract–level information on child obesity prevalence was available only in census tracts with 30 or more WIC-participating children in 2009.

In Exhibit 5-4 we present the number of high-need communities in which RECO activities were provided. (See Appendix Exhibit D-2 for detail for the 13 individual RECO investments mapped.) For this analysis, we defined three categories of high-need communities:

1. Communities where more than 10 percent of the population was age 5 or younger (*child dense*).
2. Communities where more than 30 percent of families live at or below the federal poverty line (*high poverty*).
3. Communities where more than 20 percent of WIC-participating children ages 2–5 were obese (*high child obesity*).[17]

To some extent, the RECO investments appear to have successfully targeted their activities to the LA County communities with the highest levels of need. However, regardless of category, most high-need communities were not reached by any RECO investment. RECO activities were provided in

- 35 percent of child-dense communities (140 of 403 census tracts);
- 42 percent of high-poverty communities (100 of 239 census tracts); and
- 41 percent of high-child obesity communities (191 of 465 census tracts).

As show in the exhibit, ECOPI services were provided in about one-third of high-need communities, and non-ECOPI services were provided in just 5 percent of high-need communities. Comparing the different categories of high-need communities, RECO investments were slightly more successful in reaching high-poverty communities and high-child obesity communities than they were in reaching child-dense communities.

Exhibit 5-4: High-Need Communities in Which RECO-Funded Activities Were Provided

	All LA County	Communities with High Prevalence of:		
		Young Children[a]	Poverty[b]	Child Obesity[c]
All census tracts	2,054	403	239	465
Census tracts in which RECO activities occurred	659	140	100	191
Percentage of census tracts in which RECO activities occurred	32%	35%	42%	41%
ECOPI Investments				
Total number of census tracts in which ECOPI activities occurred[d]	592	127	89	164
Percentage of census tracts in which ECOPI activities occurred	29%	32%	37%	35%
Non-ECOPI Investments				
Total number of census tracts in which non-ECOPI activities occurred	103	18	22	42
Percentage of census tracts in which non-ECOPI activities occurred	5%	4%	9%	9%

[a] This includes census tracts where children under age 5 comprise more than 10 percent of the population.
[b] This includes census tracts where more than 30 percent of the population had incomes at or below the federal poverty line.
[c] This includes census tracts where more than 20 percent of WIC-participating children ages 2–5 are considered obese. Census tract–level information on child obesity prevalence was available only in census tracts with 30 or more WIC-participating children in 2009.

[17] As with the maps above, census tract–level information on child obesity prevalence was available only in census tracts with 30 or more WIC-participating children in 2009.

[d] Location data for two of the three ECOPI investments were available only at the ZIP code level. For CHLA Child Care, activities were assigned to each of the census tracts within a ZIP code when the number of participants for that ZIP code was equal to or greater than five times the number of census tracts within a ZIP code. If this condition was not met, the activity was not assigned a location. For CHLA Moms, activities were assigned to each of the census tracts within a ZIP code when the number of participants for that ZIP code was equal to or greater than 10 times the number of census tracts within a ZIP code. If this condition was not met, the activity was not assigned a location.

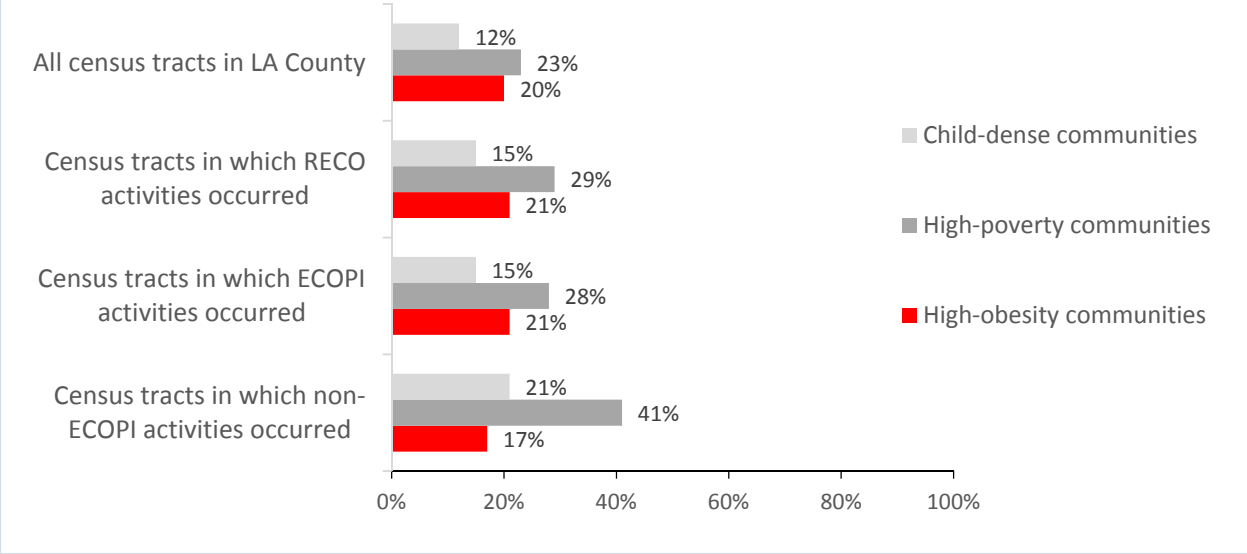
Conversely, of the communities served by RECO activities:

- 21 percent (140 out of 659) were child-dense communities;
- 15 percent (100 out of 659) were high-poverty communities; and
- 29 percent (191 out of 659) were high-child obesity communities.

Of these 659 communities served, RECO activities were more often provided in high-child obesity communities than in communities in the other high-need categories. Twenty eight percent (164 out of 592 census tracts) of the communities in which ECOPI activities occurred had high rates of child obesity and 41 percent (42 out of 103 census tracts) of the communities in which non-ECOPI services were provided had high levels of child obesity (see Exhibit 5-5).

Although RECO investments did not reach the majority of high need communities in LA County, and the majority of communities served by RECO were not high need, there was higher need in the communities served by RECO compared with communities across LA County. For example, 23 percent (465 out of 2054 census tracts) of all census tracts in LA County had high levels of childhood obesity, but 29 percent (191 out of 659 census tracts) of RECO treated communities had high levels of childhood obesity. Similarly, 15 percent of communities in which RECO services were provided (100 out of 659 census tracts) were high-poverty while across all of LA County, a smaller percentage of communities (12 percent, 239 out of 2,054 census tracts) were high-poverty (see Exhibit 5-5).

Exhibit 5-5: Percentage of RECO-Served Communities That Were High Need



Notes: Child-dense communities refer to communities where more than 10 percent of the population is age 5 or younger. High-poverty communities refer to communities where more than 30 percent of families live at or below the federal poverty line. High-obesity communities refer to communities where more than 20 percent of WIC-participating children ages 2-5 are obese.

Findings from key informant interviews with grantees and focus groups with community members echoed these mixed results on the reach of the RECO investments relative to need—indicating some success, but also some room for improvement. In the key informant interviews, the majority of the grantees reported reaching their target populations as intended, commenting on robust program attendance as an indicator of successful reach.

Conversely, one grantee reported being unable to adequately serve a high-need community, discovering that its needs were too large (the community actually needed a reliable food retail outlet) and beyond the organization's scope of work and capacity:

> ***"[The] market unexpectedly closed down. If you look at where the next supermarket was, it was more than a mile outside. That's what the community wants; the community needs a sustainable, large-scale food source. We haven't achieved it, [but] we know that what we need [to do] is to actually get a large-scale market in the community."***

Focus group participants also commented on the limited community-level reach of the RECO investments. Participants from a small number of focus groups believed that the programming could be expanded to more communities to reach more people effectively. One participant reported that existing programming does not always target young children. Another participant commented on limitations of RECO's reach:

> ***"The schools where my child attends do not provide information like this. I don't see these types of programs in North Long Beach. I would like something closer."***

5.1.3 Reach of RECO Investments by Obesity-Reduction Strategy

In understanding the reach of the RECO investments across communities in LA County, it is useful to determine the reach of different types of activities. As noted in Chapter 2, the study team coded each of the place-based RECO activities as representing one or more of the six Centers for Disease Control and Prevention strategies for reducing obesity in children (Keener, Goodman, Lowry, Zaro, & Khan, 2009).

To understand the reach of these different strategies as used by the RECO activities, Exhibit 5-6 details the prevalence of RECO activities by CDC strategy across the regions and for LA County as a whole. Across LA County and in most regions, activities related to healthy food and beverages were the most common. In about one-fifth of all census tracts, RECO activities supported healthy food and beverage choices, and in another one-fifth of the census tracts, RECO activities promoted the availability of affordable healthy food and beverages. The other four strategies were less commonly used in RECO activities. The relative prevalence of these strategies was quite similar across the five regions.

Exhibit 5-6: Prevalence of Obesity-Prevention Strategies used by RECO Activities in LA County and in Each Region

CDC Strategy	All LA County		Region 1		Region 2		Region 3		Region 4		Region 5	
	N[a]	%[b]	N[a]	%[b]	N[a]	%[b]	N[a]	%[b]	N[a]	%[b]	N[a]	%[b]
All census tracts	2,054		433		416		392		375		394	
Support healthy food and beverage choices	422	21%	138	32%	98	24%	81	21%	56	15%	45	11%
Promote the availability of affordable healthy food and beverages	410	20%	148	34%	104	9%	54	14%	56	15%	34	11%
Create safe communities that support physical activity	258	13%	109	25%	58	14%	21	5%	38	10%	30	8%
Encourage breastfeeding	144	7%	68	16%	36	9%	11	3%	19	5%	10	3%
Encourage physical activity or limit sedentary activity among children and youth	47	2%	11	3%	9	2%	9	2%	9	2%	9	2%
Encourage communities to organize for change	36	2%	15	3%	3	2%	3	1%	5	1%	4	1%

[a] Number of census tracts in which one or more RECO activities using the identified strategy occurred.
[b] Percentage of census tracts in which one or more RECO activities using the identified strategy occurred.

Appendix E provides maps with additional information on the location of activities organized by obesity-reduction strategy.

5.2 Perceived Community Changes

The following section describes healthy community changes targeted by each investment, as well as the changes in the community as a result of RECO programming, as perceived by participants in the key informant interviews and focus groups. This section addresses the following research question: *Which healthier choices/practices did communities adopt?*

As discussed previously, the RECO investments were diverse in their focus. Accordingly, grantees reported targeting a diversity of healthy choices and practices for adoption by communities, such as increased physical activity and participation in community gardens. Exhibit 5-7 details the primary healthier choice or practices targeted and adopted by communities according to the key informant interviews with RECO grantees.

Exhibit 5-7: Healthier Choice/Practice Adopted by Communities, for Each RECO Investment

RECO Investment	Healthier Choice or Practice Adopted by Communities
50 Parks: Developing Three Neighborhood Parks	Increased physical activity in communities
Breastfeeding Works	Breastfeeding education and practices adopted by hospitals
California Food Policy Advocates: Nutrition for LA Families	Improved nutrition and physical activity in child care centers
Child Care Law Center: Streamlining Child Care Subsidies	Consumption of healthier foods and physical activity in child care centers
Community Coalition: Healthy Food and Safe Space Access	Increased access to healthy foods and increased physical activity in communities
Community Health Councils: Assessing Sugar Sweetened Beverage Tax Proposal and Alternatives	Reduced sugar-sweetened beverage consumption in communities

RECO Investment	Healthier Choice or Practice Adopted by Communities
Early Childhood Obesity Prevention Initiative: Choose Health LA Child Care (CHLA Child Care)	Healthier foods consumed and increased physical activity in child care settings
Early Childhood Obesity Prevention Initiative: Choose Health LA Kids (CHLA KIDS)	Healthier foods consumed by children, healthier menu items offered in restaurants, increased enrollment in CalFresh and WIC by families in LA County
Early Childhood Obesity Prevention Initiative: Choose Health LA Managing Obesity in Moms (CHLA MOMS)	Increased water consumption, increased physical activity, and increased breastfeeding in postpartum women in LA County
FreshWorks Fund: Healthy Corner Store Conversion	Healthy foods sold by small retailers to communities
Healthy Food Access Initiative: Children's Garden Collaborative	Participation in gardening, nutrition, and cooking classes in communities
Healthy Food Access Initiative: Market Match (Fruit and Veggie Vouchers)	Purchase of fresh produce at farmers markets by families
Occidental College Urban and Environmental Policy Institute: Policies to Increase Access to Healthy, Local, and Affordable Food	Healthy eating in early childhood education settings, healthy mobile vending changes by food vendors in communities near schools, WIC vouchers to purchase produce at farmers markets for families
Public Health Advocates: Family Voices for Healthy Choices	Increased food access and decreased sugar-sweetened beverage consumption in communities
Safe Active Family Environments for Asian and Pacific Islanders (S.A.F.E. for APIs)	Increased physical activity in safer park spaces in communities
Southeast Cities Land Use Advocacy Project	Increased opportunities for physical activity in green space settings for communities
Tot Parks & Trails: Enhancing Toddler Playground Facilities	Increased physical activity of communities in new and renovated parks
Western Center on Law and Poverty: Simplifying CalFresh Regulations	Increased enrollment in CalFresh across LA County

Though the focus of the RECO investments and the targeted healthier choices and practices varied, the key informant interviews and focus groups revealed common themes regarding healthier choices and practices adopted at the community level. Three major themes emerged: *increased knowledge and awareness*, *changes to the built environment,* and *changes in norms and behaviors.*

5.2.1 Increased Knowledge and Awareness

Participants from almost all focus groups spoke about increased knowledge within the community related to obesity, as well as healthy behaviors, as a result of the RECO investments (or similar programming). They indicated a greater awareness of the problems related to obesity and diabetes in the community. Participants reported RECO investments (and similar programming) increased families' nutritional knowledge, including the importance of fruits, vegetables, and whole grains and of reducing sugar consumption. They also reported programs provided community members with information on healthy eating practices and on accessing healthy foods. One focus group participant reported how information provided in RECO programs had influenced her community:

> ***"In my community, I have seen many changes. For example, some of us can't afford organic foods. When you take those classes, they give you ideas about what might be possible. … We take initiative and go forward to do it. For example, we had a chance to ask for Zumba classes. We saw Zumba as something that might be positive for our community. We had a class three times a week."***

Community members reported sharing the knowledge they acquired from these programs and activities, particularly nutrition classes, with family and friends, further promoting healthy eating within the community. RECO activities helped to dispel community misconceptions regarding nutrition and obesity.

5.2.2 Changes to the Built Environment

Focus groups and key informant interviews discussed many changes to the built environment that had influenced community behavior; namely changes to grocery stores, schools, and parks. First 5 LA program officers reported that the parks built with RECO funding benefited large numbers of children:

> ***"I can tell you that [thousands of] children benefited from 32 parks. What's satisfying about that investment is that it's sustainable, it was permanent."***

In their key informant interviews, grantees explained specific changes made with RECO investments to improve parks. One grantee incorporated features to make a park more accessible to disabled children. Others improved park safety. One grantee leveraged its relationship with local law enforcement to improve the safety of parks in the community by holding a meeting with the sheriff and community members to discuss safety issues. This meeting led to future safety improvement activities that were funded by another grant. In another case, community members took the initiative to establish a community watch network to maintain the park's improved safety.

Grantees implementing parks projects also reported that their park sites were used for programming that engaged community members. Parks built or renovated with First 5 LA funding provided a space to reach a broad range of community members through other activities, whether directly supported by First 5 LA funds or not, further contributing to community change. Grantees often reported that implementing health-promotion programs at the parks provided a great opportunity for engaging targeted communities.

Focus group participants highlighted additional changes to the built environment, including grocery store modifications. In particular, they described structural updates to preserve fresh produce, as well as a grocery store initiative focused on removing junk food from displays at checkout counters.

5.2.3 Changes in Norms and Behaviors

Both changes in knowledge and awareness and changes in the built environment were linked to changes in community norms and behaviors, according to focus group participants and grantees. Focus group participants spoke at great length about changes they noticed within their communities, which they attributed to RECO activities. The most notable were increased physical activity and greater park utilization. RECO investments in park renovations led to a change in community behavior around parks. Focus group participants reported increased presence of families and youth, suggesting that renovations made the parks more accessible, increasing park-going behavior and providing opportunities for physical activity in the community.

> ***"I have seen more people at the parks. Ever since our park was renovated, it is more accessible now for the children and comfortable. I have seen a lot of shade, and I have seen more people going to the groups and the Zumba classes. I think that it is making a difference. It may start with a few persons (five or six), but they will spread the word. When people see the change in you, they would want to know what you are doing."***

Similarly, grantees noted that children and adults living in the communities adjacent to their park projects were using the parks for physical activity. They also reported that entire families were using the parks, and that young children in particular were benefitting from the new space. One grantee reported high levels of park usage by handicapped children as well as the broader community. Grantees also reported positive changes in community cohesion.

These changes in normative behavior pertaining to increased physical activity and park usage were accompanied by intergenerational education to change norms, particularly around eating. Community members educated both older and younger generations about the benefits of healthy eating based on what they had learned through RECO activities, and involved these generations as they learned how to make healthier food choices.

Changes in community norms and behaviors sometimes spurred advocacy for changes within the communities. A focus group participant described how RECO had provided a platform for community advocacy to improve community access to healthier foods:

> ***"Besides learning about good nutrition, I am in an advocacy program that advocates for the grocery stores to offer healthy snack options at the registers instead of junk food. For example there are three stores now in LA in which all the things that are near the checkout stand are healthy options [like] fruit, yogurt, things that have more nutritional value for the kids. So being involved in some of the RECO programs, these are some of the things we have been able to accomplish. Also at school, we are trying to get rid of the sodas and Gatorades. It takes a lot of time to change some of these things, but so far this is what we have been able to accomplish."***

5.3 Facilitators and Barriers

The following section details the facilitators and barriers to reaching the communities targeted by RECO investments, describing the facilitators and barriers to community participation, access, and experience of the RECO activities. In addition, the section summarizes discussions of the facilitators and barriers to reducing early childhood obesity at the community level more generally, providing helpful context for understanding the reach, implementation, and potential effectiveness of the RECO activities. This section addresses the following research question: *What are the facilitators and barriers to reaching communities? What are the facilitators and barriers to communities adopting healthier choices/practices?*

5.3.1 Facilitators to Reaching Communities

Grantees, First 5 LA program officers, and focus group participants reported multiple facilitators to communities experiencing RECO activities, including community engagement, advertising or word of mouth, targeted outreach, and activity coordination. These themes are discussed below.

Community Engagement

Some grantees engaged communities in the implementation and planning of their projects. This community engagement in the development of the RECO activities facilitated communities' access, use, and participation in these activities. Many of the parks projects in particular engaged the community, both youth and adults, in the design process. In addition to contributing to the successful completion of the projects, this engagement increased community investment in and connection to the parks, which facilitated community use of these parks.

> ***"Families attended the community design meetings, giving their input and guiding us on the design process on the playground themes. When the playgrounds opened, [we had] those families attend the grand opening and talk about what this project meant to their family."***

Community engagement in the development of parks was also reported as a facilitator during the interview with First 5 LA program officers. For example, one park was under construction in a site that had experienced gang violence prior to construction. The grantee engaged the community, asking for

input on the design of the park and on safety issues in the neighborhood. After completion, a summer day camp was successfully held at the new park, and the park was viewed as a symbol of the community-driven positive transformation. The park now provides a safe space for physical activity among other healthy activities, including Food Bank deliveries. The program officer elaborated:

> ***"The parks director, when he took the job he was told, 'Don't go there. It's too dangerous.' It turns out in the first summer after the park was done they had summer day camp there, where the Food Bank would deliver food every day for 100 children. That's one of my favorite stories because it shows that you go from two to four murders a night, to 100 children at day camp. It's because the community was brought into the planning."***

Program officers described other park projects that had similar successes engaging community members. During the planning for another park, community engagement highlighted opposition to a liquor store across from one of the targeted park sites. With the help of the community, a health-promoting partnership developed between the store owner and the park. This partnership translated into healthful changes, including increased access to healthy foods, that the whole community experienced:

> ***"They used to protest that store. Now that store is their partner. They started bringing fresh produce weekly as a farmers market as a test, then they worked with the owner to bring in the cold storage and have fresh fruit. Having that community-organizing component, encouraging people to use the park and the store, has made it more successful than if we were just funding [store] conversions with that community engagement."***

One grantee reported engaging the community in working with mobile food vendors to offer healthier products while vending in areas in close proximity to children. This engagement increased community-level awareness of health issues and facilitated the community's engagement in RECO activities:

> ***"If a vending machine wasn't compliant, the residents came up with this toolkit where they would go and audit it. They would either drop it in a box or call the City staff person to let them know. … It really empowered the residents to take ownership of the project."***

These creative ways of bringing community members into program development and keeping them engaged facilitated the reach of the RECO activities at the community level. Ensuring that communities experienced the RECO activities, by getting them invested in the work, ultimately contributed towards communities adopting healthier practices on their own.

Advertising and Word of Mouth

Advertising within certain environments, such as doctor offices and WIC centers, promoted RECO investments in the community and facilitated community participation. Focus group participants cited word-of-mouth communication and seeing community stakeholders participating and leading by example as effective methods to promote RECO investments within the community. Focus group discussions also noted how locations with RECO advertising served as spaces to spread information about programs and helped communities to "start connecting with other programs."

Targeted Outreach to Community Members

Other facilitators to communities experiencing RECO investments reported by the grantees included conducting outreach on a small and more targeted scale. This targeted outreach included promoting healthy choices at particular events and partnering with Best Start communities. Many grantees specifically reported that partnerships with the Best Start communities were instrumental in engaging a wider, neighborhood level, audience. In addition, appropriately targeting outreach to the intended RECO

beneficiaries by providing culturally relevant materials and having these materials available in multiple languages facilitated the reach of the investments at the community level. Multiple grantees indicated that door-to-door community outreach with tailored flyers, as opposed to more generic efforts such as media campaigns, facilitated communities' experience with and engagement in RECO activities.

Coordination of Obesity-Reduction Activities

Coordinating RECO and other obesity-reduction activities in a way that simplified community access further facilitated communities experiencing or participating in RECO activities. Grantees reported coordinating multiple program activities in one location as a way to increase community engagement. This coordination included working directly within communities and conducting activities in a consistent location that community members could come to depend on over time. For example, one grantee program provided vouchers to eligible participants to purchase produce at farmers markets. The grantee also implemented healthy eating educational programming and engaged children in health-promotion activities while participants shopped at the farmers market. This coordination of multiple activities facilitated the community's engagement.

Program officers also reported efforts to reach target communities by improving coordination such that program benefits were easier to access. For example, one grantee had initially provided Fruit and Veggie Vouchers at WIC clinics near farmers markets, but the vouchers were not well utilized. However, offering the vouchers directly at the farmers market increased utilization greatly. By coordinating the RECO activity with a location that was convenient for the community to access, more of the community was able to experience it:

> ***"WIC provides a separate $20 farmers market voucher that can only be used at a farmers market. They [WIC] started only giving you that voucher [onsite] at the farmers market. Of course redemption rate went to 100 percent as a result. That was great. That was a year where they [the Market Match Program] spent way more than they had hoped. They [Market Match] were matching it dollar for dollar, so that was a $20 match, $40 that families were able to spend. They were having to recalibrate based on the success of the program."***

5.3.2 Barriers to Reaching Communities

Key informants from grantee organizations and focus group participants spoke about barriers to reaching communities, including what kept communities from accessing, using, or participating in RECO activities. Key themes emerged and are described below.

Lack of Grantee Resources

A lack of resources, including time, staff capacity, and funding for RECO projects, prevented some grantees from implementing their activities more widely. When financial constraints served as a barrier to reaching the community, one grantee ended up fundraising in order to meet its goals, because the First 5 LA grant was not sufficient. In key informant interviews, grantees frequently cited lack of time to develop strong relationships with community members and limited staff capacity to reach a broader audience as barriers to communities experiencing the RECO investments.

Multiple grantees indicated that the time available in the grant period limited potential expansion of their work and its reach. Because many grantees were working on a relatively short timeline, they often had difficulty reaching their targeted communities because they did not have the time to spend developing relationships with the community and soliciting their buy-in:

> ***"I would say it's time. A lot of it is building up that relationship with the elders in the churches. … I think when you come in with 'This is our four- to five-year plan to do***

> ***this' and they don't feel like they were a part of planning what this was, I think that was difficult."***

Some grantees that took the time to build relationships in the communities reported that by the time those relationships were established, limited time remained for program implementation, which reduced the reach of their work just as they were gaining momentum. One grantee expressed the frustration that resulted:

> ***"[We were] at that critical tipping point where the infrastructure is built, the momentum is there, [but] now we're winding down. It just doesn't feel right. They're at these great points with delivering services, with doing the policy work."***

Resource limitations also affected the ability of the RECO work to continue beyond the grant period. Multiple grantees reported regretting not incorporating program sustainability into their planning and implementation, and they wanted to incorporate sustainability into future programs in order to improve their reach. Grantees reported that in the future they would like to work more intensely on sustainability with their state representatives or County-level agencies:

> ***"I wish that we could have had the Department of Public Health and the Department of Health Services take greater ownership of this so that they would put more resources into this. Because ultimately this is a wellness issue that impacts a community. It should be a priority, and it was. … I wish that there would have been more sustainability built into the program."***

Related to staff capacity, one grantee reported that though the organization had experience in program development and implementation, it lacked the outreach and communications capacity to effectively reach a large audience and would have benefited from technical assistance and support from other entities such as First 5 LA, WIC, or other government agencies.

Many grantees reported that because their targeted communities were culturally and linguistically diverse, resources and outreach communications required translation into multiple languages to be effective. The ability of grantees to offer multilingual resources varied. Some had existing staff capacity to address linguistic needs; for others, that it was not feasible limited their ability to successfully reach the broader community.

Acknowledging these barriers of limited time, financial resources, and staff capacity, grantees reported that in future work they would adjust project goals to be more realistic with the allotted timeline:

> ***"What would I do differently? I think we were a little overzealous on what we could get done, given the level of issues. Probably would've spent a little more time thinking through the level of complexity you can handle within [a two-year] timeline."***

Lack of Visibility of RECO Investments

Limited visibility and recognition of RECO activities in the community presented a barrier to community engagement in RECO activities. According to focus group participants, RECO programs were not very visible within the targeted communities, with advertisements confined to spaces such as doctor's offices and WIC centers. Participants in the majority of focus groups noted that improved branding and an integrated marketing campaign would make the RECO program more recognizable and increase community participation. This was an especially common issue among the Spanish-speaking community, who raised concerns regarding poor recognition of English-titled programs. Focus group participants suggested that more accessible marketing might allow for broader community recognition of RECO activities, especially among Spanish speakers:

> *"A lot of these [programs] we haven't heard of, so I would have hoped or think that there would be some initiative to try to bring these programs to the forefront, to where people would know about these programs out in this area. Maybe in LA, greater part of LA, these may be well known. But here, I believe we went through about eight [program names] or so. Out of those, [I recognized] only maybe two that we were talking about. That's a concern at least, because we're all mothers and we want the best for our children and to be helped if we can be."*

Inadequate Transportation to Access RECO

The focus groups identified inadequate transportation and transportation costs as prominent barriers to community participation in RECO activities. Transportation was a major concern in their communities. Transportation issues combined with the distance to the RECO activities limited the access some communities had to the RECO activities.

> *"We don't have access to transportation. There is just one bus, and it only passes by every hour or two. There's no shade—it's the desert. I missed an appointment once because the bus takes a long time. It's not easy. The store is not nearby; it takes us 45 minutes walking. A lot of us don't have cars, so it can be hard for us to get all the way over here. So transportation is a huge barrier."*

Safety Concerns

Grantees developing parks reported that community members felt unsafe going to parks in certain neighborhoods, thereby limiting community usage of these RECO investments. The First 5 LA program officers reported underestimating issues of personal safety in some communities as a barrier to communities using the parks built with RECO investments. There were many unanticipated reports of vandalism, theft, and damage to properties where the parks were built. Focus group discussions also noted that safety issues prevented communities from accessing some RECO activities, and parks in particular. One participant explained that even if the programs were available, communities could not access them due to safety issues:

> *"They have plenty of activities for children at this park, but parents don't want to take their kids there because so many people abuse drugs there. There are tons of people smoking weed. People use the bathrooms to prostitute themselves. Parents don't want their children exposed to that. I tried to sign up my 12-year-old daughter for baseball. There was a person at the park who was smoking weed. He was catcalling my daughter, calling her sexy. He tried to touch her. There are a lot of parents who have had the same experience. You can't take kids to these activities."*

Community and Cultural Attitudes

Community and cultural attitudes served as another barrier to community-level participation in RECO, according to focus group discussions. In certain cultural contexts, community attitudes discouraged participation in RECO programming in the form of criticism and stigmas in regards to program involvement. These negative attitudes often emerged when activities encouraged behaviors that communities perceived to be in opposition to cultural norms. For example, some RECO activities encouraged eating behaviors such as smaller portion sizes:

> *"I think it's our culture from Mexico just has us accustomed that way. It's a huge barrier. We're accustomed to eating too much. I think some folks won't participate and won't assimilate. We still overeat. Participation is key, yet some won't go."*

Participants described the community disapproval when starting to get involved with RECO programming. For example:

> ***"When you start to get involved [in RECO or related activities] it's the belief that you are doing something wrong. You are either cheating or being nosey, gossiping, etc. You are leaving the house too often and not taking care of your children. All of these factors make it difficult to get involved because others in your household don't understand."***

Additionally, participants discussed the challenges of shifting cultural attitudes and generational conflict. Parents reported having their efforts to make healthy changes undermined by other family members:

> ***"It's hard, because breaking habits that are generational are really difficult, but understanding that those ways aren't working any more. There is new ways to do things that are healthier and better. You have to make the effort to start doing it even if you don't have backing or support from anyone else in the household. Make the effort to start doing stuff and stick with it, because I know for myself, personally, it's like when I have aunts and uncles and cousins and grandparents say, 'Oh. Well, we did it this way.' That's difficult."***

Challenges of Low-Income Communities

Focus group participants cited the challenges of living in low-income communities as barriers to their communities participating in RECO activities. Many participants described the struggle of balancing work, family life, and making ends meet with the desire to adopt healthy practices. The high cost of living (rent, transportation, food) necessitates prioritization of work over other things, including adoption of healthy practices. Additionally, participants reported that undocumented immigrants believe their immigration status prohibits their participation.

> ***"Those mothers who work so much, even if they want to help their kids or go to the classes they can't because they don't have time. There are single moms or the undocumented who think that because of their status they cannot participate in these programs or services."***

One participant reported that programs may aim to help low-income communities, but they don't always provide the resources these communities need in order to participate in the activities:

> ***"A lot of these programs do offer the information; however, I think sometimes community members stop and do not participate not because of their level of interest, but because you might go to these meetings and they don't offer child care, or they don't offer snacks or meals, depending on how long the meeting might be. They are in the evening, having the obstacle of having to get ready for the next day, the kids have to do homework, cook food for the next day."***

Many focus groups discussed how financial pressures and limited time pose significant barriers to low-income communities experiencing RECO investment activities, reporting that many parents in their communities work multiple jobs and don't have time to plan healthy meals and attend programming.

Land Issues

The interview with First 5 LA program officers highlighted that procuring land for park or garden construction was difficult for some RECO projects. There was also one case of environmental contamination, where a plot of empty land targeted for park development was found to contain lead at hazardous levels. Remediation caused extensive delays, thereby limiting community access to and utilization of the park:

> ***"It was empty land and nothing had been on it, but it turns out that when they started building they found out there's lead poisoning. The state environmental department had to get involved, then the county environmental department had to get involved. You think that this is a shovel-ready project, it's empty land, there's nothing on it, we'll build on it. No. Two years later a park that we thought was going to open in December 2015 now might open in June."***

Land issues presented a barrier for the community gardens project, as well. Its original plan was to open eight gardens in three years. But after five years, some gardens still were not yet built due to landowners changing their minds, even after the design had been completed.

> ***"If you don't have a willing landowner who will lease the land, or if there is no available land, then that wouldn't make it possible to build a community garden there."***

This project also had issues with subcontractors not prioritizing its work, compounding the land issues, thereby further limiting the reach of these activities among the community.

5.3.3 Facilitators to Community Changes to Reduce Early Childhood Obesity

In addition to the facilitators and barriers to communities experiencing the RECO investments, grantees and community members also discussed facilitators and barriers to communities making changes to reduce early childhood obesity more generally. The following emerged as key themes.

Leveraging Relationships

Many grantees partnered with key stakeholders, other community organizations, county agencies, and other RECO grantees to achieve community-level changes related to obesity reduction. Leveraging these relationships facilitated the development and implementation of projects to ultimately achieve community-level change. Working with these partners also helped to build sustainability into program models, such that communities could adopt and then continue healthy practices. For example, one grantee partnered with elected officials to gain support for its work and ultimately bypass barriers that would have impeded establishment of its program. Another grantee worked with the City of LA's Parks Department:

> ***"We have been able to leverage our relationship with the Parks Director, who is new to the park and is very enthusiastic about changing the atmosphere of the park. In that regard, we have achieved the ability to get more folks out to the parks and do engaging exercises."***

Public Awareness Campaigns

Focus group participants reported that advertising on social media, television, and radio facilitated awareness of the health problems caused by obesity within the community and underscored the need to address them as a community:

> ***"Every single day that goes by there is more interest, on TV or on the radio. The shows are talking more and more about [childhood obesity]."***

School Initiatives Related to Nutrition

School initiatives, such as improved school meals and nutritional education, emerged as facilitators to community-level change. Focus group participants reported how school initiatives have led to a healthier selection of food in the schools in their community. A few focus group discussions mentioned school initiatives as a means of facilitating change within communities at large. One participant described how school programs extend to the home environment, encouraging change in families, not only in the students:

> ***"My kids, when they teach them about all of these vegetables and fruits … they come home and they're more excited: 'Oh, Mommy, my teacher gave me this [handout] about apples. Did you know all of this?' You may not be able to reach the adults because they're already set in some tradition. But by teaching the kids, they will come home, and then if the kids say, 'Oh, I don't want that,' then adults will have to change their ways and buy the kids some [healthier] stuff."***

5.3.4 Barriers to Community Changes to Reduce Early Childhood Obesity

Several themes emerged during the key informant interviews and focus groups regarding barriers to reducing childhood obesity and adopting healthier practices in the community more broadly. These themes, discussed in this section, are advertising, cultural norms, lack of resources, safety concerns, school food choices, and bureaucratic roadblocks.

Prevalence and Advertising of Less Healthy Food Options

Focus group participants noted the abundance of advertising of less healthy and unhealthy foods and the lack of visibility of healthy food selections as a factor that led to poor eating habits at the community level and made adopting healthy choices more difficult:

> ***"One thing that really affects us in terms of childhood obesity is advertisement. For example, McDonalds always tries to grab their attention with toys and Happy Meals. Sometimes, because we work, we don't have time to cook and need something fast. The kids ask for food that includes toys. I feel that really affects children from an early age. You see it everywhere. You're driving down the freeway and see a giant advertisement for a fast-food joint."***

First 5 LA program officers discussed the difficulties smaller RECO grantee organizations had promoting healthy lifestyles when they had to go up against the media of large food and beverage companies promoting unhealthy choices. Families are deluged by advertisements for sugary cereal, soda, and fast food positioned as the easy and affordable choice to feed a family. They report this exposure to marketing campaigns for unhealthy foods presented a barrier to adopting healthier eating practices at the community level:

> ***"[Food and beverage companies] took their playbook right out of the tobacco industry, of constant bombardment and messaging around cereal, soda. There's not counter balance. From a marketing perspective, how easy it is to feed your family off the [fast food] dollar menus? There wasn't a concerted effort to try and pushback against these broader messages."***

In addition to pervasive advertising, One grantee noted the relative prevalence of food options:

> ***"There are not very many [large supermarkets] in South LA compared to the amount of fast food restaurants there are."***

Cultural Norms Conflicting with Healthy Messages

As for individuals, cultural conflicts can also make it difficult for communities to adopt healthier practices. Cultural norms related to portion sizes, unhealthy eating, children's weight, and the like, can stifle attempts at reducing childhood obesity among certain communities. One focus group participant elaborated:

> ***"In our culture, we don't recognize that the potato is a carb and are taught to eat big portions and we develop bad eating habits. So it's not always about spending a ton of money on certain foods. It also has to do with a person knowing what the right portions are when eating."***

And another:

> ***"Our culture teaches us that the chubbier the child is, the cuter or prettier. I think that the older generation has that mentality."***

Lack of Resources to Make Healthy Changes

Lack of resources was a major theme discussed across most of the focus groups. Focus group participants reported how limited time and money were some of the greatest barriers to making changes to reduce obesity in their communities. They noted that even though communities may be aware of programs or healthy behaviors to prevent or reduce obesity, making change is not always financially feasible:

> ***"Everything that's sugary is the cheapest. If you have a family that can only afford a certain amount of groceries, they're going to go for that 99 cent stuff that has all the high fructose and all that, because that's what they can afford. Definitely because of income, of poverty level, because they wish they could do better, they know better, but they can't afford that. I think that's one of the biggest things."***

Focus group participants also reported how their communities found affordable, convenient options in fast food and did not have the time to engage in physical activity.

A number of focus group respondents discussed rent as a major source of financial stress, suggesting that housing is an important area to address prior to encouraging communities to make changes related to obesity reduction. Addressing housing costs could then free up time, energy, and money to support community engagement in healthier behaviors and activities, such as physical activity and healthier eating.

Safety Concerns Limiting Physical Activity

Some focus groups had noted safety issues when discussing barriers to participating in various RECO activities, but it emerged as a top concern in the broader discussion of reducing childhood obesity in the community. Safety concerns can prevent whole communities from engaging in physical activity.

> ***"It's difficult because sometimes I want to go for a walk, but I don't live in a very safe neighborhood. I have daughters. and I just don't feel safe. It's very hard to make changes because of the circumstances."***

Another participant echoed these safety concerns:

> ***"Yeah, because where you live at, if there's gangs, or even the police now, they just mess with people. It depends where you live. ... I don't take my kids walking around where I live at. It's not safe."***

Less Healthy School Food Choices

Some focus group participants identified initiatives surrounding school nutrition as a facilitator to reducing childhood obesity, but many reported the poor nutritional value of school meals as a barrier. Communities had very little say in school nutrition, and found that it often interfered with positive changes parents were trying to make at home. One focus group participant described the food selection at her school:

> ***"I work in a cafeteria, and I'm looking at this food. … I'm like, 'None of that is good. None of it.' The pizza, none of it is good. They give you the worst vegetables because half of it is no good. They don't give you the fresh fruits and vegetables."***

Another participant reported that schools were working to reduce childhood obesity, but that the food choices available were not consistent with the nutrition education messaging, thereby limiting community-wide change:

> ***"I find it stupid that schools are trying to make parents aware of childhood obesity, but they're still selling chips and brownies and ice cream. That makes no sense."***

Bureaucratic Roadblocks Limiting Project Implementation

Some RECO grantees experienced challenges when attempting to work with government entities to implement their obesity-prevention projects, thereby delaying project implementation and limiting potential community change. For example, one grantee had trouble in the execution of contracts for its RECO work due to delays in county processes. Other grantees ran into challenges working with county administrators who did not want local input on their work and thus were resistant to new program recommendations from RECO grantees. Another had trouble getting appropriate permits:

> ***"They didn't value what we were trying to accomplish in the larger context, they just wanted to get the shade structure up and move on. That was a problem, because the inflexibility of County people wasn't allowing us to achieve some of the things we would have wanted to."***

6. Policy/Systems-Level Implementation and Reach of the RECO Investments

In this chapter we discuss the implementation and reach of the RECO investments at the policy/systems level. In particular, the chapter details RECO policy initiatives at the organizational, community, county, and state levels and summarizes the facilitators and barriers to enacting policy change.

6.1 Policy Changes

This section examines the types of policies and practices targeted and implemented by RECO investments and the strategies used to achieve policy changes. It addresses the following research questions: *What policies and practices were targeted? What was the process of changing policy and practices?*

Not all RECO investments were funded to or aimed to have policy/systems-level outcomes. Across the group of RECO investments, however, activities did target a variety of policies and practices at the organizational, community, county, and state levels, as discussed in the interviews with key informants from grantee organizations (Exhibit 6-1).

Exhibit 6-1: Policies or Practices Implemented by RECO Investments, by Policy Level

Policy Level	Policy or Practice Implemented
Organizational	• Nutrition and physical activity policies among partner organizations • "Baby-Friendly Hospital" practices • School district in-class celebration policies • Preschool wellness policies
Community	• Food vending policies • Healthy checkout aisle implementation • Reduction of unhealthy billboard advertising • Establishment of multilingual signage for walking trails • Permit policies to allow for implementation of water facilities at parks • Green space use and child care zoning policies
County	• Support of healthy food enterprises through zoning policies • Acceptance of CalFresh dollars at farmers markets • Implementation of a Fruit and Veggie Vouchers program at LA County farmers markets
State	• Funding for the Child and Adult Care Food Program (CACFP) • Funding for a Nutrition Incentive Matching Grant program • Establishment of a statewide sugar sweetened beverage tax • Increasing eligibility criteria for SNAP benefits

Given the wide array of policies and practices that were targeted by the RECO investments, the process of changing and/or establishing new policies and practices also varied. Grantees identified as key the following three strategies employed to change policy, all of which involved collaboration:

6.1.1 Partnering with Local Officials to Change Policies

Grantees recognized city council members as champions of their health policies and worked to facilitate dialogue between council members and the community on the community's policy needs. Many grantees reported working with local officials, such as the LA County Board of Supervisors, to change policies, raise awareness, and garner support. Grantees discussed advocacy efforts to pass new policies, describing

the process of working with administrators and officials in local and state governments to help them craft regulations, rules, and programs.

6.1.2 Collaboration with Stakeholders to Change Policies

Another approach to changing policies was to collaborate with, and encourage collaboration among, key stakeholders. Grantees held meetings with community stakeholders (e.g., elected officials, non-profit organizations), first to determine how to assess their community's needs and then to decide which policies to target to best address those needs. Grantees agreed that changing policies requires that multiple stakeholders at different levels be on board and involved. Thus, facilitating conversations and collaboration among stakeholders served as an effective change strategy. Bringing stakeholders together also allowed them to learn from one another and come to consensus:

> ***"A lot of it was around raising awareness among stakeholders, trying to connect the dots and trying to make sure that people weren't working on these issues [separately], but working together."***

In one case, an advocacy training was held to educate community stakeholders on the legislative process to help facilitate their work towards policy change.

6.1.3 Engage the Community to Change Policies

Distinct from facilitating collaboration among stakeholders, many grantees built relationships with community members, giving them a primary voice in the establishment of new policies and practices that ultimately would affect them. Grantee engagement with the community varied, including inviting community members to meetings, involving them in leadership-development activities, and having them collect data and suggest what changes they wanted for their community.

> ***"We wanted to make sure that we had the community, and also the government, working together on this. We wanted to make sure that everything that we did with the community was sustainable, so after we left it could sustain itself."***

6.2 Facilitators and Barriers

Grantees and First 5 LA program officers also discussed the facilitators and barriers faced when targeting obesity-reduction efforts at the policy/systems level. This section summarizes those discussions and addresses the following research question: *What are the facilitators and barriers to changing or adopting and implementing policies and practices?*

6.2.1 Facilitators to Changing, Adopting, and Implementing Policies and Practices

Key informants from grantee organizations and the First 5 LA program officers reported facilitators to the RECO policy activities, which included partnerships, prior experience, staff capacity and support, re-framing the issues, and matching funds.

Partnerships with Policymakers and Community Members

Facilitators related to partnerships overlapped with key elements of the policy change process described above. Respondents described partnerships in general—and more specifically, partnering with and engaging both policymakers and the community—as important facilitators for policy work. Grantees highlighted partnerships with other agencies. Valuable partnerships were formed with a variety of entities, ranging from community organizations to community champions to government officials. When there were strong partnerships formed in support of the targeted policy or practice, its implementation and adoption were more likely to be successful.

Partnering with policymakers in order to educate them and communicate the community's policy recommendations was discussed as a facilitator to policy change. In particular, one grantee mentioned the importance of informing policymakers on the impacts of cuts to nutrition programs.

Community engagement was one of the most commonly mentioned facilitators to policy change and implementation. Many RECO projects were better able to implement their policy-related activities when community members were engaged in their work. When community members were supportive of policy changes, policy implementation and adoption were more successful.

Many grantees had unique ways of engaging the community. Some facilitated community groups that developed plans for policies on their own, others included community members in planning meetings:

> ***"They had cities hold their own community stakeholder meetings to find out what do the cities want? … The city staff there hear from residents and hear specifically what they were looking for. ... That, I think, really helps us get an understanding of what the residents in our target cities want to see and what their children need in order to … develop those healthy active habits early on."***

Other grantees worked directly with parents and children, allowing them to shape the policies themselves:

> ***"We made sure that we had parents of young children who were on the steering committee. We made sure that the parents knew that they could bring the children with them to any meetings that we were conducting. And they did. The kids came, and they participated."***

Some grantees exposed community members to the legislative process, encouraging the community to engage directly in the planning and implementation of new policies. One grantee reported bringing community members to meetings with legislators so that their voices were heard:

> ***"We were successful in raising the discourse and the conversation about it, and helping community stakeholder residents gain a deeper awareness in helping them to see that they could make a difference. Especially inviting them to legislative visits, and having a conversation with their elected representative. They can feel that something can be done about this. Their voice can be heard. That's a success."***

In its many forms, community engagement was discussed as the most robust facilitator for policy success.

Prior Experience with Legislation and Advocacy Work

Having staff (and the organization generally) with prior experience in legislative and advocacy work facilitated policy change. As reported by First 5 LA program officers, grantees that had extensive experience in policy work were successful in proposing legislation and made great progress on their RECO policy work:

> ***"Depending on where they were, it really was where they landed in terms of how successful they were. We had some organizations who knocked it out of the park … had been doing this for 30 years, they proposed legislation, talked to people to get things done. [One grantee] is highly efficient, they use their volunteer force of lawyers, get things done, talk to a lot of different city folks about their city plans, and got really amazing progress throughout the project."***

Staff Capacity and Support

In addition to experience, internal support within grantee organizations and buy-in from grantee staff were essential for the labor-intensive policy change work. Grantees reported that policy change took a significant amount of time and labor, and having sufficient staff capacity was a key facilitator for this work.

Positively Framing the Issues

In working with community members, policymakers, and other key stakeholders, multiple grantees reported the need to change the discussion and more positively frame issues related to obesity reduction, which served as an important facilitator to policy change and implementation. Reframing the conversation such that new policies were viewed by stakeholders and the broader community as innovative and positive changes that would promote health in the community, rather than mundane ideas not worthy of attention, helped to facilitate support from community members and other key stakeholders. One grantee described reframing green space as being interconnected with affordable housing. Another reported its policy to change breastfeeding practices in hospitals was unpopular initially, so they worked to build a sense of pride around hospitals achieving "Baby-Friendly Hospital" status, which made the policy something they hospitals aspired to implement:

> ***"We were definitely successful about changing [our policy] from something that was almost whispered at the beginning. Nobody really wanted to talk about it being something that was really sought after. … So we changed that kind of narrative."***

By reframing policy changes in a more positive light, stakeholders and community members became more supportive, thereby facilitating change, implementation, and adoption.

Matching Funds to Expand Grantee Capacity

The First 5 LA program officers identified the ability to acquire matching funds as a key facilitator to changing policies and practices. Matching funds allowed grantees to expand their policy work. One project's success was due to First 5 LA matching the federal funds the grantee received. With the added funds, and the ability to expand its work, the grantee achieved several successes:

> ***"The project has performed above and beyond what we could have ever hoped it would do. They managed to get a federal grant that's $1.8 million in matched funds, utilizing our $2.5 million investment [as the match]. They also got a state regulation passed so that in the future, the state can service the match and that was last year. They've done really well, they've expanded. They've recently been able to force the City of LA that all farmers markets have to accept EBT."***

One grantee reported on how it was able to use First 5 LA funds to augment funding from other funders, which allowed it to expand its work:

> ***"With First 5 funding it really established a longer-term view for the organization and for our markets, and we were really able to plan up more how this program could affect the market customers that are shopping at the market, rather than it being like a seasonal bonus."***

6.2.2 Barriers to Changing, Adopting, and Implementing Policies and Practices

Key informants from grantee organizations and First 5 LA program officers discussed the following three themes related to barriers to changing, adopting, and implementing policies and practices, as follows.

Collaboration Challenges

Although collaboration was a key facilitator to policy work, many grantees reported challenges working with administrators, and with government overall, as one of the greatest barriers to changing policies, including getting regulations passed to support their work. Issues encountered pertained to communication, misalignment of goals, and weak administrative support of the policy goal or process. Other grantees reported challenges around local political elections, both that candidates did not want to champion their work and that champions of their work did not win reelection.

> ***"We had a late start because of the political climate. Our ally was running for Council or for Mayor at the time. He didn't want to pick up issues at the time, so the work didn't get started right away. It was a tense city."***

Some grantees reported disillusioned and negative County staff as barriers to successful collaboration. One grantee described some county staff as unwilling to adopt new approaches and skeptical of being able to achieve positive policy change:

> ***"We literally had some staff saying, 'We haven't done anything here for 40 years. We are waiting for a child to get hurt, then sue us. If you come in here and do this, you own all this.' To have this attitude of entropy, like, 'We are just sitting here rotting, and we aren't going to do a darn thing until we have a lawsuit.' That amount of disempowerment … is really something that needs to be … addressed."***

Lack of Organizational Experience and Infrastructure

First 5 LA program officers reported that policy inexperience was a barrier for some grantees. Grantees lacking extensive advocacy experience, and others whose inexperience made them overly ambitious in what they planned to accomplish, experienced greater challenges in their policy work:

> ***"You had those who struggled with every decision because they didn't have the mechanisms within their organization to navigate the policy. Something new would happen, they would try to figure out what to do and struggle with how to move forward."***

Delayed Implementation due to Mid-Course Corrections

The First 5 LA program officers reported a barrier to policy adoption and implementation was when initial policy targets did not function as intended and mid-course corrections then were necessary. For example, in one case, targeted policy changes resulted in unexpectedly lower profits for key stakeholders, which led to the need to change the policy target, which necessarily delayed the work. For example, one grantee focused its policy work on changing the practices of corner stores. Initially it loaned money to small grocers to offer more healthy foods; but partway into this work, the grantee discovered that the change in practice was not profitable for the business owners. It switched its strategy, causing delays:

> ***"They were taking out loans to convert their groceries, and they were not seeing an increase in the amount of sales as a result. It's really a bad investment for a local grocery or liquor store owner to take on. We've changed the program to micro loans [to be used for a wider range of business development costs in addition to grocery items], and it's taking a lot longer to get out. The project keeps getting extended."***

7. Conclusions, Lessons Learned, and Next Steps

The associated health risks, as well as societal costs, make childhood obesity an important public health issue. Preventing or reducing it, however, is a difficult and complex task, complicated further by the targeted population's broader set of needs. Accordingly, the work of the RECO grantees is quite diverse, using a variety of strategies and encompassing a range of activities.

First 5 LA may have begun funding the RECO activities described in this Interim Report under a previous strategic plan (one that explicitly focused on "reducing childhood overweight"), but they delivered lessons about programming, impacts, and audiences that should be applicable to the ongoing work of First 5 LA around children's health, as well as others aiming to reduce early childhood obesity.

7.1 Conclusions and Lessons Learned

Findings from the Reach Study thus far have revealed reach and implementation successes and challenges at the individual, community, and policy/systems levels. Those findings, and related **lessons learned**, follow:

- Collectively, the RECO investments targeted and reached a wide range of individuals, communities, and policies/systems across LA County. The RECO investments in the Early Childhood Obesity Prevention Initiative had much greater reach than the non-ECOPI investments, likely because the ECOPI investments were much larger.
- Across all investments, grantees reported that they successfully reached their targeted populations. Our geospatial analysis, however, suggests that there is still some room for improvement in the alignment of the RECO activities with communities that are high need based on their density of young children, poverty, and child obesity. **Future work should consider conducting community needs assessments related to early childhood obesity (or otherwise when targeting other outcomes) prior to identifying communities to target, in order to ensure that the highest-need communities are reached.**
- Grantees and community members reported positive changes among individuals, communities, and policies that they attributed to RECO activities. Reported changes include healthful improvements in individuals' eating habits and physical activity, improvements to parks and gardens and increased physical activity in targeted communities, and improvements in policies such as vending policies. These successes all reflect healthier practices that ultimately should reduce the prevalence of early childhood obesity. In some cases, these positive changes were even greater than expected. Other unexpected positive outcomes of the RECO work included greater reach (i.e., greater interest and participation in the activities) than expected in some cases, unexpected partnerships with local agencies, and positive capacity building.
- The few negative reports of limited support for implementing healthier practices or lack of cultural competency in programming should be considered in future work with similar goals or with similar populations. In particular: **Staff working with diverse populations to reduce early childhood obesity (or otherwise) should ensure that their activities and programming are culturally and linguistically appropriate for the targeted population.** Ensuring that programming and activities, as well as outreach and communications, are culturally responsive to the targeted population should increase reach, improve implementation, improve participants' experiences, and increase positive impacts. Providing grantees with additional technical assistance and resources could provide needed support in this area.

Interviews and focus groups revealed key facilitators and barriers to RECO investments reaching and changing individuals, communities, and policies to be more healthful, and ultimately reduce early childhood obesity, that should be considered in similar future work. Both facilitators and barriers stemmed largely from awareness and visibility of the RECO activities, as well as from community engagement and relationship building.

- Hearing about RECO from medical professionals, at community events or WIC offices, and in promotional materials encouraged individual and community participation and engagement and facilitated the reach of the RECO investments. However, a pervasive lack of awareness of RECO activities highlighted the need for more strategic outreach, branding, and marketing to support the recognition, reach, and uptake of such activities among the targeted population. **Future projects related to early childhood obesity (or otherwise) should engage in more widespread outreach and dissemination, using consistent marketing and branding.**
- Grantees also echoed the need to improve outreach to better reach and connect with their target populations. Grantees built important relationships with community members, policymakers, and other key stakeholders, which took significant time and effort but greatly facilitated the reach of their work. They also found that engaging the community was necessary for the implementation and reach of their activities. Some grantees could have benefitted from additional support and technical assistance on best practices for developing relationships and reaching the broader community. **Future work targeting individual community members, community-level change, or policy/systems changes should allocate both time and financial resources to building relationships prior to implementation.** Both funders and those doing the work should consider this crucial step, adjusting budgets, timelines, and expectations accordingly.

In addition to the importance of cultural and linguistic responsiveness, awareness and outreach, and community engagement and relationship building, the evaluation thus far revealed additional lessons learned:

- **It is important to acknowledge and consider the broader needs of low-income families and communities.** Low-income families and communities face many challenges, including financial difficulties, time constraints, unpredictable and unstable work hours, safety concerns, and poor transportation. These challenges and constraints make it difficult for these families and communities to prioritize adding new and different activities and behaviors (related to reducing early childhood obesity or otherwise) to their already stressed day-to-day life. These challenges reflect larger societal, community, and individual challenges faced by high-need, under-resourced communities in LA, and do not necessarily reflect limitations of the RECO activities themselves. Nevertheless, the ongoing challenges of the low-income families targeted by RECO (and similar programs) must be taken into account in future work.
- Other challenges and successes that emerged highlighted the **need for technical assistance to increase staff capacity for policy and advocacy work, in particular.** Experience with policymaking and advocacy was a key facilitator, but lack of experience and unrealistic goal setting inhibited the work. At times, grantees' work also was limited by financial constraints. These findings are particularly relevant for First 5 LA's ongoing efforts related to policy and systems change. Increased technical assistance and funding could improve the reach and implementation of future policy and systems work.

Put together, these findings and lessons learned discussed by community members and grantees should be considered in future efforts aiming to reduce early childhood obesity, as well as in other future programming, particularly that targeting low-income families and communities. Additional technical assistance, support, and resources to address these lessons learned could help grantees to better conduct, continue, improve, and sustain this work.

7.2 Next Steps

The RECO evaluation activities remain ongoing. The study team is continuing with additional components of the **Reach Study**. Among them:

- Collecting and analyzing grantee report data;
- Following up with grantees whose grants are still in progress; and
- Developing a "dose index" to reflect the reach of the RECO investments.

The **Impact Study** is also under way. The Reach Study findings presented in this report, as well as upcoming Reach Study activities, offer important context for the Impact Study. That Impact Study will more rigorously examine the impacts of the RECO investments at the individual, community, and LA County levels in promoting healthy behaviors and reducing early childhood obesity.

The **Final RECO Evaluation Report** will discuss findings from both the Reach and Impact Studies. However, insights provided by grantees and community members through the Reach Study activities thus far shine a positive light on the implementation and reach of the diverse range of RECO activities. Grantees and community members alike have expressed great enthusiasm for these programs.

Appendix A: Description of RECO Investments

Through the key informant interviews, the study team obtained a more complete understanding of the varied activities undertaken by the RECO grantees. This appendix summarizes the aims and activities for each of the 18 RECO investments.

50 Parks: Developing Three Neighborhood Parks. The Los Angeles Department of Recreation and Parks completed its 2009 Citywide Community Needs Assessment and found that the City's 420+ parks and facilities were not equitably distributed and that many communities did not have parks within a reasonable distance. As part of the City of Los Angeles 50 Parks Initiative, the LA Parks Foundation received RECO funding to develop, construct, and maintain three neighborhood parks in the Broadway-Manchester and Pacoima Best Start communities. The goal was creating walkable parks designed specifically for young children and their families. The land for these parks was procured by working with city agencies to get foreclosed properties donated and then to build parks in neighborhoods that previously had no park space.

Breastfeeding Works. The Breastfeeding Task Force of Greater Los Angeles, through its Breastfeeding Works and Target LA RECO program, supports employers and employees to help breastfeeding mothers succeed in returning to work. The Task Force's goal is to provide technical assistance support for hospitals to achieve World Health Organization "Baby-Friendly Hospital" status and to advocate for expanding and streamlining Medi-Cal regulations that support low-income mothers' efforts to breastfeed. The Breastfeeding Task Force implemented its initiative county wide, using a train-the-trainer strategy, where providers receive a culturally relevant breastfeeding curriculum designed to improve outreach to mothers. Between 2010 and 2015, 21 LA-area hospitals achieved "Baby-Friendly" status.

California Food Policy Advocates: Nutrition for LA Families. California Food Policy Advocates (CFPA) is a 501(c)(3) non-profit organization dedicated to increasing low-income Californians' access to healthy food. CFPA's RECO initiative involved working to increase the number of children ages 0–5 enrolled in the CalFresh program (California's SNAP program) in LA County. CFPA accomplished this by enhancing enrollment procedures for applicants not applying at an office in person, by guaranteeing that Medi-Cal (California's Medicaid program, previously the Healthy Families Program) recipients are enrolled in CalFresh and by using early childhood education facilities as enrollment points for CalFresh.

Child Care Law Center: Streamlining Child Care Subsidies. The main focus of the Child Care Law Center (CCLC) is to increase access and reduce barriers for low-income families to obtain quality child care. The CCLC also uses its relationship with child care operators as a platform for ongoing work to improve the nutrition and physical environment in child care centers. CCLC is working towards simplifying and streamlining eligibility determination and enrollment in child care programs, increasing parental retention of child care subsidies, and strengthening health and safety regulation in licensed child care settings. The primary goal of the RECO work was to advocate to local policymakers for the reinstatement of state funding for nutrition programs, specifically the reinstatement of a Child and Adult Care Food Program (CACFP) state match. CCLC gathered community input, coordinated a roundtable conversation with state legislators and community groups, provided technical assistance, and published factsheets for policymakers to reference on local regulations around physical activity and nutrition.

Community Coalition: Healthy Food and Safe Space Access. The Community Coalition for Substance Abuse Prevention advocates for community-informed policies to increase access to safe public spaces and the availability of fresh fruits and vegetables in the King Estates neighborhood of South Los Angeles. Community Coalition specializes in community leadership building. To engage members of the community, it puts on regular events such as parades, the annual summer political festival, and the community Easter egg hunt that doubles as a health insurance education and enrollment event. Through

monthly community meetings and needs assessments, it helps equip residents with advocacy skills in order to establish a movement that is sustainable in the long term. It has been successful in securing annual public resources to support summer and year-round educational and recreational programming at King Park and also to maintain the park as a safe place for children and families to use. It also partners with the non-profit group Community Services Unlimited to operate a weekly produce stand critical in providing access to fresh produce in the community. *The Movement* newsletter documents Community Coalition activities.

Community Health Councils: Assessing Sugar Sweetened Beverage Tax Proposal and Alternatives. The goal of the Community Health Councils (CHC) investment was to engage community members of color to develop a plan to reduce sugary beverages for children ages 0–5 and their families. As part of the RECO investment, CHC completed a health impact assessment of potential effects of a proposed sugar-sweetened beverage tax on low-income families with children ages 0 to 5 in the racially and ethnically diverse communities of South Los Angeles, Long Beach/Wilmington, Central/East LA, and Pacoima. CHC explored current policies, developed policy recommendations, and encouraged community stakeholders to get involved to support policy adoption.

Early Childhood Obesity Prevention Initiative (ECOPI): Choose Health LA Kids (CHLA Kids). One of the three ECOPI investments, CHLA Kids is a community-based public education and skills-building campaign to increase the capacity of communities to promote healthy eating and active living practices. The program worked at the clinical setting, promoted community assistance programs and enrollment (CalFresh, WIC), and partnered with agencies to implement public education policies. Public education work included billboards, posters, and radio announcements about reducing consumption of sweetened beverages, healthy eating out and healthy eating tips, and physical activity versus screen time. CHLA Kids also offers the Choose Health LA Restaurants Program to help families identify healthier restaurant options and encourage local restaurants to adopt health-conscious menu items. Other activities included parenting workshops, community group meetings, food demonstrations, and bilingual grocery store tours to engage parents and children.

Early Childhood Obesity Prevention Initiative (ECOPI): Choose Health LA Managing Obesity in Moms (CHLA MOMS). One of the three ECOPI investments, CHLA MOMS provides nutrition, physical activity, and stress management resources targeting obesity in postpartum women in LA County. The goal of the program is to help mothers attain or improve their pre-pregnancy weight, increase breastfeeding, and improve eating habits for both mother and child. Moms get help managing their weight from an online weight management toolkit providing a platform where they can track their weight loss, exercise, breastfeeding, nutritional progress, etc. The program also sends moms tips and reminders via text message, making the program one of the first of that kind locally. CHLA MOMS also provides training to community-based agencies that serve postpartum women and distributes paper and electronic informational pamphlets based on the website's curriculum. CHLA MOMS formed partnerships with different community groups, such as exercise class providers, to promote, recruit for, and implement program activities. It also developed curricula for free courses on topics ranging from breastfeeding to postpartum exercise. It promoted its resources via a website, text messaging, community presentations, and social media.

Early Childhood Obesity Prevention Initiative (ECOPI): Choose Health LA Child Care (CHLA Child Care). One of the three ECOPI investments, CHLA Child Care aims to reduce overweight and obesity among preschoolers, improve nutrition and increase physical activity in child care settings, identify barriers that child care providers face in their efforts to promote good nutrition and active play, and promote development of healthy habits early in life. CHLA Child Care expanded on previous child care projects to improve nutrition and physical activity policies and practices among child care providers by training at least 5,500 licensed and license-exempt child care providers to promote nutrition and physical activity to the children they care for. Training topics included breastfeeding, food and drinks,

physical activity, screen time, and environment and policy. Trainings were conducted onsite or at the Department of Public Health. Optional technical assistance was available after the training. That one-on-one coaching allowed providers to get advice on improvements related to support for breast feeding, improvement of food/beverage practices, increased physical activity, and/or reduced screen time.

FreshWorks Fund: Healthy Corner Store Conversion. The California FreshWorks Fund is a public-private financing program that invests in grocery stores and other forms of healthy food retail and distribution in underserved communities. For RECO activities, First 5 LA matched funds from the California Endowment to help local grocery stores provide healthy foods to young children in food desert areas. The Food Enterprise Microlending Intermediary program was funded to offer loan capital, as well as companion grants and technical assistance, for qualified intermediaries to support microlending to healthy food enterprises that reach families with small children throughout LA County.

Healthy Food Access Initiative: Children's Garden Collaborative. Also known as Little Green Fingers, the Children's Garden Collaborative built seven community gardens throughout LA County. The initiative gave preference to neighborhoods that are home to many young children. Community participation was central to the design phase, as well as to the construction of each garden. To further engage the community, the project offered gardening and cooking classes to garden members. The project aims to increase healthy food intake for garden members and their families, as well as to grow their leadership capacity and to develop a long-term membership group to sustain the garden post-RECO funding.

Healthy Food Access Initiative: Market Match (Fruit and Veggie Vouchers). The vouchers program, also known as Market Match, is part of a statewide coalition working to increase the health of Californians who receive food benefits. People who receive CalFresh, WIC, Social Security, or SSI are eligible to receive up to $10 in vouchers per market day when they spend at least $10 at participating farmers markets. By directing SNAP customers directly to farmers market fruit and vegetable growers, the program attempts to simultaneously expand access to fresh produce and support farmers who bring fresh food to underserved communities. Activities promoting fresh produce are held at the markets for children and parents to engage the whole family. The RECO investment also expanded the program to 26 new farmers markets in LA County.

Occidental College Urban and Environmental Policy Institute: Policies to Increase Access to Healthy, Local, and Affordable Food. This investment has an overall goal of developing policies, advocacy, and an educational project aimed at substantially increasing the availability of locally grown and affordable fruits and vegetables at multiple access points for low-income preschool-age children and their families. The Urban and Environmental Policy Institute employed a three-pronged approach:

1. ***Promote policies that encourage mobile healthy food options***—The Institute organized a vending coalition and worked with stakeholders to develop a model vending ordinance for the City of LA legalizing sidewalk vending and creating incentives for vendors to offer healthy foods. The coalition continues to work towards moving the ordinance through the legislative process.

2. ***Identify and reduce barriers for farmers and SNAP customers to wider utilization of food vouchers (CalFresh, WIC, Social Security, or SSI) at farmers markets***—The Institute worked with market managers to identify potentially interested farmers and then help them implement the process of accepting WIC at the farmers market. It also produced outreach materials to educate benefits-eligible consumers on the Market Match program, including manuals in English and Spanish.

3. ***Promote programs that encourage healthy eating in early childhood education settings***—The Institute established official wellness policies in 14 Pacific Asian Consortium in Employment (PACE) preschools in metro Los Angeles, East Los Angeles, San Gabriel Valley, South Bay, and the South Los Angeles area. Institute staff also held talks with more than a dozen other preschool teacher organizations about the benefits of wellness policies and the route they might follow to establish appropriate ones in their own schools.

Public Health Advocates: Family Voices for Healthy Choices. Public Health Advocates (formerly the California Center for Public Health Advocacy) works with cities in LA County to provide online resources, training, and technical assistance to implement 11 healthy vending policies recently passed by cities within LA County. Public Health Advocates educates local residents on where to access healthy foods and mobilizes teams of community members, who are usually parents, to educate state policymakers and elected officials on best practices for implementing vending machine policies. Public Health Advocates also provides health initiatives based on evidence about healthy eating programs.

Safe Active Family Environments for Asian and Pacific Islanders (S.A.F.E. for APIs). A project of the API Forward Movement (formerly Asian and Pacific Islander Obesity Prevention Alliance), S.A.F.E. for APIs works to increase access to physical activity for Asian and Pacific Islander families with children ages 0–5 by advocating for public parks in high-concentration API neighborhoods to adopt standards for safety, cleanliness, and culturally competent family programming. Using community surveys, S.A.F.E. for APIs identified the following barriers to using existing parks: lighting, walking trails, safety concerns, and a sense of non-belonging in their neighborhood. These results were shared with the community to develop strategies to address the barriers. Culturally competent programs put on by the organization promote active and healthy lifestyles and health and nutrition information. Multilingual signage (English, Spanish, Tongan) was built into the parks, and maps of walking trails were distributed. A new walking trail was built at one site, and a Pacific Islander walking group was established. S.A.F.E. for APIs built sowing beds and community gardens in one neighborhood to increase access to fresh food and outdoor activity for garden members. In another it petitioned local elected officials for the addition of a crosswalk at one site.

Southeast Cities Land Use Advocacy Project. Public Counsel conducts research, develops recommendations, and disseminates those recommendations to policymakers in cities in Southeast Los Angeles County on zoning and land use policies that would promote access to child care and child-friendly green space. The organization also advocates for changes to zoning regulations and general plans in those cities to make it easier for child care facilities and green space to be developed. It also engaged local teenagers in a park improvement project that culminated in sandblasting interactive playspace games onto an abandoned volleyball court.

Tot Parks & Trails: Enhancing Toddler Playground Facilities. This RECO investment funds the upgrading, developing, or enhancing of toddler playground facilities and stroller trails. It targets park-deficient communities across LA County to develop Americans with Disabilities Act–compliant, developmentally appropriate play spaces for children ages 2–5. Across seven grantees, community members engaged in the design of parks in their neighborhoods, staying engaged throughout construction and all the way to a grand opening event. Each grantee separately implemented local parks projects, but all aligned with the Tot Parks & Trails mission.

1. ***Amigos de los Rios*** completed renovation or construction of seven outdoor-space projects. Park improvements included new and improved trails, play equipment, safety fencing, and native trees and plants. It also met with members of communities in which it was active to receive input and promote the importance of physical activity.

2. ***Los Angeles Neighborhood Initiative*** worked with community members to revitalize neighborhoods through improvement of three parks.
3. ***LA Neighborhood Land Trust*** worked to renovate two existing parks and to build two new parks for young children and their families. The Land Trust also created one community garden.
4. ***Shane's Inspiration*** builds playgrounds designed with disabled children in mind. It constructed five inclusive playgrounds that were accessible to children with disabilities.
5. ***LA Conservation Corps*** assessed the needs of communities according to the population density of children ages 0–5 in targeting neighborhoods for park renovations. It worked on nine parks total and held a groundbreaking and opening event for each to engage the community.
6. ***LA Parks Foundation*** built two new wheelchair-friendly parks on the site of existing dilapidated playgrounds. It made a point of engaging community members in the design phase, and maintained child development at the center of its decisions.
7. ***North East Trees*** built one playground and renovated one park in neighborhoods lacking in outdoor spaces. It ensured easy access for children with special needs, and they are now premier parks for their regions.

Western Center on Law and Poverty: Simplifying CalFresh Regulations. The project employs impact litigation, administrative advocacy, and policy advocacy to ensure that CalWORKS (the state's TANF program) supports pregnant women and children ages 5 and younger. To this end, the Western Center works to simplify regulations to increase access to CalFresh for children ages 0–5 and to make it easier for mothers and children younger than 5 to access child care, health care, and home-visiting services.

Appendix B: Reach Study Focus Group and Interview Guides

Focus Group Discussion Guide

FOCUS GROUP PROTOCOL AND BRIEF DEMOGRAPHIC SURVEY

APPROVED BY IRB ON NOVEMBER 30, 2015

UPDATED ON APRIL 22, 2016

INTRODUCTION AND CONSENT (5 minutes)

Thank you for coming today! My name is [Researcher Name] and I will be leading the discussion today. This is [Note-taker] and s/he will be taking notes and may also jump in with some additional questions throughout our conversation. This focus group is part of a larger evaluation of the RECO investments conducted by Abt Associates and its partners, and funded by First 5 LA.

We are **here on behalf of First 5 LA**, an organization that has created some programs in your community that are trying to reduce childhood obesity. The programs are funded as part of what's known as the "RECO" initiative – which stands for Reducing Early Childhood Obesity. They've asked us to help them find out whether these obesity prevention programs have worked and how community members like you might have benefited from them.

This is **one of many conversations** we're having throughout L.A. County. We are also talking with First 5 LA staff and representatives from the programs they support to better understand the work that First 5 LA is doing to prevent childhood obesity. All of this information will be put into a report that First 5 LA will make available to you and other community members throughout L.A. County.

The goal of today's discussion is for you to share with us your experiences with obesity prevention initiatives in your community. Before we get started, we want to explain the **process** for today's focus group, and how we will **use your responses** in our report to First 5 LA.

- This group interview will last approximately **1.5 hours**.
- Your participation today is **voluntary**. This means you do not have to answer any questions that make you feel uncomfortable. You can also leave the room at any time, and this will not affect your participation in any of the programs we're talking about today.
- We only foresee minor **risks** from participating in this focus group, related to loss of confidentiality. However, the team has developed a set of procedures to reduce this risk. Your name or any identifying information will not be linked to any quotes that we use from today's discussion. This applies to both the reports and interview transcripts that we will provide to First 5 LA.
- We would like to **tape record** the discussion so that we can be sure to capture everything that is said. The recordings will not be shared with anyone outside of Abt Associates and SSG, Samuels, or UCLA, our partners on this project. Once I've read all the key points, I'll ask everyone to provide verbal consent to participate and be recorded. This will allow us to better understand and make sure we completely remember the information you tell us. After this project is completed, we will delete the recording.
- Your comments, and those of others in the group, will be used in a summary document that will be given to First 5 LA. We will **NOT use your names** or other personally identifiable information that you share in the report.

- We ask that you respect each other's **privacy** and not repeat anything that is discussed today outside of this group.

Now we just have a few **ground rules** about how we would like the discussion will go to make sure everyone feels comfortable sharing their thoughts:

- Please do not share what you hear today with anyone outside of this room.
- Be careful not to talk all at once; I don't want to miss anything that is said.
- My job is to make sure we hear from everyone. Some people talk more than others, and I'll be encouraging everyone to speak up.
- There are no right or wrong answers – we want to learn from your experiences.
- Our purpose is to have a discussion. If you disagree with what someone else says, or have had a different experience, please say so or I'll think that you all agree.
- Some of you may have strong opinions about the topic we'll be discussing; please be respectful of others' opinions.
- We hope to finish by [INSERT TIME]; if by chance we run a little longer and you need to leave, that's fine.
- Are there other rules that you would like us to include today?

[Note: Pause. List rules suggested by participants on butcher paper.]

Do you have any questions before we start? Do we have your permission to record the focus group?

BACKGROUND (5 minutes)

1. Let's start by having each of you **introduce** yourself briefly.
    - Please state your first name, the neighborhood you live in and how many years you've lived in this neighborhood.
    - Can you also tell us if you have a child who is 0-5 years old or take care of a child that age for your family, neighbors or friends?

AWARENESS AND PARTICIPATION (15-20 minutes, depending on # of investments)

First, I'd like to start by asking you some questions about a specific set of programs. I have a set of questions to ask you about each particular program, and then we'll discuss all of these programs together. *[Note: Write or point to each RECO investment on butcher paper, as it is being discussed.]*

1. Raise your hand if you have **heard of** [Name of RECO investment]. [Note: Describe the investment in case participants know it by different names. Repeat question for each investment.]

   - Ask only if there are participants who have not heard of any RECO investments listed to determine whether they have actually heard of any of the investments: For those of you who haven't heard of any of the programs we just talked about, are there are other programs or activities you've participated in that sound similar to this?

2. From now on, I'm going to refer to the list of programs we just discussed as RECO programs. Thinking about the RECO programs you've heard of, when and how did you first hear about them?

   - *Probe if necessary: Did you first hear about these through a person, another program, or advertisements?*
   - *Probe if necessary: If you heard about different programs in different ways, please share that too.*

3. By a show of hands, how many of you have **taken part in** any of the RECO programs?

4. For those who raised your hands:

   - What **motivated** you to take part in any of these programs?
     - *Probe: Was there something in particular about the program(s) that attracted you?*
     - *Probe: Was there a particular person, organization, advertisement or something else that made up your mind to participate?*
     - *Probe for what aspects of that outreach were convincing/ came from trusted sources.*
   - Can you tell me more about your **participation or involvement** with the RECO programs? *[Probe for: how long, how frequently, etc. Tailor base on investment types.]*

5. By a show of hands, have any of you **heard of** a RECO program, **but not participated** in it?

   - What are some of the reasons that you have haven't been involved in those programs?
   - What would have encouraged you to participate?
     - *If necessary, probe for different methods of outreach, different activities, different timing/locations, depending on types of investments.*

BENEFITS (20-30 MIN)

Next I want to ask a few questions about the benefits of the RECO programs.

1. Based on your experiences, what do you think the programs are trying to **accomplish**?
   - *Probes if necessary: What are their goals? What are they trying to change?*
2. What have you **learned** while participating in the RECO programs?
   - Have you gained any **skills or knowledge** from participating in the RECO programs?
   - Do you think about **child obesity** differently now that you've participated in RECO programs?
   - Have you or your family made any positive changes to your **lifestyle or routines** because of the RECO programs?
     - *Probe: For example, in terms of what you eat, or how much you exercise?*
3. Are you **sharing what you learned** from the RECO programs with others (e.g. spouse, family, friends)?
4. What are some other ways you or your family have **benefited** from programs we were just talking about?
5. Do you think these programs are making a difference in childhood obesity in your **community** overall?
   - Based on your experience, which programs on the list have made the **most difference** in childhood obesity in your community? And which the least? Why?

CHALLENGES AND BARRIERS (20-30 minutes)

Next I want to talk about factors that may influence you or other people in your community to get involved or keep you or others from getting involved in these types of programs.

1. What would you say are the **biggest problems** related to childhood obesity in your community? Are there things in your **daily surroundings** that make it hard to be active and eat healthy? *(Probe if necessary: sidewalks, community safety, access to affordable fresh fruits and vegetables, access to green space or places for physical activity) [NOTE: The bullet below is what we are mainly interested in, but need this question to provide context. However, do not spend too much time on this question; focus on bullet below.]*
   - Are the RECO programs on this list [*point to list*] that we've been discussing helpful in **overcoming** these problems? How so?
     - *Probe if necessary: Are any programs in particular, especially helpful?*
2. Let's talk about people's **attitudes** about childhood obesity. Do you think people in your community see obesity as an important issue? *[NOTE: The bullet below is what we are mainly interested in, but need this question to provide context. However, do not spend too much time on this question; focus on bullet below.]*
   - Does your **community's level of interest** in obesity affect whether you or others have participated in these RECO programs?

3. Which attitudes or behaviors do you think are the hardest for your community to **change** when it comes to reducing childhood obesity? Why? *[NOTE: The bullet below is what we are mainly interested in, but need this question to provide context. However, do not spend too much time on this question; focus on bullet below.]*
    - Of the RECO programs on this list we've discussed, are any of them particularly good at changing these attitudes or behavior? *Probe if necessary: Can you explain?*
4. Are there certain **people, neighborhoods, areas, or populations** in your community that might benefit a lot from these RECO programs, but are not involved in these programs?
    - *Probe: Who are these people and why do you think they are not involved? Are they unable or unwilling to access them?*
    - *Probe: What would increase their involvement?*
5. Are there better or other ways that RECO programs could make a difference in reducing childhood obesity?
    - *Probe: Can you think of any **new or different approaches** that these RECO programs could take to reduce or prevent childhood obesity?*
6. *If time available:* What other programs do you think your **community still needs** to help reduce childhood obesity?

FINAL IMPRESSIONS (10 minutes)

We'd like to finish up by asking about your overall thoughts and impressions of the RECO programs.

1. What do you **like** about the RECO programs you have participated in?
    - *Probe if necessary: Are you **satisfied** with location, time availability, materials, and staff friendliness (as applicable)?*
2. Would you **recommend** the RECO programs to others?
    - Why? Or why not?
3. Is there anything else that you want to add about your experience with the RECO investments?

Thank you for sharing your thoughts with us. We really appreciate you taking the time to participate in our discussion. Before you leave today, we would like you to complete a short survey that will help us collect some basic information on the people who participated in these discussions. The survey is confidential and should only take a few minutes to complete. As a token of our appreciation, we would like to give you a gift card.

Focus Group Demographics Survey

Thank you for helping us by being a part of this focus group. Your feedback will help First 5 LA understand better the impact of the different early childhood obesity reduction programs like the one we just discussed today. We just have a few more questions to ask you. This information will help us keep track of how many people we've talked to. This survey will be kept confidential. Your name will not be linked to your survey responses.

1) **How many years have you lived in this community?** (Please check only one response.)
   O Less than 1 year
   O 1 to 3 years
   O 3 to 5 years
   O More than 5 years

2) **What is your gender?** (Please check only one response.)
   O Male
   O Female
   O Transgender

3) **What is your racial/ethnic identity?** (Please check all that apply. *Optional: you can tell us your specific ethnicity if you like, e.g. Filipino, Salvadoran, Samoan, etc.*)
   O Hispanic/Latino *(Specify: _____)*
   O African American *(Specify: _____)*
   O Asian *(Specify: _____)*
   O Pacific Islander *(Specify: _____)*
   O Middle Eastern *(Specify: _____)*
   O White *(Specify: _____)*
   O Other *(Specify: _____)*

4) **How many children under 18 years of age do you have? _____**

5) **How many children under 6 years of age do you have? _____**

6) **Do you *regularly* take care of children under 6 years of age for others? (e.g. your grandchildren, you nieces/nephews, your friends' or neighbors' children, etc.)**
   O Yes
   O No

Thank you for completing this survey!

For Official Use Only:

- Grantee:
- Date/Time:

Key Informant Interview Guide

KEY INFORMANT INTERVIEW PROTOCOL
APPROVED BY IRB ON NOVEMBER 30, 2015

INTRODUCTION AND CONSENT (5 minutes)

Thank you for participating in this interview. My name is [**Researcher Name**] and I am with [**Name of Organization**]. This is [**Note-taker Name**], from [**Name of Organization**], and s/he will be taking notes and may also jump in with some additional questions throughout our conversation. First 5 LA has contracted with Abt Associates and partners to help them understand how their childhood obesity strategies and activities have reached and benefited communities in LA County.

You are here today because of your involvement in [**Name of RECO investment**] as **[name of interviewee's role**]. I will be asking you a series of questions about [**Name of RECO investment**], including your understanding of the investment and its activities and the communities it targets, your opinion about the successes, challenges, and the feasibility of implementing the activities associated with this investment, and your thoughts about the impact it may have had/be having on the community.

If there are questions to which you do not know the answer, or you wish to not answer, feel free to say you would like to skip the question. Please know that your participation in this interview is voluntary and you may choose to end the interview at any time.

Your responses will be synthesized with that of about 15-20 other interviewees and in some instances we may use direct quotes from this interview. There is a small risk of loss of confidentiality, including the possibility that someone might identify your information in the report, given the small number of interviewees. However, there are procedures in place to reduce this risk. For instance, your name or any identifying information will not be linked to these quotes. This applies to both the reports and interview transcripts that we will provide to First 5 LA. Because we will anonymize your responses, your responses will not affect your relationship with First 5 LA or the status of your grant. The interview should take approximately one hour to 90 minutes. We would like to audio record this interview for data collection purposes only; the audio recordings will only be used to transcribe the data

Do we have your permission to record this conversation? Do you have any questions before we begin?

BACKGROUND (5 minutes)

1. Can you describe your **role** in [**Name of RECO Investment**]?

2. Next we are going to ask for you to provide some details about [**Name of RECO Investment**].

   2a. Please describe the overall goals or what you hope to achieve as a result of the work of [**Name of RECO Investment**].

   2b. Please briefly describe the plan or strategies for achieving the goals of the [**Name of RECO Investment**]

2c. Start /End Dates:

2d1. According to grantee reports, for your [**Name of RECO Investment**] RECO grant, you began implementation between **[Month/Year of initiation of implementation* activities – Month/Year of completion of implementation activities].** To the best of your knowledge is that correct? If no, please provide the correct start and end dates for [**Name of RECO Investment**] implementation.

[***NOTE TO DATA COLLECTOR: elaborate on "implementation" depending on the type of grant and expected activities. This should not include planning time, capacity building, etc. Only the time when activities should be expected to reach the community and its members e.g., when direct services were provided for direct service grantees)]**

2d. Location:

2d1. First 5 LA is interested in documenting where in LA county RECO investment activities were implemented each year. In **[Year 1 of investment implementation – January through December - filled in from previous question]** did **[Name of RECO Investment]** implement activities in specific locations or to the county as a whole?

2d2. **(If specific areas)** This paper has a map of Los Angeles county. Please look closely at the map and indicate with this pencil in which parts of LA county [**Name of RECO Investment**] implemented activities in [**Year 1**]? You may mark single points for activities that were conducted in a specific place or circle larger areas for activities that were provided neighborhood or community wide. We have also brought this tablet computer if you would find that useful to search for specific places or neighborhoods. Note that we are interested in identifying where the services, activities, policies, etc. were provided not where the targeted participants/population lived.

[**NOTE TO DATA COLLECTOR: Please take detailed notes on the KI's comments while identifying the location of services.]**

2d3. [**NOTE TO DATA COLLECTOR: potential grantee- specific location probe to added by the impact study team]**
2d4. Are they any additional details you think would be useful for understanding the location of [**Name of RECO Investment**] services for [**Year 1**]?

[NOTE TO DATA COLLECTOR: Please repeat 2d1, 2d2, 2d3 and 2d4 for each calendar year that the investment implemented activities]

3. Please describe the target participants for [**Name of RECO Investment**].
[NOTE TO DATA COLLECTOR Probe for specifics regarding race/ethnicity, family structure, income status]

4. **How often/how long** are participants engaged in the activities of your project and does this match your intended participation goals?

5. Where did the **participants come from**? Did most of the come from the immediate neighborhood? Please describe.

6. To what extent do you feel you have/are **reaching the target population** that you intended to serve through the First 5 LA grant?

7. If certain target participants are **not being reached**, what might be preventing this? [**NOTE TO DATA COLLECTOR: Please take note of any barriers mentioned here to reference in barriers section below if relevant**.] ***Probe for***:
    - *Time*
    - *Access*
    - *Other?*

POLICY IMPLEMENTATION (20 min)

We are also interested in understanding any **policies** that your First 5 LA grant worked to establish or implement within LA County.

1. Please describe which **policies** your program has helped implement as part of [**Name of RECO investment**], or that you anticipate will be implemented, in LA County.

2. If there are policies that your investment is targeting to develop/promote, where are you in this process? I.e., have you met with stakeholders in the community, reached out to policy makers?

3. If targeted policies were not able to be implemented/adopted, can you describe **what inhibited** the adoption? **[NOTE TO DATA COLLECTOR: Take note of barriers mentioned here to reference in barriers section below.]** ***Probe for****:*
    a. Lack of resources- financial, staffing or time
    b. Lack of community buy-in or political support

4. If policies were implemented, can you describe the **process and key milestones** or factors that led to the adoption of the policy? ***Probe for****:*
    a. Key individuals or organizations involved
    b. Community involvement
    c. Time/ Resources (human and financial) involved

5. If policies were implemented, did all **targeted communities** adopt these policies?
    a. *If not all,* ***probe for*** *which census tracts implemented the policies and in which year, using provided maps if needed, but recording answers narratively.*

BENEFITS AND BARRIERS (20 min)

We're interested in understanding the impact of your project on community members' adoption of healthier practices and behaviors, as well as the barriers that might prevent some people from adopting these changes.

1. Do you think your project has been **successful** in achieving its intended impacts?
2. Were there any **unexpected** or **unintended** outcomes of your work, either positive or negative?
3. Were there any **barriers** or factors that prevented you (as a provider) from **implementing** your project as it was intended?
    a. Did any of the barriers you mentioned **prevent or stop** the implementation of your program/activity altogether?
    b. Were barriers **greater** in some communities and not others?
    NOTE TO DATA COLLECTOR: If yes, use provided maps to identify location(s) of greater barriers and then record, narratively, a description of which communities barriers were present, where.
    c. Did these barriers change over time?
    d. What action, if any, was taken to overcome these barriers?
4. What were the most important factors that helped you to implement your project?
5. Were there any resources used or decisions made that were critical in getting community members engaged in [**name of RECO investment**]? If so, what were they?
6. (See Q1 in this section) If [**RECO investment name**] was successful in helping community members [**identify healthy practice/behavior**], can you describe the **process and key milestones** as well as key factors and facilitators that led to the adoption of this practice? ***Probe for:***
    a. Key individuals or organizations involved
    b. Community involvement
    c. Time/ Resources (human and financial) involved
7. In what ways did you make the community members aware of the project? ***Probe for:***
    a. Did outreach differ from community to community? If yes, indicate how and where
    b. What can be done to make your activities more widely known and more accessible to the target population?

COMMUNITY PARTNERSHIPS (10 min)

The next set of questions is about collaboration and partnerships.

1. Have you or anyone in your organization **collaborated** with anyone at the list of organizations below to implement the activities of your First 5 LA grant?
    a. [**See checklist with all First 5 RECO grantee organizations for KIIs to select, as well as accompanying investment description reference guide**] If yes, ask:
    b. What was the nature of the collaboration?
    c. How critical was this collaboration to the successful implementation of your project?

2. Are there any **other organizations** you have collaborated/are collaborating with or have developed a partnership with to do this work? If yes, ask:
    a. Name up to 5 additional organizations
    [**NOTE TO DATA COLLECTORS: Please record full organization name for consistency]**
    b. What was the nature of the collaboration?
    c. How critical was this collaboration to the successful implementation of your project?

WRAP-UP QUESTIONS (5 min):

We have a few final wrap-up questions for you.

1. If you could do this work all over again, what would you do **differently**?

2. Is there **anything else** you'd like to share that we haven't talked about?

First 5 LA Program Officer and Department Director Interview Guide

KEY INFORMANT INTERVIEW PROTOCOL WITH F5LA PROGRAM OFFICERS AND DEPARTMENT DIRECTORS

INTRODUCTION AND CONSENT (5 minutes)

Thank you for participating in this interview. As you are aware, First 5 LA contracted with Abt Associates and partners to help them understand how the childhood obesity interventions that fall into the RECO portfolio have reached and benefited individuals and communities in Los Angeles County.

You are all here today because most of you are program officers who have been engaged in one or several of the investments within the RECO portfolio. Our colleagues at the Samuels Center and SSG have been speaking with RECO grantees and community members who have participated in RECO activities, but getting your perspective is an important complement to these other efforts so that we can fully describe the reach and implementation of these programs and investments. We will be asking you all a series of questions about the **RECO portfolio investments** including:

- your understanding of the investment and its activities,
- your opinion about the successes and challenges,
- the feasibility of implementing the activities associated with this investment, and
- your thoughts about the impact it may have had/be having on individuals and communities.

If there are questions to which you do not know the answer, or you wish to not answer, feel free to say you would like to skip the question. Please know that your participation in this interview is voluntary and you may choose to end the interview at any time.

The time for this group should take approximately 90 minutes. We would like to audio record this interview for data collection purposes only; the audio recordings will only be used to transcribe the data. Do we have your permission to record this conversation? Do you have any questions before we begin?

BACKGROUND

1. Can you briefly introduce yourself and tell us which of the RECO investments you oversee/oversaw?

2. Next we are going to ask for you all to provide some details about the different RECO investments as well as talk about First 5 LA's obesity prevention mission and goals overall.

   2a. What would you say was the overall goal or goals that First 5 LA hoped to achieve through the broad set of investments in the RECO portfolio?

   2b. How do you see the RECO investment that you oversaw as fitting into that overall goal or vision you all just described?

   2c. Can you briefly describe the plan or strategies within the investment that aligned it with First 5 LA's overall goal and vision?

   2d. Did First 5 LA have any goals in terms of intended beneficiaries of your RECO investment (i.e. ethnically or otherwise)?

IMPLEMENTATION

1. From your perspective, to what extent were the RECO investment activities **implemented as planned**?

2. Reflecting on the RECO investment you oversaw, were there any **barriers** or factors that prevented the project from **implementing** as it was intended?

   - Were barriers **greater** in some communities than others?
   - Did these barriers change over time?
   - What action, if any, did you and your grantee take to overcome these barriers*?*

3. What were some of the most important factors that helped you and your grantee to implement the project **successfully**?

IMPACTS

1. What are some of the ways that **individuals** in Los Angeles County have **benefited** from the RECO investments?

2. What are some of the ways that **communities** in Los Angeles County have **benefited** from the RECO investments?

   - Do you think these investments are making a difference in childhood obesity in c**ommunities** overall?

3. What are some of the **policy** impacts of the RECO investments, if any?

4. In your opinion, are any of the RECO investments **making more of a difference** in reducing early childhood obesity? Why?

5. Reflecting on the RECO investment(s) with which you've worked most closely, do you think this/these investments have been successful in reaching intended communities? Why or why not?

6. Do you this these investments have been successful in reaching the intended individual beneficiaries?

7. Again, for your own specific RECO investment, were there any unexpected or unintended outcomes of the work, either positive or negative?

8. Is there anything else noteworthy about individuals' or communities' experiences with these investments?

BARRIERS

Next I want to talk about factors that may influence or inhibit community members from getting involved in programs like the RECO investments.

1. What would you say are the **biggest challenges and barriers** are in dealing with childhood obesity in the communities the RECO investments were meant to serve?

    - How well do you think the RECO investments you're most familiar with did in terms of **addressing these challenges and barriers**?
    - What could your RECO investment have **done better** to address challenges and barriers?
    - What other programs do you think **communities still need** to help reduce childhood obesity?

WRAP-UP QUESTIONS (5 min):

We have a few final wrap-up questions for you.

1. If First 5 LA made the decision to fund similar projects in the **future**, would you suggest that anything be done differently?

2. Is there **anything else** you'd like to share that we haven't talked about?

3. Is there anything else you'd like to add to address the research questions of the Reach Study (below)?

Appendix C: Investments and Activities Excluded from Geospatial Analysis

Exhibit C-1: Investments That Were Not Included in the Location Data Analyses

Investment	Justification
California Food Policy Advocates: Nutrition for LA Families	It was not possible to attribute investment activities to specific locations.
Child Care Law Center: Streamlining Child Care Subsidies	It was not possible to attribute investment activities to specific locations.
Community Health Councils: Assessing Sugar Sweetened Beverage Tax Proposal and Alternatives	It was not possible to attribute investment activities to specific locations.
FreshWorks Fund: Healthy Corner Store Conversion	As of the time of data collection, investment activities had involved the planning for and disbursement of Corner Store Conversions. We could not find evidence that Corner Store Conversions had been implemented in specific locations.
Western Center on Law and Poverty: Simplifying CalFresh Regulations	It was not possible to attribute investment activities to specific locations.

Exhibit C-2: Activities That Were Not Included in the Location Data Analyses

Investment	Activities Observed in Grantee Reports But Not Included in the Census Tract–Level Analyses	Justification
Community Coalition: Healthy Food and Safe Space Access	Securing public resources to continue summer night lights	As of the time of data collection, implementation of the intervention had not yet begun.
	Distribution of a community newspaper	It was not possible to attribute the activity to a specific location.
	Growth of neighborhood "general base"	In the database, this activity was combined with "development of resident base" as a general community-organizing activity at this time in this place.
	Martin Luther King Jr. Day parade	It was not possible to attribute the activity to a specific location.
Occidental College Urban and Environmental Policy Institute: Policies to Increase Access to Healthy, Local, and Affordable Food	Interviewing farmers that vend at Sustainable Economic Enterprises of Los Angeles farmers markets on challenges and successes in Fruit and Vegetable Check acceptance and redemption	Information gathering was not considered to be a place-based intervention activity for the purposes of these analyses.
	Three instances of presenting wellness policies to teachers	It was not possible to attribute the activity to a specific location.
	Presenting wellness policies to teachers, Nature by Nature	It was not possible to attribute the activity to a specific location.
Safe Active Family Environments for Asian and Pacific Islanders (S.A.F.E. for APIs)	Focus groups with Samoan community leaders	Information gathering was not considered to be a place-based intervention activity for the purposes of these analyses.

Appendix D: Supplemental Tables

Exhibit D-1: Prevalence of RECO Investment Activities in LA County and by Region

	All LA County	Region 1	Region 2	Region 3	Region 4	Region 5
Total number of census tracts	2,054	433	416	392	375	394
Census tracts in which any RECO activity occurred	659	203	164	112	96	80
Percentage of census tracts in which any RECO activity occurred	32%	47%	39%	29%	26%	20%
ECOPI Investments						
Early Childhood Obesity Prevention Initiative: Choose Health LA Child Care[a]	114	70	21	0	17	6
Early Childhood Obesity Prevention Initiative: Choose Health LA Kids	488	130	123	98	71	62
Early Childhood Obesity Prevention Initiative: LA Managing Obesity in Moms[b]	28	8	12	5	1	2
Total number of census tracts in which any ECOPI activity occurred	592	186	145	103	85	69
Percentage of census tracts in which any ECOPI activity occurred	29%	43%	35%	26%	23%	18%
Non-ECOPI Investments						
50 Parks: Developing Three Neighborhood Parks	3	0	2	1	0	0
Breastfeeding Works	20	4	2	6	4	4
Community Coalition: Healthy Food and Safe Space Access	2	0	1	0	1	0
Healthy Food Access Initiative: Children's Garden Collaborative	6	2	1	1	0	2
Healthy Food Access Initiative: Market Match (Fruit and Veggie Vouchers)	6	1	3	2	0	0
Occidental College Urban and Environmental Policy Institute: Policies to Increase Access to Healthy, Local, and Affordable Food	21	6	14	1	0	0
Public Health Advocates: Family Voices for Healthy Choices	16	10	2	1	1	2
Safe Active Family Environments for Asian and Pacific Islanders (S.A.F.E. for APIs)	5	0	4	0	1	0
Southeast Cities Land Use Advocacy Project	2	1	0	0	1	0
Tot Parks & Trails: Enhancing Toddler Playground Facilities	39	14	4	7	7	7
Total number of census tracts in which any non-ECOPI activity occurred	103	35	30	10	14	14
Percentage of census tracts in which any non-ECOPI activity occurred	5%	8%	7%	3%	4%	4%

[a] Location data for this investment was only available at the ZIP code level. Activities were assigned to each of the census tracts within a ZIP code when the number of participants for that ZIP code was equal to or greater than five times the number of census tracts within a ZIP code. If this condition was not met, the activity was not assigned a location. Using the cut point of 10 times the number of census tracts, there were CHLA Child Care activities in 2 census tracts; using the cut point of two times the number of census tracts, there were CHLA Child Care activities in 727 census tracts.

[b] Location data for this investment was only available at the ZIP code level. Activities were assigned to each of the census tracts within a ZIP code when the number of participants for that ZIP code was equal to or greater than 10 times the number of census tracts within a ZIP code. If this condition was not met, the activity was not assigned a location. Using the cut point of five times the number of census tracts, there were CHLA MOMS activities in 33 census tracts; using the cut point of two times the number of census tracts, there were CHLA MOMS activities in 66 census tracts.

Exhibit D-2: High-Need Communities in Which RECO Activities Occurred

	All LA County	Communities with High Prevalence of:		
		Young Children[a]	Child Obesity[b]	Poverty[c]
All census tracts	2,054	403	465	239
Census tracts in which RECO activities occurred	659	140	191	100
Percentage of census tracts in which RECO activities occurred	32%	35%	41%	42%
ECOPI Investments				
Early Childhood Obesity Prevention Initiative: Choose Health LA Child Care[d]	114	20	19	11
Early Childhood Obesity Prevention Initiative: Choose Health LA Kids	488	109	148	81
Early Childhood Obesity Prevention Initiative: Choose Health LA Managing Obesity in Moms[e]	28	4	6	8
Total number of census tracts in which ECOPI activities occurred	592	127	164	89
Percentage of census tracts in which ECOPI activities occurred	29%	32%	35%	37%
Non-ECOPI Investments				
50 Parks: Developing Three Neighborhood Parks	3	1	1	0
Breastfeeding Works	20	2	6	4
Community Coalition: Healthy Food and Safe Space Access	2	1	1	1
Healthy Food Access Initiative: Children's Garden Collaborative	6	2	1	2
Healthy Food Access Initiative: Market Match (Fruit and Veggie Vouchers)	6	1	1	2
Occidental College Urban and Environmental Policy Institute: Policies to Increase Access to Healthy, Local, and Affordable Food	21	5	12	6
Public Health Advocates: Family Voices for Healthy Choices	16	1	5	2
Safe Active Family Environments for Asian and Pacific Islanders (S.A.F.E. for APIs)	5	1	1	1
Southeast Cities Land Use Advocacy Project	2	1	0	0
Tot Parks & Trails: Enhancing Toddler Playground Facilities	39	6	19	8
Total number of census tracts in which non-ECOPI activities occurred	103	18	42	22
Percentage of census tracts in which non-ECOPI activities occurred	5%	4%	9%	9%

[a] This includes census tracts where children under age 5 comprise more than 10 percent or of the population.
[b] This includes census tracts where more than 20 percent of WIC-participating children between ages 2–5 are considered obese. Census tract–level information on child obesity prevalence was available only in census tracts with 30 or more WIC-participating children in 2009.
[c] This includes census tracts where more than 30 percent of the populations had incomes at or below the federal poverty line.

[d] Location data for this investment were available only at the ZIP code level. Activities were assigned to each of the census tracts within a ZIP code when the number of participants for that ZIP code was equal to or greater than five times the number of census tracts within a ZIP code. If this condition was not met, the activity was not assigned a location. Using the cut point of 10 times the number of census tracts, there were CHLA Child Care activities in 2 census tracts; using the cut point of two times the number of census tracts, there were CHLA Child Care activities in 727 census tracts.

[e] Location data for this investment were available only at the ZIP code level. Activities were assigned to each of the census tracts within a ZIP code when the number of participants for that ZIP code was equal to or greater than 10 times the number of census tracts within a ZIP code. If this condition was not met, the activity was not assigned a location. Using the cut point of five times the number of census tracts, there were CHLA Moms activities in 33 census tracts; using the cut point of two times the number of census tracts, there were CHLA Moms activities in 66 census tracts.

Appendix E: Supplemental Maps of RECO Activities by CDC Strategy

The five exhibits below depict the geographic distribution of the RECO activities within each region, categorized by the six CDC strategies to reduce early childhood obesity. The shaded census tracts in each map indicate that one or more RECO activities classified under that CDC strategy were provided.

Exhibit E-1: Geographic Distribution of RECO Activities by CDC Strategy – Region 1

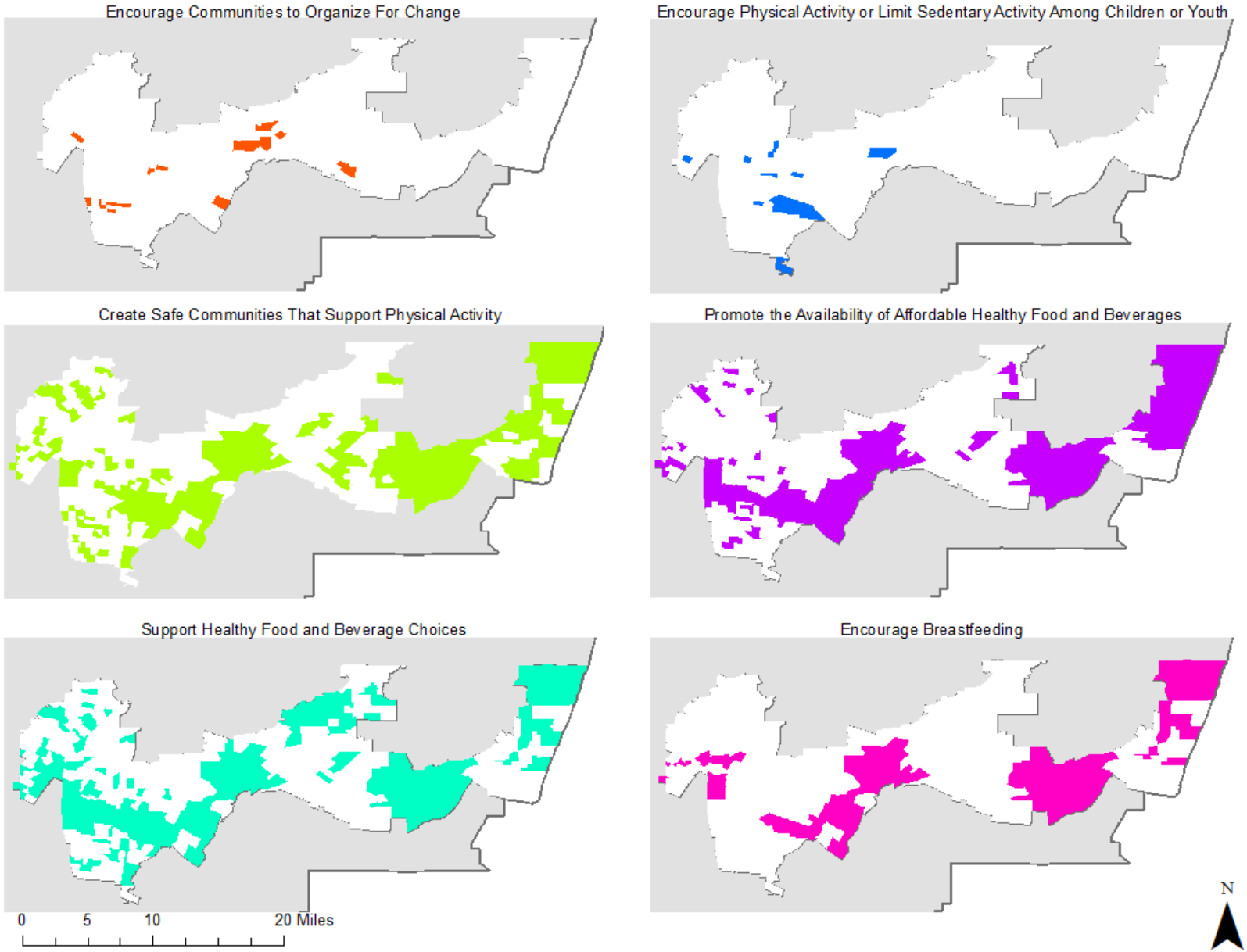


Exhibit E-2: Geographic Distribution of RECO Activities by CDC Strategy – Region 2

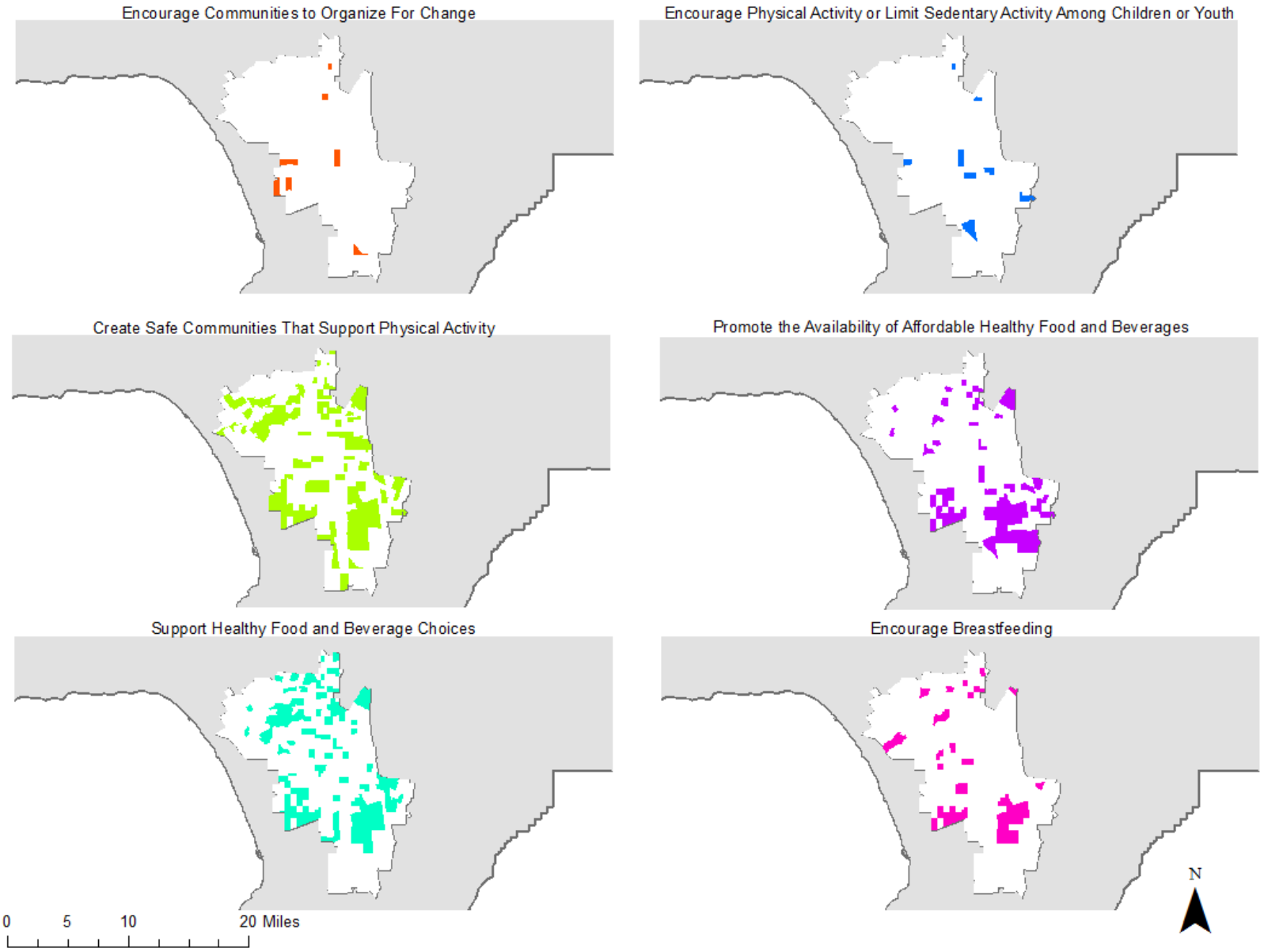


Exhibit E-3: Geographic Distribution of RECO Activities by CDC Strategy – Region 3

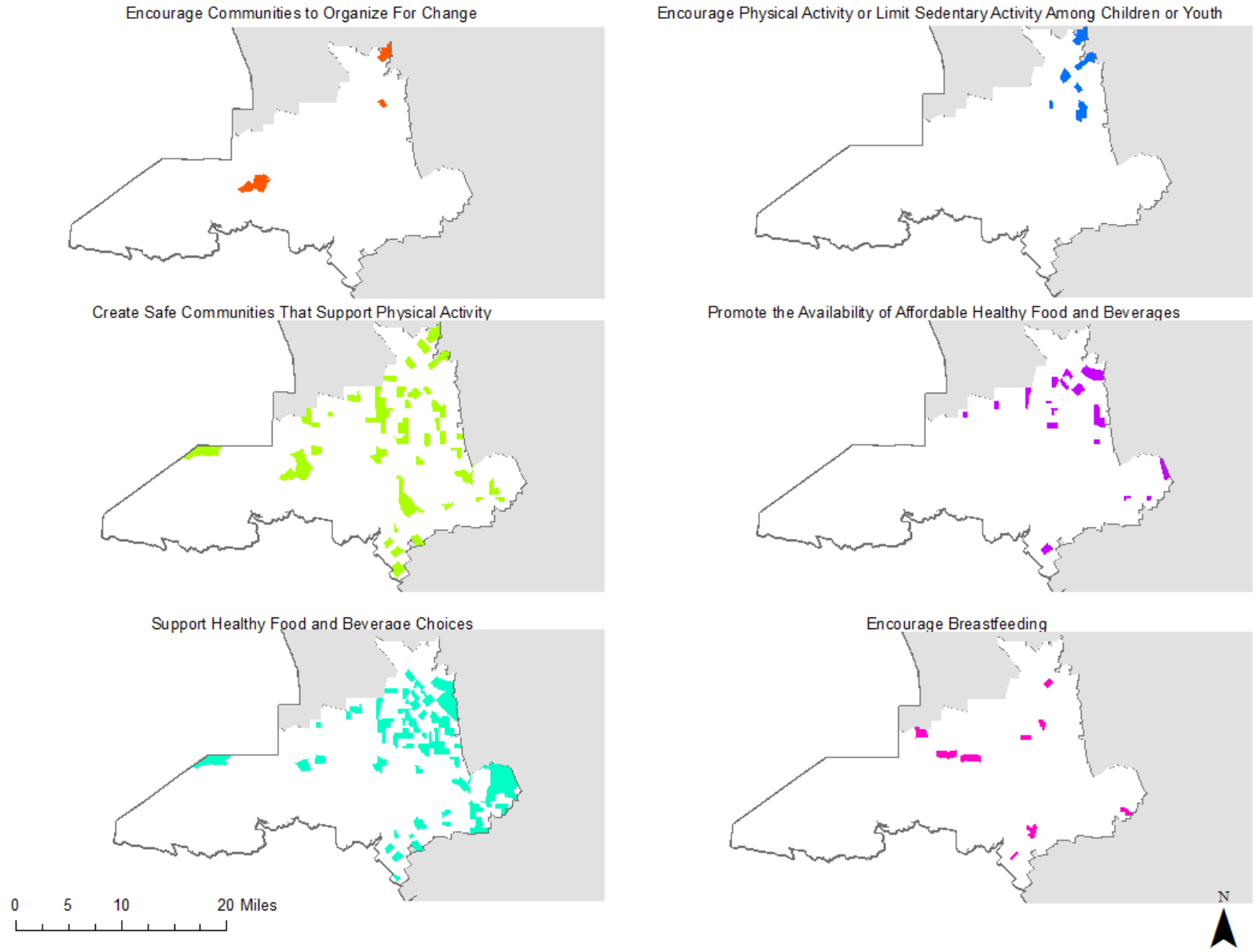
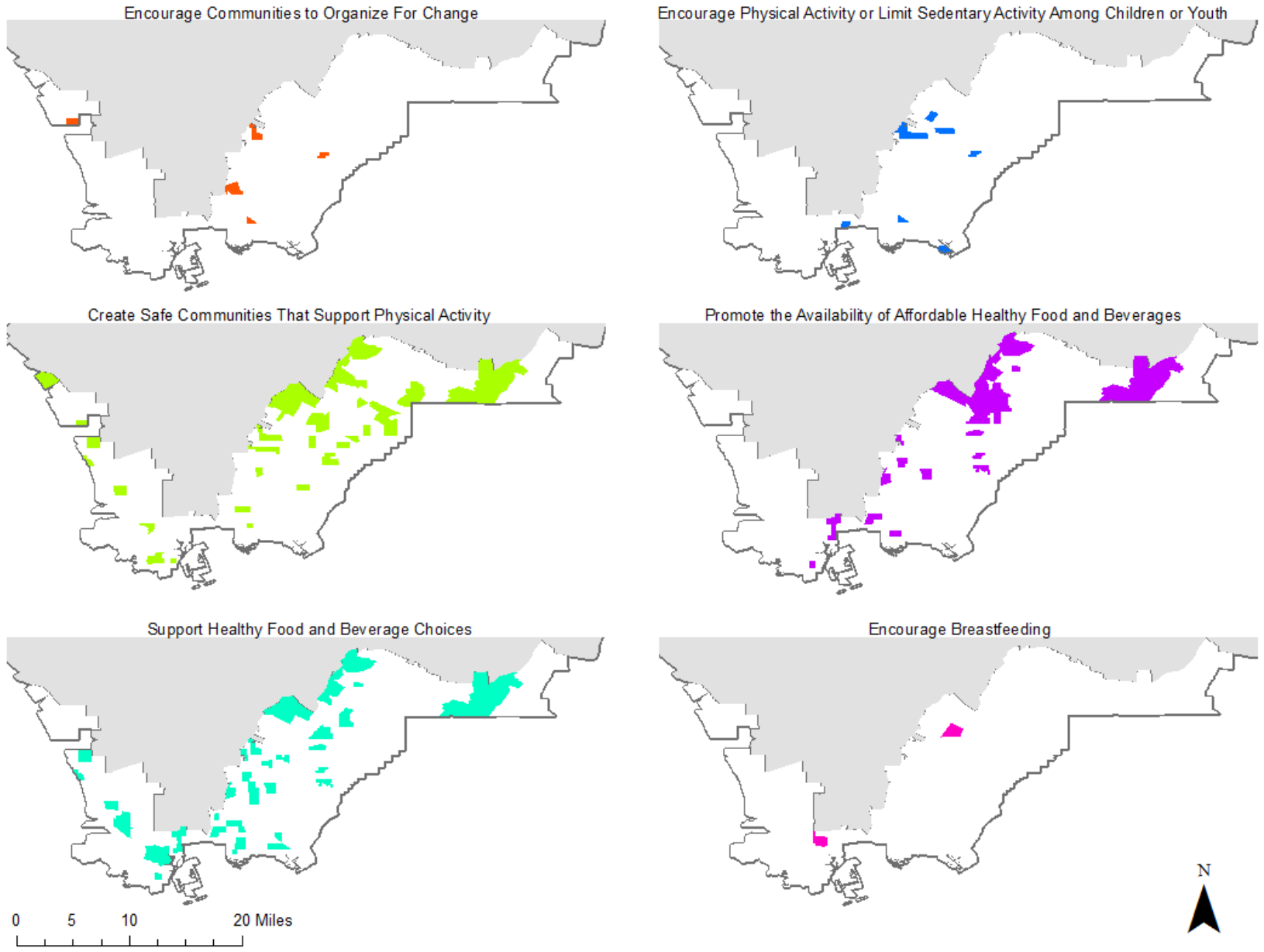
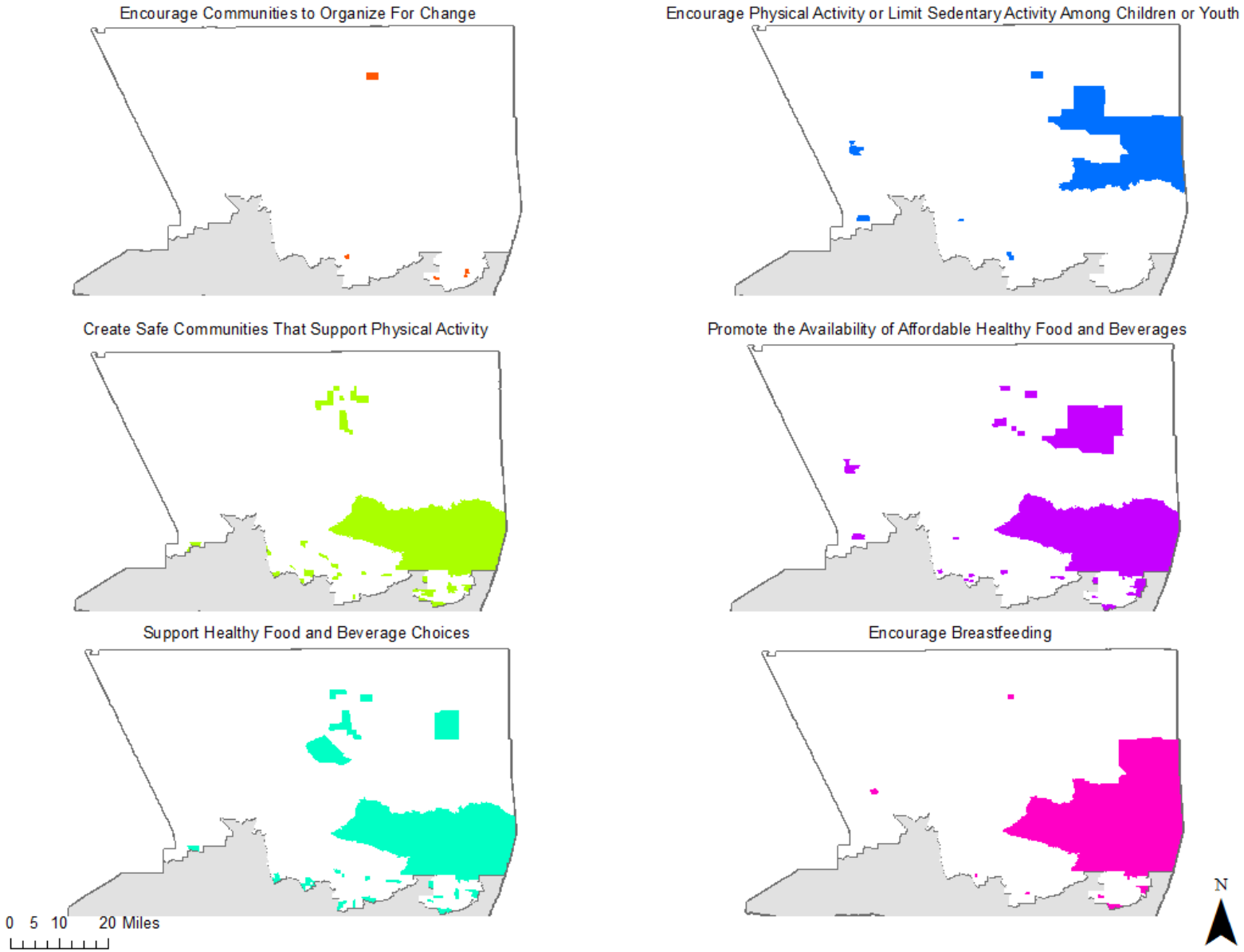


Exhibit E-4: Geographic Distribution of RECO Activities by CDC Strategy – Region 4



Note: Map does not display San Clemente and Santa Catalina Islands in Region 4, but RECO activities were not provided in these areas.

Exhibit E-5: Geographic Distribution of RECO Activities by CDC Strategy – Region 5



References

Babey, S. H., Wolstein, J., Krumholz, S., Robertson, B., & Diamant, A. L. (2013). *Physical activity, park access and park use among California adolescents.* Los Angeles, CA: UCLA Center for Health Policy Research.

Birch, L. L., & Fisher, J. O. (1998). Development of eating behaviors among children and adolescents. *Pediatrics, 101,* 539–549.

Birch, L. L., & Fisher, J. O. (2000). Mothers' child-feeding practices influence daughters' eating and weight. *American Journal of Clinical Nutrition, 71*(5), 1054–1061.

Campbell, K. J., & Crawford, D. (2001). Family food environments as determinants of preschool aged children's eating behaviours: Implication for obesity prevention policy. *Australian Journal of Nutrition and Dietetics, 58*, 19–25.

Campbell, K. J., Crawford, D. A., & Ball, K. (2006). Family food environment and dietary behaviors likely to promote fatness in 5-6 year-old children. *International Journal of Obesity, 30*, 1272–1280.

Centers for Disease Control and Prevention. (2010). *State indicator report on physical activity, 2010.* Atlanta, GA: U.S. Department of Health and Human Services. Retrieved from http://www.cdc.gov/physicalactivity/downloads/PA_State_Indicator_Report_2010.pdf

Centers for Disease Control and Prevention. (2011a). Division of Nutrition, Physical Activity, and Obesity. 2011 Pediatric Nutrition Surveillance System, Table 2D (PedNSS). Retrieved from http://www.cdc.gov/pednss/pednss_tables/pdf/national_table2.pdf

Centers for Disease Control and Prevention. (2011b). *Children's food environment state indicator report.* Retrieved from http://www.cdc.gov/obesity/downloads/childrensfoodenvironment.pdf

Centers for Disease Control and Prevention. (2013). Obesity prevalence among low-income, preschool-aged children—New York City and Los Angeles County, 2003–2011. *Morbidity and Mortality Weekly Report, 62*, 17–22.

Centers for Disease Control and Prevention. (2014) *Vital signs: Progress on children eating more fruit, not vegetables.* Retrieved from http://www.cdc.gov/vitalsigns/pdf/2014-08-vitalsigns.pdf

Diamant, A. L., Babey, S. H., Jones, M., & Brown, E. R. (2009). *Teen dietary habits related to those of parents.* Los Angeles, CA: UCLA Center for Health Policy Research.

Finkelstein, E. A., Graham, W. C. K., & Malhotra, R. (2014). Lifetime direct medical costs of childhood obesity. *Pediatrics, 133*(5), 854–862.

Gibson, E. L., Wardle, J., & Watts, C. J. (1998). Fruit and vegetable consumption, nutritional knowledge and beliefs in mothers and children. *Appetite, 31,* 205–228.

Guo, S. S., Wu, W., Chumlea, W. C., & Roche, A. F. (2002). Predicting overweight and obesity in adulthood from body mass index values in childhood and adolescence. *American Journal of Clinical Nutrition*, *76*(3), 653–658.

Keener, D., Goodman, K., Lowry, A., Zaro, S., & Khan, L. K. (2009). *Recommended community strategies and measurements to prevent obesity in the United States: Implementation and measurement guide*. Atlanta, GA: U.S. Department of Health and Human Services, Centers for Disease Control and Prevention. Retrieved from http://www.cdc.gov/obesity/downloads/community_strategies_guide.pdf

Khan, L. K., Sobush, K., Keener, D., Goodman, K., Lowry, A., Kakietek, J., ... & Centers for Disease Control and Prevention. (2009). Recommended community strategies and measurements to prevent obesity in the United States. *Morbidity and Mortality Weekly Report Recommendations and Reports, 58*(RR-7), 1–26.

Larson, N., Story, M., & Nelson, M. (2009). Neighborhood environments: Disparities in access to healthy foods in the U.S. *American Journal of Prevention Medicine*, *36*(1), 74-81. doi:10.1016/j.amepre.2008.09.025

McConahy, K. L., Smiciklas-Wright, H., Mitchell, D. C., & Picciano, M. F. (2004). Portion size of common foods predicts energy intake among preschool-aged children. *Journal of the American Dietetic Association*, *104*(6), 975–979.

Ogden, C. L., Carroll, M. D., Kit, B. K., & Flegal, K. M. (2014). Prevalence of childhood and adult obesity in the United States, 2011-2012. *Journal of the American Medical Association, 311*(8), 806-814.

Reilly, J. J., & Kelly, J. (2010). Long-term impact of overweight and obesity in childhood and adolescence on morbidity and premature mortality in adulthood: Systematic review. *International Journal of Obesity*, *35*(7), 891–898.

Van der Horst, K., Oenema, A., Ferreira, I., Wendel-Vos, W., Giskes, K., Van Lenthe, F., & Brug, J. (2007). A systematic review of environmental correlates of obesity-related dietary behaviors in youth. *Health Education Research*, *22*(2), 203–226.

World Bank. (2012). *Prevalence of overweight (% of children under 5).* Retrieved from http://data.worldbank.org/indicator/SH.STA.OWGH.ZS

BOLD THINKERS DRIVING REAL-WORLD IMPACT

55 Wheeler Street
Cambridge, MA 02138

ABOUT ABT ASSOCIATES

Abt Associates is a mission-driven, global leader in research, evaluation and implementing programs in the fields of health, social and environmental policy, and international development. Known for its rigorous approach to solving complex challenges, Abt Associates is regularly ranked as one of the top 20 global research firms and one of the top 40 international development innovators. The company has multiple offices in the U.S. and program offices in more than 40 countries.

Agenda Item: 5
Date: May 9, 2019

FIRST 5 LA

SUBJECT:
Capital Improvement Plan (CIP) project categorically exempt from review under the requirements of the California Environmental Quality Act ("CEQA").

RECOMMENDATION (PROVIDED FOR ACTION):
First 5 LA staff recommends that at the meeting of the Board of Commissioners on May 9, 2019, the Board approves Board Resolution 2019-02 to:

1. Find the Capital Improvement Plan (CIP) project is categorically exempt from review under the requirements of the California Environmental Quality Act ("CEQA").

BACKGROUND:
First 5 LA's mission is for all children in Los Angeles County to enter kindergarten ready to succeed in school and life. Our 2015-2020 Strategic Plan advances this mission by prioritizing activities with the potential to impact the broadest range of children prenatal to age 5 across four interlinked focus areas – families, communities, early care and education, and health care systems. Over the past two years, First 5 LA has aligned its organizational structure, staffing and work flow to help advance the goals of the Strategic Plan. The goal of the Capital Improvement Plan is to complement the efforts by providing the workspaces and facilities needed to enable staff to better advance our mission and yield the greatest benefits for kids.

First 5 LA owns and occupies its office building located at 750 N. Alameda Street, Los Angeles, California, located on the Union Station campus. The building is three (3) stories with approximately 45,000 square feet of office space. The second and third floors contain offices and cubicles for First 5 LA staff. The first floor contains a Multipurpose Room (MPR) for large meetings, four meeting rooms, storage rooms, and a child care center. The child care center, which is leased out to an external entity, is not included in this project.

In June of 2017, the Board of Commissioners established a Capital Improvement Fund (CIF) to make improvements to our facility, to help elevate the critical and urgent nature of our work. The CIF was comprised of unspent FY 2015/16 Operating Budget funds in the amount of $3,660,359 and unspent FY 2016/17 Operating Budget funds in the amount of $3,299,317. The CIF was established as part of the FY2017/18 budget process, committing a total of $6,959,676 in funding for capital improvements for the building.

On July 12, 2018, First 5 LA's Board of Commissioners adopted a Capital Improvement Plan (CIP) to renovate the First 5 LA office building – exterior and interior – to reflect the newly aligned organizational structure and to enhance internal collaboration and work. The CIP scope includes interior office tenant improvement, replacement of existing roofing material, replacement of (3) rooftop air handling units, installation of new solar panels, building and site security and other site improvements including new perimeter fencing, monument signs and site light fixtures. The CIP work includes architectural, structural, mechanical, electrical, and plumbing (MEP) and limited civil engineering work for the parking lot area for lighting and general security improvements.

In March 2018, First 5 LA retained MARRS Services, Inc. (MARRS) as the Project Management/Construction Management (PM/CM) consultant to oversee and manage the implementation of the CIP. First 5 LA also retained Klawiter & Associates (KA) to assess the inventory of existing furniture and develop a conceptual interior design on three floors of First 5 LA's occupied space. First 5 LA is also in process of securing a qualified Architectural & Engineering (A&E) firm to perform preliminary architectural and engineering services. Staff is currently finalizing the Request for Proposals (RFP) process for these services. The selected A&E firm will provide a full range of

architectural and engineering services necessary for the preparation of the First 5 LA building renovation project. These services will include engaging the necessary consultants, engineers and surveyors to assess the site conditions and provide pre-design, preparation of concept designs, schematic design, and prescriptive specification development, as well as preparation of other required documents as directed by First 5 LA.

The California Environmental Quality Act ("CEQA") exemption was reviewed at the Special Meeting of the Board of Commissioners (Combined meeting of the Budget and Finance and Executive Committees) on May 2, 2019. The CEQA exemption is coming to you for approval reflects commissioner input from those discussions.

DISCUSSION:

As a publicly-funded project, First 5 LA's CIP project is subject to the requirements of the California Environmental Quality Act ("CEQA"). The California Resources Agency has established categories of projects that are exempt from review under CEQA, because they typically do not have a significant effect on the environment. Category 1 of the exemptions includes the operation, repair and maintenance of existing public or private structures. This project does not involve the expansion of the existing building or any new construction of exterior space. On the interior, the project involves a re-configuration of existing space, and general rehabilitation activities in an existing structure. There aren't any aspects of the project that will create a significant effect on the environment. This project will actually be beneficial from an environmental perspective, since it includes numerous improvements that will make the building more energy-efficient. In consultation with our legal counsel, this project falls squarely within the existing facilities exemption under CEQA Guidelines Section 15301, and is thus exempt from further CEQA review. In consultation with our legal counsel, staff recommends that the Commission find that the project is categorically exempt from review under CEQA.

NEXT STEPS:

Staff recommends approval that the Capital Improvement Plan is categorically exempt from review under the California Environmental Quality Act, Category 1 and the Board Resolution to authorize the CEQA exemption. With your approval, staff and legal counsel will notify the California Resources Agency of the exemption.

RESOLUTION NO. 2019-02

A RESOLUTION OF THE LOS ANGELES COUNTY CHILDREN AND FAMILIES FIRST PROPOSITION 10 COMMISSION FINDING THAT IMPLEMENTATION OF FIRST 5 LA'S CAPITAL IMPROVEMENT PLAN IS CATEGORICALLY EXEMPT FROM REVIEW UNDER THE CALIFORNIA ENVIRONMENTAL QUALITY ACT, CATEGORY 1

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

Whereas, First 5 LA owns its headquarters building located at 750 North Alameda Street ("the Building");

Whereas, the Building is a substantial capital asset of First 5 LA that must be periodically renovated, improved and maintained;

Whereas, the Commission previously directed staff to complete a Capital Improvement Plan ("CIP") for Commission approval and committed funds to pay for the work contemplated by the CIP;

Whereas, First 5 LA is moving forward with implementation of the CIP, and

Whereas, the CIP work is an activity undertaken by a public agency that may cause a direct or indirect physical change in the environment, and is thus a "project" as defined in the California Environmental Quality Act ("CEQA").

NOW, THEREFORE, BE IT RESOLVED THAT:

1. The work specified in the CIP is categorically exempt from review under CEQA as a Category 1 exemption, because it is the operation, repair, maintenance and minor alteration of an existing structure. 14 Cal. Code of Regulations, Section 15301.

2. The Executive Director or her designee and Legal Counsel are directed to file a Notice of Exemption when legally required.

3. The executed copy of this Resolution shall be retained on file as evidence of the Commission's action herein.

PASSED, APPROVED AND ADOPTED THIS 9TH DAY OF MAY, 2019 BY THE FOLLOWING VOTE:

AYES: Commissioners _____

NOES: Commissioners _____

ABSTAIN: Commissioners _____

_____
Judy Abdo
Vice Chair, First 5 LA

_____
Kim Belshé
Executive Director

Capital Improvement Plan (CIP) Update

Approve Resolution No. 2019-02 finding that the Capital Improvement Plan (CIP) is categorially exempt from review under the California Environmental Quality Act (CEQA).

Meeting of the Board of Commissioners

May 9, 2019

first 5 la

Giving kids the best start

Agenda

1. Context
2. CIP Update
    a) Design-Build (DB) Method
    b) Current Team
    c) A&E Consultant Solicitation
3. California Environmental Quality Act (CEQA) Exemption – For Action
4. Next Steps

Context

- Capital Improvement Fund (CIF) established by Board in June 2017 for $6,959,676
- Capital Improvement Plan (CIP) adopted by Board in July 2018 which:
  - Re-committed the CIF
  - Authorized the expenditures from CIF; waiving First 5 LA procurement policy to "piggyback"
  - Allowed the ED to execute all agreements, only coming back to the Board if/as required by law with Board updates
  - CIP will address all ongoing preventative maintenance in future budgets

- The purpose of the CIP was to reflect the newly aligned org structure and enhance collaboration and work
- The CIP scope includes interior and external improvements (roof, HVAC replacement, installation of solar panels, etc.)

CIP Update

Design-Build (DB) Method:

- There are two approaches CIP projects are bid out. First 5 LA will use the Design-Build (DB) delivery method.
- Under the DB delivery method, it will give First 5 LA more streamlined accountability through the A & E firm and General Contractor, rather than managing all the relationships of the subcontractors under the General Contractor.

Current Team:

- MARRS – Project Management/Construction Management
- Klawiter – Interior Designer
- Procurement Being Finalized– Architectural & Engineering (A&E) Consultant
- TBD – General Contractor

Architectural & Engineering (A&E) Solicitation:

- Staff currently finalizing the RFP process
- We expect the bridge document process to take 4 to 6 months
- Staff will return to the Board for approval

CEQA Exemption – For Action

- First 5 LA's CIP project is subject to all relevant and applicable city, county and state building and environmental laws and requirements including being subject to the requirements under the California Environmental Quality Act (CEQA).
- The California Resources Agency has established categories of projects that are exempt from review under CEQA, because they typically do not have a significant effect on the environment.
- Category 1 of the exemptions includes the operation, repair and maintenance of existing public or private structures.
- This project does not involve the expansion of the existing building or any new construction of exterior space.
- Based on consultation with our legal counsel, this project falls squarely within the existing facilities exemption under CEQA Guidelines Section 15301, and is thus exempt from further CEQA review.
- Staff recommends that the Commission find that the project is categorically exempt.
- This request was reviewed at the Special Meeting of the Board of Commissioners on May 2, 2019 and reflects Commissioners input.

Next Steps

- In consultation with our Legal Counsel, Staff recommends the board adopt Resolution No. 2019-02, finding that the Capital Improvement Plan (“CIP”) is categorically exempt from review under the California Environmental Quality Act (“CEQA”).
- With your approval, staff and legal counsel will notify the California Resources Agency of the exemption.

Questions?
1ST LA
first 5 la
Giving kids the best start

Agenda Item: 06
Date: May 9, 2019

FIRST 5 LA

SUBJECT:

1. Request to Establish a Strategic Partnership with California Community Foundation Community Initiatives Fund, Fiscal Sponsor for the Los Angeles Partnership for Early Childhood Investment Baby Futures Fund, for an amount of $200,000 to ensure a complete and accurate count of children birth to age 5 in the 2020 Census for the period of 12 months.
2. Authorize First 5 LA Staff to Execute an Agreement for an amount of $200,000 for the period of 12 months. (Fund Balance Category: Committed)

RECOMMENDATION (PROVIDED AS INFORMATION):

This memo is provided as information for the Board's consideration at the May 9, 2019 Board of Commissioners Meeting. First 5 LA staff recommends that at the June 13, 2019 Commission Meeting, the Board approve the establishment of a Strategic Partnership with California Community Foundation (CCF) Community Initiatives Fund, fiscal sponsor of the Los Angeles Partnership for Early Childhood Investment (LA Partnership) and authorize staff to execute an agreement for an amount of $200,000 for the period of 12 months. Funds for FY 2018-2019 are included within the current First 5 LA Programmatic Budget under Emerging Funder Collaboratives, which was approved by the Board of Commissioners in June 2018.

BACKGROUND:

First 5 LA's strategic plan aims to expand and improve early childhood systems beyond their current capacities and program delivery, yet the potential for an undercount of young children in the census undermines our baseline assumption of continued federal funding without significant reductions. Our strategic goals depend on the stability of federal funds and aim for eventual increases as well. First 5 LA's strategy is to enhance the 0-5 census efforts by aligning with Los Angeles County-specific investments to ensure families with young children are appropriately and accurately counted.

Over the years, First 5 LA has developed a list of policy priorities, with budget and program requests at the federal level. Two budget request examples include an increase of funding for the Child Care Development Block Grant and Individuals with Disabilities Education Act (IDEA Parts B and C). These increases are just a small contribution to what is actually needed to ensure all children have a successful start in school and life.

The census plays a primary role in determining how funds are distributed across a range of vital programs and services, including programs that provide critical services to young children. Yet the 2010 Census failed to count almost 1 million children in the nation, birth to age four, leading to underfunded programs that are critical for family stability and opportunity.

Children birth to age four years old have been identified as one of the populations most at risk of being under-counted in the 2020 Census. As one of the state's leading early childhood advocates and funders, we have an opportunity to maximize the federal funding allocated to programs that benefit families with young children in Los Angeles County by ensuring an accurate count. In addition to being the regional 2020 Census funder convener, CCF was recently awarded the California Complete Count – Census 2020 Office outreach partner funding to encourage participation of all Los Angeles County residents in the U.S. Census Bureau's 2020 decennial count. The CCF Community Initiatives Fund, fiscal sponsor of the Los Angeles Partnership for Early Childhood Investment, is a unique partner as it is a hub for pooling philanthropic funding and coordinating census efforts for all hard-to-count populations, specifically the 0-5 population.

First 5 LA's strategy is to enhance the 0-5 census efforts by aligning with Los Angeles County-specific investments to ensure resources are connected to families with young children. The First 5 LA funds will

be directed towards (1) message development focusing on families with young children and (2) partnerships with community-based organizations that hold trusted working relationships in communities to conduct outreach.

2020 Census Background

Children under 5 are undercounted at a higher rate than any other age census group, and the undercount has worsened since 1980. According to recent analysis conducted by Dr. Bill O'Hare, the nation's leading expert on the child undercount, children 0-4 in LA County were almost eight times more likely to be undercounted compared to adults. California has a much larger population of young children than any other state. More than 1.5 million infants and toddlers live in California families, with 62 percent of them born into low-income households likely to rely on crucial support services that receive federal funding determined by the census.

Undercounting young children in Los Angeles would have highly negative consequences for funding and families alike. Roughly 300 federal programs use census-derived data to allocate more than $800 billion in funding annually, including nearly $160 billion specifically on programs for children. These programs include: Medicaid, the Children's Health Insurance Program, the Supplemental Nutrition Assistance Program (SNAP), the Special Supplemental Nutrition Program for Women, Infants and Children (WIC), Title I education funding, the school lunch program, grants for special education, Head Start and Early Head Start, foster care assistance, and the Child Care and Development Fund.

To demonstrate the amount of funding at stake, PriceWaterHouseCoopers estimated, in a report to Congress on the effects of the Census 2000 undercount, that Los Angeles County took the largest loss nationally as it missed out on an estimated $650 million in federal funding between 2002 and 2012.

Home to about a fourth of California's population (10.3 million people), Los Angeles County may be one of California's hardest-to-count regions in 2020. A third of the County's census tracts are likely to be very hard to count, according to Census Bureau estimates that draw on local demographic characteristics (e.g., race/ethnicity, age, citizenship, and housing conditions) and historical trends. These areas tend to be concentrated in Central and East LA, south through Compton, as well as parts of Long Beach, the San Fernando and San Gabriel Valleys, Pomona, and Palmdale. Households in these very hard-to-count areas are less likely to respond initially to census forms and are therefore at risk of being undercounted.

Neighborhoods throughout the county have high shares of young children. In particular, East and South LA, as well as Lancaster and Palmdale, have larger concentrations of young children—who are historically undercounted in the census. In many of these neighborhoods, children under five years old make up more than 10% of residents, compared to less than 7% statewide.

Researchers attribute the undercount of young children to the following:

- **Some kids are not counted because their whole family is not counted**. Hard-to-count families include those who are highly mobile or homeless, and households without an adult fluent in English. Families living in poverty or headed by young adults or individuals without a high school diploma are less likely to respond to the census than more affluent, older, and more highly educated households. The households most likely to be missed have a disproportionate share of young children. Immigrant families with undocumented members are sometimes reluctant to respond out of fear. The decision to add a citizenship question to the 2020 census will undoubtedly exacerbate this problem.
- **Other kids are not counted even though some of their family members are.** Some households respond to the census but don't include all members on the survey. This sometimes happens in multigenerational households, dual-family households, families with joint custody, and households where a grandparent or other relative cares for a child. Some do not realize the importance of including every family member, as young children, particularly newborns, are more likely to be excluded than school-age kids.

These compounding factors risk increasing the undercount of children, which would threaten future funding for these communities, including Best Start communities.

A statement issued by the Commerce Department announced a request to add a citizenship question for the first time since 1950 is also a significant concern since it may suppress census participation among immigrant families, who fear the federal government accessing their information, among other worries. The Supreme Court has agreed to decide whether the Administration can add a citizenship question to the 2020 census, but news coverage of the citizen question is already increasing the likelihood that immigrant families will not complete the census survey.

Philanthropy 2020 Census Landscape

Given what's at stake, funders are coordinating at both the state and county level to align and advance local advocacy efforts, fund needed research and data collection, and support coalition building and partnerships. Outlined below are all the census statewide and local philanthropic stakeholders and activities currently underway and First 5 LA's participation:

- Grantmakers Concerned with Immigrants and Refugees (GCIR) convenes the statewide table co-chaired by California Endowment and Irvine Foundation. First 5 LA has been participating in these meetings as well as the 0-8 subgroup along with the First 5 Association, Blue Shield of California Foundation, California Community Foundation, the LA Partnership for Early Childhood Investment (LA Partnership), Heising-Simons Foundation, and Packard Foundation.
- California Community Foundation (CCF)—the Southern California 2020 Census funder convener— is partnering with L.A. County and City along with key organizations such as GCIR, Southern California Grantmakers (SCG), and the Census Policy Advocacy Network (CPAN). First 5 LA has been coordinating with CCF and the LA Partnership on 2020 Census strategies for ensuring kids 0-5 are counted.

Regarding funding, CCF is developing a partnership with LA County and LA City to pool funds to support community-based education, outreach and assistance efforts for hard-to-count (HTC) communities across Los Angeles County in the Census 2020. This public-private partnership will seek to fundraise an additional $4 million from philanthropy. Their investment will support all hard-to-count populations, including 0-5 populations. CCF has also been recently named the California Complete Count – Census 2020 Office Administrative CBO for Los Angeles County.

This presents a gap and opportunity for First 5 LA to leverage philanthropic and county investments, play a driving and coordination role for 0-5 efforts and contribute funding that amplifies the 0-5 focus locally. As outlined above, young children don't fit neatly into predominant paradigms for why people are missed in the Census. Therefore, a targeted approach and differentiated messaging is required to reduce the undercount of young children that is different from other hard-to-count groups. Informed by CCF and First 5 LA, the LA Partnership approved a $50,000 set aside under their grantmaking fund—Baby Futures Fund—housed at the CCF Community Initiatives Fund. These funds will go to Community-Based Organizations and consultants for activities included below. Additional philanthropic support will ensure First 5 LA's contribution is leveraged well beyond our $200,000 investment. First 5 LA can enhance these activities and incentivize contributions from other funders to focus on 0-5 kids 2020 Census outreach efforts.

PROJECT

First 5 LA is proposing to maximize the number of young children counted in the 2020 Census by contributing to the Baby Futures Fund, housed at the CCF Community Initiatives Fund and managed by the LA Partnership, which can expeditiously provide needed resources to consultants, early childhood providers, and Community Based Organizations to:

- Develop census messaging for families with young children to increase awareness of the importance of census-tied funding for local communities, and to encourage families to complete the 2020 Census survey, including all of their children
- Implement a communications campaign to disseminate messages in targeted venues (i.e. social media, community fairs)

- Conduct training with and recruit early childhood providers and organizational representatives who are family-trusted messengers to do outreach, and
- Conduct direct 2020 Census outreach with families with young children

Contributing to the CCF Community Initiatives Fund will leverage existing resources and expand the 0-5 2020 Census focus in Los Angeles County. The CCF Community Initiatives Fund, as the fiscal sponsor for the LA Partnership for Early Childhood Investment Baby Futures Fund, approves new grants through an Investor's Committee, which is informed by First 5 LA through our membership. The First 5 LA dollars will be added to the LA Partnership set-aside with other leveraged philanthropic dollars. This funding will be dedicated to message development focusing on families with young kids and will fund **at least six community-based organizations with trust-based relationships with families**, in our Best Start regions, to conduct outreach. In the future, we will continue to ensure ongoing 0-5 census efforts will be coordinated and mutually reinforced.

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 of $200,000 to comply with this policy.

GOVERNANCE GUIDELINES #5 AND #6 (SUSTAINABILITY AND LEVERAGING):

Sustainability—First 5 LA's 2020 Census contribution is an investment in the future. By leveraging philanthropic dollars, this investment aims to support Los Angeles County in receiving its fair share of federal funding. Census-tied funding is imperative to First 5 LA achieving its strategic plan goals to improve systems and expand early childhood services to the approximately 747,000 kids 0-5 in Los Angeles County. Federal dollars account for more than one-third of all California spending. This translates into more than $100 billion in state spending derived from the federal government, which mainly support health and human services. Undercounting Angelenos, particularly young children, in the upcoming census could have significant fiscal consequences, and thus put at risk the sustainability of future services. Beyond these return on investment considerations, the census is a point-in-time count, Therefore, sustainability criteria are relevant through the successful counting of the LA County population.

Leveraged resources—An anticipated public-private partnership will include the following contributions: $2 million from the California Community Foundation, $2 million from LA City, and a contribution from LA County. This investment will support grant recipients involved in the development of targeted communication tools, trainings for community-based organizations to conduct education and outreach, canvassing efforts, and evaluation. First 5 LA's investment in the Baby Futures Fund will leverage the public-private partnership funds housed at CCF and will be critical in driving the 0-5 focus through CBOs with experience working with families with young children.

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 through 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 implement an approved program or initiative more expeditiously than resources provided through a competitive solicitation. The LA Partnership's mission is to invest in and promote innovations that advance the lifelong health and well-being of LA County children age 0-5. The CCF Community Initiatives Fund as the fiscal sponsor for the LA Partnership for Early Childhood Investment Baby Futures Fund approves new grants through an Investor's Committee, which includes a First 5 LA member. New investments can be submitted for approval at any time and can be approved electronically by the Investors Committee, utilizing this existing structure will help expeditiously expand and implement 0-5 census programming and services by leveraging the LA Partnership's existing infrastructure and expertise, which serves as a resource that cannot be provided through a competitive solicitation. First 5 LA will inform the distribution of funds through our participation in the Investors Committee.

The Strategic Partnership provides an opportunity to leverage First 5 LA funds to produce additional funding for the initiative, and ensuring a focus on families with young children. In addition to the California Community Foundation and the LA Partnership for Early Childhood census investments described above, the following funders have contributed or plan to the add their investment through the LA Partnership Baby Futures Fund 0-5 set aside: Ballmer Group ($250,000), Carl & Roberta Deutsch Foundation ($200,000), Atlas Family Foundation, Roth Family Foundation, and the Stein Early Childhood Fund. First 5 LA's investment of $200,000 will leverage these additional private resources at a 1 to 3 rate.

The proposed Strategic Partnership is aligned with the Public Policy and Advocacy Priority Focus Areas under the adopted Strategic Plan by "increasing public-sector investments in children and families, and improving the policies that govern those investments." As a systems change funder, the long-term sustainability of birth to age five programs cannot be secured without ensuring an accurate and complete count of young kids focused on 0-5.

Counting Young Children in the 2020 Census

Jennifer Pippard
Alba Bautista

May 9, 2019

Discussion Outline

1. Background on the 2020 Census
2. Overview of key census stakeholders and funders
3. Strategies for maximizing the number of 0-5 kids counted
4. Proposed Strategic Partnership with the Los Angeles Partnership for Early Childhood (LA Partnership)

2020 Census: What's at stake

1. The census is used to apportion seats in the U.S. House of Representatives and to draw legislative districts at other levels of government, affecting potential voice of LA County families

2. The census determines how much federal funding states and communities receive each year for the next decade
   - Programs providing assistance to young children receive approximately **$160 billion in federal funding annually**.
   - These include the Children's Health Insurance Program; the Supplemental Nutrition Assistance Program (SNAP); WIC; Individuals with Disabilities Education Act (IDEA); Head Start and Early Head Start; Maternal, Infant, and Early Childhood Home Visiting (MIECHV); and foster care assistance
   - Census drives funding for more than $800 billion in broader funding of programs for adult family and community members

Los Angeles County Context

1. Los Angeles is the hardest-to-count county in the U.S. The undercounts in 2000 cost L.A. County **$650 million in federal funding** over 10 years

2. The addition of a citizenship question
   - Noncitizens may be less likely to respond due to concerns about deportation and privacy. About 19% of L.A. County residents are noncitizens, compared to 14% statewide

Immigration Question Likely to Have Outsized Affect in L.A.

34.5% of the total population

17% are noncitizens

1 in 6
California children have at least one undocumented parent.

» **80%** of those children are U.S. Citizens.

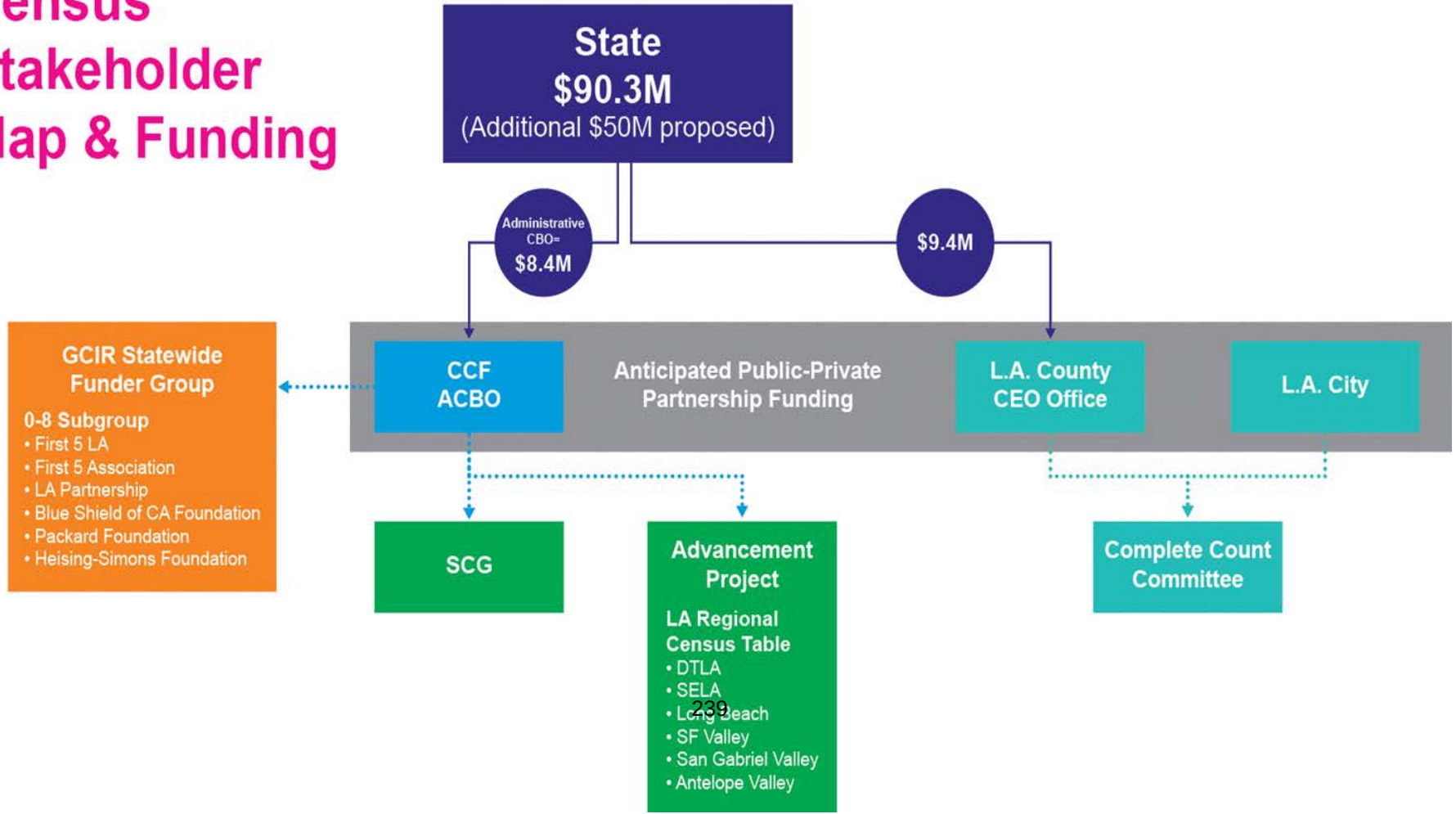
Historical Undercount of Young Kids

1. Young children have a higher undercount than other groups→ **1 million kids in the U.S. under age 5 were not counted in 2010**
   - LA County's 0-4 year olds are 8x more likely to be undercounted than adults
2. The young child undercount has grown since 1980
3. Young children are missed from the census for different reasons than other groups– e.g., young children are more likely to be left off returned census questionnaires

First 5 LA Problem Statement

Our Strategic Plan is premised on sustained levels of federal funding. The projected undercount of kids birth to age 5 threatens the stability of federal funding allocated to programs critical for families.

Census Stakeholder Map & Funding



2020 Census Philanthropy Strategies

1. Coordination of funding among regional philanthropic organizations

2. Coordination between philanthropic organizations, state agencies, local governments, community-based and nonprofit organizations, and the Census Bureau

3. Targeted outreach efforts in hard-to-count geographies and to hard-to-count populations throughout the county

4. Identify trusted community-based and nonprofit organizations to conduct outreach in those geographies and to those populations

240

Proposed Strategic Partnership

Establish a Strategic Partnership with the Los Angeles Partnership for Early Childhood Investment by contributing **$200,000 to the Baby Futures Fund**, housed at the CCF Community Initiatives Fund and managed by the LA Partnership. Funds will be used to:

1. Develop census messaging for families with young children to increase awareness of the importance of census-tied funding for local communities, and to encourage families to complete the 2020 Census survey, including all of their children
2. Implement a communications campaign to disseminate messages in targeted venues (e.g., social media, community fairs)
3. Conduct training with and recruit early childhood providers and organizational representatives who are family-trusted messengers to do outreach, and
4. Conduct direct 2020 Census outreach with families with young children

- The LA Partnership's mission is to invest in and promote innovations that advance the lifelong health and well-being of LA County children age 0-5

- The LA Partnership created a $50,000 set-aside for 0-5 census efforts in LA County and to date has generated additional investment commitments of $650,000

- First 5 LA's investment of $200,000 will leverage additional private resources at a 1 to 3 rate

Next Steps – First 5 LA will…

1. June 13 Commission consent item
2. Help shape and inform the distribution of 0-5 census funds
3. Identify opportunities to leverage our relationships with trusted messengers in the community across program investments (e.g., home visitors, ECE providers, etc.)
4. Coordinate 0-5 investments and efforts at the County and City level, together with philanthropy

Questions?

Agenda Item: 08
Date: May 9, 2019

FIRST 5 LA

SUBJECT:
Strategic Plan Refinement Process (SPR4) Special Presentation and Discussion: Futures for Young Children and Families Forecast

DISCUSSION:
Background
The Strategic Plan Refinement (SPR4) process is grounded in the learnings from the first three years of implementation and the recognition that the fundamental elements of the FY 2015-2020 Strategic Plan continue to drive and prioritize our work. First 5 LA's North Star, policy and systems change orientation, and the four results for children and families approved by the Board in November 2018 provide the foundation for the Strategic Plan Refinement Process. The Strategic Plan refinement process encompasses four major phases: Review, Reflect, Refine, and Results (SPR4). Building on the North Star and the four results for children and families, the Review phase of the SPR4 process involved a series of activities to understand how our strategies have been and are being implemented to achieve our targeted outcomes and the resulting learnings.

Key questions that were answered during this first phase of the SPR4 include:
- What has changed in the landscape in the last three years that impacts how we achieve our targeted outcomes?
- What progress have we made in the first three years and what have we learned from the first three years of implementation about ***how*** we do our work and the outcomes (***what***) we are working to achieve?
- What have we learned about First 5 LA's capacity to do this work?

The key findings from the phase one review activities are summarized in the Review Phase Data Report, prepared by Learning for Action (LFA) and were presented to the Board at the April Board meetings. The report is structured in three sections:
- Landscape Review: What has changed in the landscape in the last three years that might impact how First 5 LA achieves its targeted results?
- Programmatic Review: What progress has First 5 LA made in the first three years of its 2015-2020 Strategic Plan implementation? What has First 5 LA learned about how it does the work to best achieve outcomes?
- Organizational Review: What have we learned about First 5 LA's capacity to do systems and policy change work?

The Programmatic Review section was presented at the April Program and Planning Committee meeting.

Summary Discussions on Implications from Review Phase Data Report Findings
During the April Board of Commissioners meeting, LFA presented key findings from the Landscape Review section of the report and Commissioners participated in small group discussions on the implications of the findings in terms of equity, systems change, and policy and advocacy. The following were key highlights from the discussion:
- Theme: Equity
    - Leverage data to address inequities
        - Use data on inequities from the Review Phase Data report as the basis for discussion in the upcoming community engagement sessions

        - Capture disaggregated data by race/ethnicity, geography, primary language, and other factors at the outset of initiatives
        - Intentionally capture data by race, income, and geographies to identify and address where inequities exist
        - Intentionally capture quantitative and qualitative (anecdotal stories) data
    - Challenge the normalization of poor outcomes and the bias this creates within systems
        - Consider how systems set expectations, and in some cases, normalize low expectations for communities
        - Develop and communicate a positive frame that becomes part of system thinking and community work
        - Challenge the normalization and acceptance of poor outcomes for disenfranchised communities
- <u>Theme: Systems Strengthening</u>
    - First 5 LA can be an advocate and champion for systems to be family-focused and child-centered
        - First 5 LA is viewed as a trusted partner with deep focus and knowledge on early childhood
        - First 5 LA can play a role in bringing together different county systems and departments to understand how each can contribute to strengthening systems to be more child-centered and family-focused.
        - Bring parent/caregiver and child's voice to how they interact with systems
        - First 5 LA should review county partners' strategic plans to identify opportunities for alignment around shared goals and objectives.
    - There are implications for the work with local ecosystems affecting children and families
        - Consider more formal and robust engagement with school districts and libraries
        - First 5 LA's role can be in "networking the networks" to create better connective pathways among systems (within public systems, organizations, and/or communities) to help understand local community needs
- <u>Theme: Policy</u>
    - First 5 LA can leverage its expertise to focus and prioritize First 5 LA's state policy agenda for early childhood
        - There is an opportunity to crosswalk upcoming bills to prioritize and create a unified legislative agenda for early childhood
        - First 5 LA should leverage relationships with other First 5's across the state to develop a shared policy agenda
    - First 5 LA should expand its policy and advocacy role in promoting workforce development in early learning to address the increased need for access to quality services that the upcoming state policy agenda is likely to bring
    - Engage and incorporate parent voice
        - Explore the opportunity to develop a parent council who can serve as advocates along with Commissioners
        - Provide leadership training to support parent's ability to connect and communicate with legislators

At the April PPC meeting, key findings from the Programmatic Review section of the report were presented, followed by Board discussion on opportunities for First 5 LA to prioritize its work, further integrate Best Start Communities across strategies, and use of communications to support policy and systems change efforts. The following were key highlights from the discussion:

- Theme: Greater Focus
  - Continue to leverage First 5 LA's work with County agencies with a focus on deepening those relationships around aligned strategies
  - Identify and engage with school districts that align with First 5 LA's county-wide efforts
  - Strengthen staff capacity to support First 5 LA's growing policy and systems change leadership role
- Theme: Honing First 5 LA's Work in Communities
  - Provide opportunities for Commissioners to connect with Best Start communities and understand community needs
  - Identify strategies that cut across the work of First 5 LA and the four results for children and families
- Theme: Communications
  - Develop communication strategies to educate communities and support the implementation of early childhood investments anticipated from the Governor's budget

The discussion summaries will inform staff's planning and development of the strategy refinement process that will occur over the summer.

Futures for Young Families Forecast

To prepare Board and staff for the strategy refinement process occurring over the summer, staff from KnowledgeWorks and Capita will present a preview of the Futures for Young Children and Families forecast at the May 9 Board of Commissioners meeting. A summary background report is presented as Attachment A and resumes for key presenters are included as Attachment B. The Futures for Young Children and Families forecast will be released this summer and explores how social, technological, political, economic, and environmental shifts could impact the futures of young children and their families. It provides a ten-year forecast addressing early childhood issues by asking "How will we ensure that all young children and their families can lead lives of dignity now and in the future?" The soon to be released forecast provides an opportunity for stakeholders to use the forecast insights and think about what needs to change in current early childhood approaches and policies to support young children and their families in the future.

The forecast will be the first of its kind in the early childhood sector and is timely for First 5 LA's Strategic Plan Refinement process to help identify strategic implications and considerations to respond to the changing landscape, given our intent for the plan to guide our work through 2028. At the May Board meeting, the presentation will highlight key trends anticipated to impact children and families in the coming years and engage the Board in a discussion of how these trends could inform First 5 LA's work in partnership with others.

Next Steps

During the May 9 Board of Commissioners meeting, staff from KnowledgeWorks and Capita will present key findings from the Futures for Young Children and Families forecast followed by a discussion of their implications for strategy refinement. Please see Attachment A for pre-reading for the May 9 session. First 5 LA will leverage the insights from the forecast as a springboard for the Refine phase of the SPR4 process.

STRATEGIC PLAN REFINEMENT (SPR4) PROCESS SPECIAL PRESENTATION AND DISCUSSION: FUTURES FOR YOUNG CHILDREN AND FAMILIES FORECAST

Christina Altmayer
Vice President, Programs

Joe Waters
CEO + Co-Founder, Capita

Jason Swanson
Director of Strategic Foresight, KnowledgeWorks

Jeff Bailey
Director of Strategy, Openfields

Objectives

- Outline key themes from April Board reflections and discussions on Review Phase Data Report
- Present key findings from Futures for Young Children and Families Forecast
- Discussions on the implications of the Futures for Young Children and Families Forecast findings for strategy refinement

Strategic Plan Refinement Process Summary

Proposed planning process will focus on ***reviewing, reflecting and refining*** the current Strategic Plan with a focus on ***results***

SPR4 Progress To-Date

WHERE WE'VE BEEN

- **Jan:** SPR4 Process launched
- **Mar:** Board directional endorsement of Investment Guidelines
- **Apr:** Review activities summarized in the Review Phase Data Report

WHERE WE ARE

- **Apr:** Board reflections and discussions of Review Phase Data Report findings
- **Apr – May:**
  - LFA continuing key stakeholder and County partner interviews
  - First 5 LA staff facilitating community engagement

WHERE WE ARE GOING

- **Jun-Sep:** Strategy refinement process
- **Jul 11: Board Strategic Planning Session -** Emerging strategy refinement recommendations and preliminary targets

Key Themes: Discussions on Implications from Review Phase Data Report Findings

What we heard..

- Data is a critical tool to address inequities
- Relationships and the work with County agencies is foundational
- Parent and community voice is essential

What First 5 LA needs to consider moving forward

- Leverage our expertise to focus and prioritize First 5 LA's state policy agenda for early childhood
- Continue to play an important convener role - "networking the networks" among systems (public systems, organizations, and/or communities)
- Battle against the normalization of poor outcomes for children and create expectations of positive outcomes
- Identify strategies that cut across the work of First 5 LA and the four results for children and families

Futures for Young Children and Families Forecast

first 5 la
Giving kids the best start

Futures for Young Children Forecast

- Joe Waters
- CEO + Co-Founder, Capita

- Jason Swanson
- Director of Strategic Foresight, KnowledgeWorks

- Jeff Bailey
- Director of Strategy, Openfields

Discussion Questions

- What impact might these future changes have on the work of First 5 LA?
- What is the most important challenge or opportunity that results from these impacts?
- What does it mean for strategy refinement?

Futures for Young Children and Families Forecast: Exploring the Future for LA's young children and families

Pre-reading for Futures Strategy Sessions

May 8-9, 2019

Introduction

Diligent and creative leaders around the world are working to ensure that young children and their families can flourish in the future. However, those efforts rarely include a thorough exploration of what that future might be like. That is a missed opportunity and a mistake. The landscape is shifting: work is changing rapidly, trust in institutions is weakening, social connections are becoming increasingly technologically mediated, and the country's demographics are shifting. These changes alone offer ample evidence that the future will be unlike the past, yet few social sector organizations—and even fewer early childhood organizations—are grappling with the implications of those changes or preparing for their communities' future realities and emerging needs.

Strategic foresight is a discipline that allows stakeholders to explore rigorously such possibilities for the future and use them to chart an informed path forward. Taking a deliberate look at changes on the horizon – and at what opportunities and challenges they might present – opens new prospects for innovation and avenues for action that are only apparent through a future-facing lens. This approach also empowers stakeholders to shape the future that young children will inherit and to resist the notion that the future is out of their control.

Given the pressing needs that early childhood organizations and stakeholders face today, looking ahead can seem like a luxury. However, considering what the future might hold is critically important to ensure that today's approaches and desired outcomes are relevant to the realities in which young children and families will live. Additionally, new connections and insights, as well as blind spots and biases, can emerge from exploring issues with a wider and longer-term view than the pressures of day-to-day operations often permit. Strategic foresight has been used widely by private-sector organizations, where its use is associated with stronger performance than that of competitors,[1] but its potential has yet to be fully realized in the social sector. Not only are organizations that engage in strategic foresight able to anticipate what is on the horizon and prepare for a range of possible futures, but they are also able to see their current priorities more clearly and their existing approaches with fresh eyes

[1] Rohrback, R. & Kum, M. (2017). Corporate foresight and its impact on firm performance: A longitudinal analysis. Technological Forecasting and Social Change. Retrieved from: https://www.sciencedirect.com/science/article/pii/S0040162517302287?via%3Dihub

Futures for Young Children and their Families

To envision a flourishing society is to imagine a time and place where every person has a foundation on which they can build a fulfilling life. Research across disciplines and our own intuition tell us how important the first five years of life are in creating a foundation for flourishing and the central role of families in that effort.

"…how do we ensure all young children and families can lead a life of dignity now and in the future?"

KnowledgeWorks, in collaboration with Capita, has developed and will soon publish a ten-year forecast to address this important foundational time by asking the question how do we ensure all young children and families can lead a life of dignity now and in the future? The forecast invites First 5 LA and early childhood leaders across California to look at changes happening around us, at possibilities for the future, and at implications for individual children, for families, for communities, and for society. And, it will push us to think through the ways in which we might need to transform our current approaches to support young children and families. This is a critical opportunity to ensure that our best perspectives on the future are incorporated into First 5 LA's strategic refresh.

By some measures, great progress has been made towards realizing the goal of flourishing childhood and family life across the United States. For example:

- The number of children with health insurance increased dramatically between 2010 and 2016.[2]
- Attention to postpartum depression increased, as have attempts to better support new parents.[3]

[2] The Annie E. Casey Foundation (2018) Kids Count Data Book. Retrieved from https://www.aecf.org/m/resourcedoc/aecf-2018kidscountdatabook-2018.pdf#page=38

[3] Beil, L. (2018, March 11) Depression among new mothers is finally getting some attention. ScienceNews. Retrieved from https://www.sciencenews.org/article/postpartum-depression-scientific-research-mothers; Feurestein, A. (2019, March) FDA approves first new drug developed for women with postpartum depression. Stat News. Retrieved from: https://www.statnews.com/2019/03/19/fda-sage-postpartum-depression-drug

- State spending on preschool more than doubled between 2002 and 2016 while 2018 saw the largest increase in federal childcare subsidies ever.[4]
- The time parents spend with their children tripled in the last fifty years. Dads especially are spending more time engaged in child care activities and this change is observed across all socio-economic statuses as child care and parenting philosophies continue to evolve from norms observed in the 1960s.[5]
- The number of children whose parents lack secure employment decreased since 2016.[6]
- Millennial parents are both more confident in their parenting abilities and happier parenting than their parents' generation reported.[7]
- In Los Angeles, over half of 3 and 4-year olds attend preschool[8] and from First 5 LA over $2.2 billion has been invested in the systems and programs that support Los Angeles's youngest children.[9]

[4] Friedman-Krauss, A. et al. (2018) State of Preschool Yearbook. The National Institute for Early Education Research and Rutgers Graduate School of Education. Retrieved from http://nieer.org/wp-content/uploads/; Omidyar Network (2019) Big Ideas, Little Learners: Early Childhood Trends Report. Retrieved from https://www.omidyar.com/sites/default/files/file_archive/Omidyar%20Network_Big%20Ideas%20Little%20Learners%202019.pdf

[5] Varathan, P. (2017, November) Modern parents spend more time with their kids than their parents spent with them. Quartz. Retrieved from https://qz.com/1143092/study-modern-parents-spend-more-time-with-their-kids-than-their-parents-spent-with-them

[6] The Annie E. Casey Foundation (2018) Kids Count Data Book. Retrieved from https://www.aecf.org/m/resourcedoc/aecf-2018kidscountdatabook-2018.pdf#page=38

[7] Livingston, G. (2018, May) More than a million millennials are becoming moms each year. Pew Research Center, https://www.pewresearch.org/fact-tank/2018/05/04/more-than-a-million-millennials-are-becoming-moms-each-year/.

[8] The Annie E. Casey Foundation (2018) Kids Count Data Book. Retrieved from https://datacenter.kidscount.org/data/tables/8664-3-and-4-year-olds-who-attend-preschool-by-county?loc=6&loct=5#detailed/5/1156-1213/false/869,133/217,757,107,436,172,4/17425

[9] First 5 LA website retrieved from https://www.first5la.org/our-impact/.

However, deep dives into data show us that the picture is slightly more complex. For example:

- The U.S. fertility rate of 1.765 is the lowest since 1978[10] and 500,000 fewer babies were born in 2017 than in 2007 even though more women were of prime childbearing age.[11]
- Black and Hispanic children continue less likely than white or Asian children to be in very good or excellent health.[12]
- Black and Hispanic children are more likely to have experienced an adverse childhood event and, in Los Angeles, 58% live in high poverty areas.[13] [14]
- Trust in government, the media, business, and the nonprofit sector continues to decline.[15]
- Paying for childcare continues to be problematic for many families.[16]
- Depression and general anxiety disorders among children continue to dramatically increase and black children are almost five times less likely to receive needed services.[17] [18]

---

[10] Perry, S. (2019, January 11), U.S. fertility rate continues to decline, reaching lowest level in 40 years https://www.minnpost.com/second-opinion/2019/01/u-s-fertility-rate-continues-to-decline-reaching-lowest-level-in-40-years/

[11] Julian, K. (2018, December) Why are young people having so little sex?, The Atlantic, https://www.theatlantic.com/magazine/archive/2018/12/the-sex-recession/573949/

[12] The Annie E. Casey Foundation (2017) Children who are not in excellent or very good health by race and ethnicity in the United States. Kids Count Data Center. Retrieved from https://datacenter.kidscount.org/data/tables/9728-children-who-are-not-in-excellent-or-very-good-health-by-race-and-ethnicity?loc=1&loct=1#detailed/1/any/false/1539/10,11,9,12,1,13/18986,18987

[13] Sacks, V. and Murphey, D. (2018, February) The prevalence of adverse childhood experiences, nationally, by state, and by race or ethnicity. Child Trends. Retrieved from https://www.childtrends.org/publications/prevalence-adverse-childhood-experiences-nationally-state-race-ethnicity

[14] First 5 Los Angeles Strategic Plan Refinement Process: Review Phase Data Report prepared by Learning for Action, April 1, 2019.

[15] Friedman, U. (2018, January) Trust Is Collapsing in America. The Atlantic. Retrieved from https://www.theatlantic.com/international/archive/2018/01/trust-trump-america-world/550964

[16] Care.com Editorial Staff (2018, July) This is how much child care costs in 2018. Retrieved from https://www.care.com/c/stories/2423/how-much-does-child-care-cost

[17] Prichep, D. (2018, September) To Raise Confident, Independent Kids, Some Parents Are Trying To "Let Grow.". NPR. Retrieved from https://www.npr.org/sections/health-shots/2018/09/03/641256596/to-raise-confident-independent-kids-some-parents-are-trying-to-let-grow

[18] First 5 Los Angeles Strategic Plan Refinement Process: Review Phase Data Report prepared by Learning for Action, April 1, 2019.

- The purchasing power of wages has been stagnant for most working people for the past 40 years.[19]
- Between 25% and 50% of all those exposed to an extreme weather event will continue to experience ongoing negative impacts to their mental health and children are especially vulnerable. 21 months after one Category 5 hurricane, 70 percent of the children living in impacted areas suffered moderate-to-severe PTSD. Soldiers returning from war have a PTSD rate of between 11% and 31%.[20]
- Nearly half of LA County parents of children five and under are foreign born, and of these 67% aren't citizens.[21]

With progress and complexities as a backdrop, the forecast presents a range of possibilities for the future that our young children and families now face. None of the possibilities in the forecast are predictions, but rather invitations to ask, "what if?".

We've identified five major domains as especially relevant to the future of young children and major intrinsic and extrinsic forces of change are highlighted within each domain. During our time together we will explore these forces of change in more detail and begin to articulate the implications of those for First 5 LA's 10-year strategic refresh and the work of your partners.

[19] Desilver, D. (2018, August) For most U.S. workers, real wages have barely budged in decades. Pew Research Center. Retrieved from http://www.pewresearch.org/fact-tank/2018/08/07/for-most-us-workers-real-wages-have-barely-budged-for-decades

[20] Wallace-Wells, D. (2019). The uninhabitable earth: Life after warming. New York: Tim Duggan Books. Pp. 136-137.

[21] First 5 Los Angeles Strategic Plan Refinement Process: Review Phase Data Report prepared by Learning for Action, April 1, 2019.

Forces of Change

Deepening Understandings of Health and Well-Being

Emerging technologies with greater data collection and processing capabilities, as well as new understandings of personal and community well-being are reshaping the ways we measure and support children's and families' health. The emergence of individualized health data tracking through technology and a shift in the health care field from a sole focus on disease management to one of prevention and population-level health are contributing to an evolution in approaches to supporting children and families' health and wellbeing. New technologies might change how children receive healthcare and how data can drive solutions to localized community health problems presenting new opportunities, but also likely ethical and policy challenges.

Competing Approaches to Early Learning

Uncertain social and economic futures and a recommitment to the foundational principles of child development are influencing and inspiring new approaches to early learning. Emerging social and economic concerns are leading early learning advocates to establish new models that more heavily focus on preparing young children for work and life amid uncertainty of what kind of world they will encounter in the future. Meanwhile, emboldened by increased attention to social-emotional skills and a pushback against overly structured and optimized early learning environments, other approaches are identifying young children's social and individual development and safety as the core priority of early learning programs. The Internet, AI, robotics, and other technologies will not only continue to expand their role in educating and informing children and families, but will also change how we conceptualize classrooms, early learning centers, schools, systems governance, and more.

Changing notions of autonomy

Changing values and innovative evidence-based research are fueling debates about the best ways to support young children's agency and how much structure they need, sparking new realities for children and their families. At the same time, decreased comfort with unsupervised time for children and a desire to ensure that they have enriching experiences have created an environment where children are expected to be under closer watch and their time more scheduled than in previous generations. We are exploring how children's autonomy can be nurtured through children's toys and tools parents can use to give their children autonomy, without sacrificing safety.

Diversifying social infrastructure

Shifting support structures and new sources of information are changing how families navigate and access resources. Some families are self-organizing their own solutions that match their diverse needs, while governments and other traditional institutions are increasingly prioritizing families and children to meet growing needs around connection, recreation, support, and social capital. As the population ages and birth rates decrease, new opportunities for multigenerational living and public respect for families present themselves.

Caregiving in flux

New economic realities and changing demographics are raising questions about the role of caregiving in our society. As the economy transitions away from predictable schedules and long-term relationships between employers and employees, parents' needs for childcare will become even more diverse. The aging population adds another layer of need for many families, who may have both older and younger family members to support. Artifacts showcased in this section focus on caregiving with new technologies and the proper valuation of caregiving in society.

Key implications for reflection

Prior to our time together, we encourage you to reflect on the potential implications of the trends and possible futures explored here to your work.

The Caring Adult as a Constant

Across all the domains explored in this forecast, the essential role of young children's having secure relationships with caring adults stands out. It is impossible to overestimate the role of a caring adult – whether that is a parent, another family member, a neighbor, a teacher or someone else – in a young child's life. In the future, caring adults will continue to bear responsibility for meeting children's timeless needs for love, safety and stability. In fact, as the external world that children live in and experience shifts, parents and other caregivers will be the primary mediators, buffers, supporters and cultivators of children's inner worlds, helping them cope with the anxiety and stress that can arise when the external environment is in flux. Even in the face of sweeping changes, finding ways to support the adults who hold important places in children's lives is one of the most important mechanisms for helping young children flourish.

How might First 5 LA best support the many adults who care for young children?

What broader supports might be needed to ensure that all young children have secure relationships with caring adults?

Stability as a Leverage Point for Improving Family Life

The ten-year horizon is full of uncertainties and changes that have the potential to disrupt family life as we know it today. However different family, housing and other support structures look in ten years' time, young children and their families will still need safe housing, nutritious food, high-quality medical care and learning opportunities and strong social and emotional supports[22]. Knowing that the social and

[22] https://www.urban.org/sites/default/files/publication/32706/412899-The-Negative-Effects-of-Instability-on-Child-Development-A-Research-Synthesis.PDF

economic systems in which these needs exist will be different than they are today, working to provide as much stability as possible will have a compound effect on the lived experiences of young children and their families. Thus, stakeholders seeking to ensure flourishing futures must build actionable initiatives towards solidifying children's buffer structures and establishing resilient and reliable systems in service of all young children and their families.

How might First 5 LA create or contribute to initiatives that provide stability for young children and their families?

How might First 5 LA assist young children and their families in proactively responding to issues and opportunities emerging in their macro environment?

Challenging Our Assumptions about Young Children and Families

The ways in which we support and interact with young children and their families are inevitably rooted in our assumptions, or the deeply held beliefs that ground our decisions and actions. In the early childhood field, many assumptions about what young children and their families need inform programs, policies, products and services. In particular, relatively vulnerable groups such as low-income families, families of color and those who receive public assistance are often excluded from the decision-making processes that affect them. This exclusion can lead to a mismatch between needs and solutions and can risk stigmatizing instead of dignifying people. As we look ahead to navigating a changing landscape, early childhood stakeholders seeking to assist young children and their families in creating flourishing futures for themselves and others will need to challenge their deepest assumptions, develop equitable participation channels and establish empathetic practices based on the fundamental values of dignity and respect for all.

What assumptions (especially those held by systems stakeholders and policymakers) might First 5 LA need to challenge to ensure flourishing futures for all young children and their families? In turn, what assumptions seem essential to retain?

In what ways might First 5 LA involve more people in your decision-making processes and extend your use of empathetic practices?

Blurring Early Childhood Boundaries

While the five domains explored in this forecast promise to provide the foundations for flourishing futures, the boundaries between them are opaque and often porous. For instance, when early learning experiences move away from focusing on academic rigor, they tend to be explained in terms of caregiving approaches. In turn, as pediatric health tracking devices come to incorporate more and more alerts, children could lose some of the agency to recognize the changes in their bodies. Moving forward, both the profound interdependency among the domains and the complexity of the overall early childhood ecosystem are expected to increase. As a result, early childhood stakeholders will need to engage in issues beyond their traditional scopes of influence, which will likely require deep collaboration across and beyond their traditional spheres. Systemic solutions involving multiple approaches, perspectives and organizations will thrive over single-focused solutions that tend to overlook unintended consequences and ripple effects.

How might First 5 LA establish strategic partnerships with stakeholders beyond your traditional scope of influence?

What unintended consequences could early childhood solutions have at the community and societal levels? In turn, what unintended consequences could economic, social, environmental, technological and political solutions have in young children and their families?

Technology as a Support for Relationships

The lived experiences of young children and families will be heavily influenced by technology. Indeed, this forecast highlights ways in which technological solutions could perform a variety of tasks. In face of such possibilities, early childhood stakeholders have the responsibility to ensure that the ultimate purpose of technology applications is to serve and enhance young children's development, family life and human relationships. While the current debates around technology access and screen time are important, stakeholders need to look more deeply at how technology might be affecting or even replacing some of the vital relationships among children and between children and adults. By shifting the attention from technology as an end-point to technology as a medium used to mediate the relationships that young children require

to flourish, early childhood stakeholders can spark conversations around the quality of technological experiences, their value for early development and relationships, and the nuanced options for combating technological inequities.

How might First 5 LA promote and ensure nourishing interactions among technology, young children and families?

How might First 5 LA contribute to ensuring that technology use supports all young children and families in leading lives of dignity?

Futures for Young Children and Families Forecast: Exploring the Future for LA's young children and families

May 8-9, 2019

Team

Joe Waters
Co-Founder + CEO
Capita

Joe Waters is the co-founder and CEO of Capita. A nonprofit ideas lab, Capita works at the intersections of research, policy, social innovation, design, and the arts to explore how the great cultural and social transformations of our day affect children and their families, and to foster a future in which all Americans flourish. Joe also serves as a Senior Advisor to Openfields, a social innovation and impact consultancy, which incubated and powers Capita. Prior to starting Capita, Joe was the Executive Vice President of the Institute for Child Success. His commentary on issues facing America's families has been published by *Investor's Business Daily*, *Stanford Social Innovation Review*, *The State*, *The Charlotte Observer, The Atlanta Journal-Constitution,* and other outlets, and he has moderated public dialogues with diverse figures including National Book Award finalist Jason Reynolds, *New York Times* columnist Arthur Brooks, and architect Itai Palti. Joe has been an invited speaker at the White House, the Aspen Forum on Children and Families, the Lego Idea Conference, Think Future (South Africa), and the World Forum on Early Care and Education. He graduated from Furman University (BA, history) and earned a master's degree in divinity from Duke University. He and his wife Molly Benedum, a family physician, and their rescue dog Agnes live in Greenville, South Carolina.

Jeff Bailey
Director of Strategy
Openfields

Jeffrey Bailey, Ph.D. is Director of Strategy at Openfields, a social innovation consulting firm focused on research, strategy, and design. Prior to this, following several years teaching at Cambridge University, he was the Managing Director of the Centre for Social Justice, a policy think tank in London, England, where he advised government officials and nonprofit leaders on best practices related to poverty and economic opportunity, informed by the Centre's alliance of 350 poverty-fighting nonprofits across the UK. More recently, he has been a consultant to NGO leaders, school districts, and universities with a focus on strategic planning and performance metrics. He is also the Founder of the Center for the Common Good, a nonprofit focused on social transformation in the city of Washington, DC through collective impact initiatives, advocacy, and leadership development. He is a graduate of Duke University and Cambridge University, and lives with his wife and three children in Washington, DC.

Jason Swanson
Director, Strategic Foresight
KnowledgeWorks

Jason Swanson is the Director of Strategic Foresight at KnowledgeWorks, where he helps lead the organization’s research into the future of learning, develops publications, and works with education stakeholders to generate actionable insights . Jason holds a BA in Public Policy from West Chester University and an MS in Foresight from the University of Houston . He is a fellow with the Royal Society of Arts and is a member of the Remake Learning Council.

capita

About Capita

Capita is an independent, nonprofit ideas lab working at the intersections of research, public policy, social innovation, design, and the arts. We explore how the great cultural and social transformations of our day affect young children, and we foster new ideas to ensure a future in which children and their families flourish.

- We incubate and support the development of innovations in programs, policies, and systems with the potential to transform outcomes for young children and their families.
- As thought-leaders, we shape the dialogue about securing the future for young children and their families through media, events, and culture-shaping investments in the work of artists, designers, storytellers, and other creatives.
- We curate conversations, convenings, and networks that connect people, ideas, and opportunities to empower collaborative action and accelerate breakthrough innovation across sectors and disciplines.

About KnowledgeWorks

KnowledgeWorks is a nonprofit organization dedicated to advancing personalized learning that empowers every child to take ownership of their success. With nearly 20 years of experience exploring the future of learning and partnering with schools and state and federal policymakers, our passionate team believes in working together to create a system-wide approach to grow and sustain student-centered practices. Through customized professional development, in-depth research such as the Future of Learning Forecast™ and federal education policy guidance and state-level ESSA implementation support, KnowledgeWorks has created opportunities for more than 135,000 students in 20 states through competency-based learning and early college.

Since 2006, KnowledgeWorks has been exploring the future of learning to help education stakeholders and innovators anticipate change, explore strategic possibilities and identify ways of creating better opportunities for all learners. We apply the principles of strategic foresight to the field of education in ways that allow all stakeholders, from district leaders to policymakers to innovators in the education technology space, to make strategic, informed decisions about what learners need now to be ready for an uncertain future. We are one of the only organizations in the world that shares its rigorous and broad exploration of the future of learning freely.

CHILDREN & FAMILIES

FORCES SHAPING THE FUTURE

capita

WHO WE ARE

- Joe Waters, Co-Founder + CEO, Capita
- Jason Swanson, Director of Strategic Foresight, KnowledgeWorks
- Jeff Bailey, Director of Strategy, Openfields

PURPOSE OF TODAY'S SESSION

- To reflect on the range of possibilities for the futures of young children and their families based on a 10 year trends forecast
- To contribute to First 5 LA's 10 year strategy refresh

WHAT IS FORECASTING?

Framing	Scanning	Futuring	Visioning	Designing	Adapting
Scoping the project, defining the focal issue and current conditions	Exploring signals of change or indicators of the futures	Identifying a baseline and alternative futures	Developing and committing to a preferred future	Developing prototypes, offerings or artifacts to achieve vision and goals	Enabling organizations to generate options to alternative futures

CURRENT REALITIES

Promising progress…

- Dramatically more children with health insurance
- State spending on preschool more than doubled, plus largest increase in federal child care subsidies ever in 2018
- Increased attention to postpartum depression
- Time that parents spend with their children tripled over the last 50 years
- Recent decrease in number of children whose parents lack secure employment

CURRENT REALITIES
Ongoing challenges…

- Black and Hispanic children still less likely to enjoy very good or excellent health
- Trust in government, the media, business and the nonprofit sector has declined
- Black and Hispanic children more likely to have an adverse childhood event
- Paying for child care continues to be hard for many families
- Dramatic increase in depression and general anxiety disorders among children
- Purchasing power of wages has been stagnant for most over past 40 years

HOW DO WE ENSURE ALL YOUNG CHILDREN AND FAMILIES CAN LEAD A LIFE OF DIGNITY NOW AND IN THE FUTURE?

- What might an expanding gig economy and changing nature of work mean for parenting, child care, and funding for early childhood priorities?
- How might society's understanding of gender, race, identity, and equity shift in the future and how might that affect families and children's development?
- How might technological advancements such as the expansion of digital assistants or efforts to dramatically increase life spans affect family relationships and child rearing?
- How might climate change alter the needs of families and children?
- How might autonomous vehicles reshape families' relationships with their neighbors; their interactions with police forces and service providers; and their expectations of how and with whom young children travel through their neighborhoods and cities?
- What might civic responsibility look like in a rapidly changing and ever-more digital world, and how might society's understanding of best parenting and education practices shift to develop young people in that new reality?

DRIVERS OF CHANGE

Forces shaping the future…

- Deepening Understandings of Health and Well-Being
- Competing Approaches to Early Learning
- Changing Notions of Autonomy
- Diversifying Social Infrastructure
- Caregiving in Flux

WHAT IS A DRIVER OF CHANGE?

A collection of trends, patterns, and other changes that are grouped together thematically that point to ways the future might be different than the present.

WHAT IS AN ARTIFACT FROM THE FUTURE?

- Artifacts are images of the future informed by evidence of change.
- The artifacts were created by making informed assumptions about the trajectory of change and possible future events.
- We usually create several artifacts for each driver of change, because different assumptions we result in alternative futures. Current plans for the future might be successful or they might fail; trends can slow down, speed up, stay the course, reverse, or stop.

DEEPENING UNDERSTANDINGS OF HEALTH AND WELL-BEING

Emerging technologies with greater data collection and processing capabilities, as well as new understandings of personal and community well-being are reshaping the ways we measure and support children's and families' health.

Artifact from the Future: BioNanny is a smart accessory for expectant mothers, infants and children. It collects health, location, behavior and other personal data, to be processed using machine learning and predictive analytics. It then provides continuous monitoring and suggested personalized interventions for meeting a range of health, behavioral and developmental needs.

COMPETING APPROACHES TO EARLY LEARNING

Uncertain social and economic futures and a recommitment to the foundational principles of child development are influencing and inspiring new approaches to early learning. Emerging social and economic concerns are leading early learning advocates to establish new models that more heavily focus on preparing young children for work and life amid uncertainty of what kind of world they will encounter in the future.

Artifact from the Future: Code4Tots centers provide personalized learning to four-years-old kids through playful weekly one-hour experiences. At the entrance, a certified Code4Tots "neuroeducator" welcomes each child, briefly introduces their lessons and takes them to their individual rooms. Although the rooms are designed to look like minimalistic child care spaces, they are all equipped with advanced monitoring technology to track each child's cognitive development and their interactions with the robot instructors.

CHANGING NOTIONS OF AUTONOMY

Changing values and innovative evidence-based research are fueling debates about the best ways to support young children's agency and how much structure they need, sparking new realities for children and their families.

Artifact from the Future: Every day, parents and caregivers are installing virtual perimeters. They consist of a string of almost undetectable sensors equipped with facial recognition and distance measurement software that are securely anchored to the ground around the home or neighborhood to help guardians determine and monitor the boundaries in which they consider their children to be safe. These virtual perimeters allow caregivers to carry out other tasks while the children experience the joys of apparent freedom.

DIVERSIFYING SOCIAL INFRASTRUCTURE

Shifting support structures and new sources of information are changing how families navigate and access resources. Some families are self-organizing their own solutions that match their diverse needs, while governments and other traditional institutions are increasingly prioritizing families and children.

Artifact from the Future: Olivia is a new mother. Along with Paul and Jennifer, an older couple from the neighborhood, she will take advantage of tax credits that support a co-living and co-caregiving agreement. Olivia will have a 3D-printed plug-in house annex, whose cost she will share with Paul and Jennifer, installed in her backyard. In return, her new neighbors will contribute to her son's care. The tax credits were approved to incent people to try new housing options to relieve supply and affordability crises and to fulfill political promises about providing better support for families caring for both young children and older adults.

CAREGIVING IN FLUX

New economic realities and changing demographics are raising questions about the role of caregiving in our society. As the economy transitions away from predictable schedules and long-term relationships between employers and employees, parents' needs for childcare will become even more diverse.

Artifact from the Future: Voters have approved a new funding mechanism requiring companies that have largely automated their workforces to contribute to a new fund to cover basic food and housing needs, as well as child care costs for children zero to five years old.

Questions?

FY 2019-20 BUDGET:

TRANSMITTAL MEMO

Memo

To: Budget and Finance Committee/Executive Committee

From: Kim Belshé, Executive Director

Date: May 2, 2019

Subject: **FIRST 5 LA PROPOSED FISCAL YEAR 2019-20 BUDGET**

Members of the Committees:

We are pleased to share with Commissioners a draft budget for fiscal year (FY) 2019-2020. This budget reflects First 5 LA's continued work – in partnership with others - to strengthen families, communities and systems of services and supports to ensure that by 2028, all children in LA County enter kindergarten ready to succeed in school and life.

As we remind ourselves each year, an organization's budget tells a story about its vision, values and priorities. For First 5 LA, the proposed budget FY 2019-20 tells a story about our continued efforts to support young children and create 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. And, it's a 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 reflects First 5 LA's strategic imperative to maximize its contribution to impact for young children and their families. The programs and activities recommended for funding reflect both the critical issues influencing outcomes for our youngest children and their families and the opportunities for First 5 LA to leverage the changing political and policy environment in Sacramento and here in LA County. While our vision for young kids is ambitious, the proposed budget brings to life what it takes for First 5 LA to help lead the policy and systems changes needed to ensure our kids are ready to succeed in school and life. These strategies and activities will serve as the basis for our continued work together to review, reflect on and refine First 5 LA's strategic direction through the SPR4 (Strategic Plan Review, Reflect, Refine, Results) process.

COMMISSIONERS

Los Angeles County Supervisor Sheila Kuehl
Chair

Judy Abdo
Vice Chair

Bobby Cagle
Astrid Heger, M.D.
Yvette Martinez
Jonathan E. Sherin, M.D., Ph.D.
Romalis J. Taylor
Keesha Woods
Marlene Zepeda, Ph.D.

EX OFFICIO MEMBERS

Barbara Ferrer, Ph.D., M.P.H., M.Ed.
Wendy Garen
Karla Pleitéz Howell
Deanne Tilton

288

EXECUTIVE DIRECTOR

Kim Belshé

EXECUTIVE VICE PRESIDENT

John A. Wagner

A PUBLIC ENTITY

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

In addition, the proposed budget reflects First 5 LA's fiscal imperative to align its expenditures with revenues over time. Towards that end, the proposed 2019-20 budget represents an overall reduction of 6 percent. In addition, the budget reflects a more intentional focus on sustainability, with activities identified to support the leveraging of federal funding, generation of alternative revenues, and expanded philanthropic partnerships to advance aligned objectives.

First 5 LA is pleased to present the proposed fiscal year 2019-20 budget for Board consideration and discussion on May 2nd, when the Executive and Budget & Finance Committees will jointly meet. As a result, we will convene this session as a Special Meeting of the Board of Commissioners.

What follows are a number of observations about key themes and issues associated with the proposed FY 2019-20 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 overview, operations, and detailed information breaking out the budget requests by each 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 2019-20 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:

- Continued progress in implementation of the Strategic Plan. Significant progress has been made in executing the Strategic Plan this past year. As we enter the final year of our current 5-year strategic plan period, the proposed budget recognizes implementation began at different starting points. In the year ahead, we will continue to strengthen First 5 LA's longer-term signature investments, such as Welcome Baby and Best Start, through our partnerships with providers and parents; we will solidify new systems change efforts that are gaining support and traction, such as kindergarten readiness assessment efforts, and we will transition from planning to implementation of new work, such as early identification and intervention (Help Me Grow) and the built environment. The varying stages of development and implementation are reflective of First 5 LA's evolving 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 2019-20 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 signs that we're moving in the right direction, as most recently affirmed through the Strategic Plan Refinement process' Data Review report presented to the Board at its April meeting by our consultant, Learning for Action. The proposed budget requests funding to

support First 5 LA's policy and systems change work in important ways, such as expanding support for the development and testing of sustainability strategies for home visiting, supporting the evolving network of First 5s to bring a strong and unified voice for young children to Sacramento; and expanding our policy and advocacy work to bring a more explicit "whole child framework", as seen by the proposed support for child health and family strengthening advocacy. Importantly, Commissioners will see in the proposed budget a closer integration of our programmatic and policy work to support First 5 LA's efforts to leverage learning from our programmatic efforts to inform and drive state policy change. Examples here include family-strengthening home visiting and early identification and intervention.

- Partnerships are at the heart of changing 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 partnerships and leverage opportunities in the current environment to advance shared systems change goals to benefit young kids. Of particular note are the multiple First 5 LA-LA County partnerships, including support for: the next phase of implementation of the early identification and intervention initiative in partnership with the Department of Public Health; the development and implementation of the Department of Mental Health's Prevention and Early Intervention financing plan; and concrete projects emerging from the Office of Child Protection's prevention plan implementation efforts.

- First 5 LA as an impact-focused learning organization: In the year ahead, First 5 LA will continue important work associated with the learning agendas of our largest investments, Welcome Baby and Best Start, learning that will help focus and inform our programmatic and policy work going forward. In addition, resources are proposed to support important data-related investments critical to advancing First 5 LA and LA County priorities related to data development, with a particular focus on prevention measures. In addition, resources are requested to support First 5 LA's evolving Impact Framework, which 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.

- Sustainability planning and projects. Consistent with the Strategic Plan's direction that First 5 LA makes progress in aligning its expenditures to its declining revenues, First 5 LA's programmatic efforts incorporate a number of sustainability strategies, including fund leveraging and co-investment. In particular, the proposed budget includes resources to support federal financial funding efforts for our family-strengthening home visiting and early identification and intervention investments. In addition, our Policy & Strategy Division will continue to develop First 5 LA's municipality strategy, which includes activities to engage in and support local alternative revenue generation opportunities.

Organization Alignment

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, partnership-focused approach to advancing shared policy and systems goals is more staff-intensive, relative to staff's more traditional contract solicitation and management roles. Recognizing the critical role of First 5 LA staff in our policy and systems change work and the need to limit growth in First 5 LA's operating budget, the proposed budget retains the cap on the number of full time equivalent positions at the number authorized in the current year budget (148). To manage resources and reflect attrition, the budget assumes a 7 percent vacancy rate.

- Equity. With Board approval of a new Investment Guideline focused on equity, First 5 LA is considering how to most effectively center equity in our work, including our strategies, values and organizational processes. First 5 LA's equity journey will take time and will incorporate opportunities to listen to and learn from the Board, staff and partners alike. To help inform and shape this process, the budget includes resources to secure consultant services to support a thoughtful and deliberate process.

- 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 2019-20, resources are included to support 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, our employees' development, and to First 5 LA being a high-performing, high-impact organization.

- Infrastructure/systems. We continue to invest in infrastructure and some of the foundational systems supporting staff and the work we do. As an example, given the Capital Improvement Plan, and in an effort to enhance efficiencies, improve information sharing and security, we have been migrating many of our Information and Technology (IT) systems to the cloud, refining the process for upgrading and enhancing these systems from a variety of locations, preparing for the building renovations mentioned below. We have also upgraded aspects of our accounting, contracting, and document management systems, moving towards a vision of enhancing the integration of these systems.

- 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. Following the Board's direction in establishing a Capital Improvement Fund (CIF) as part of the FY 2017-18 Budget process as well as the Board-approved Capital Improvement Plan (CIP), we are moving this critical project forward in a way to provide needed upgrades to the building as well as to enhance the way in which we work. Solicitations for different aspects of this project have begun and we anticipate construction occurring in the upcoming calendar year.

- 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 10.12% 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 2019-20 includes a total budget request of $133.7 million as presented in the table below.

BUDGET CATEGORY	FY 2018-19 Budget Original		FY 2018-19 Budget Revised		Proposed FY 2019-20 Budget		Variance	
Program								
2015-2020 Strategic Plan: Focusing for the Future								
a. Programs Division: Four Priority Outcome Areas	$ 88,781,000		91,345,000		$ 90,556,000		$ (789,000)	-0.9%
b. Policy & Strategy Division: SP Related Investment Areas & Support	10,713,000		10,458,000		9,892,000		$ (566,000)	-5.4%
c. Integration & Learning Division: Learning Organization	5,941,000		5,941,000		6,212,000		271,000	4.6%
Total 2015-2020 Strategic Plan	$ 105,435,000	75%	$ 107,744,000	75%	$ 106,660,000	80%	$ (1,084,000)	-1.7%
Legacy Investments	11,708,000	8%	11,646,000	8%	4,229,000	3%	(7,417,000)	-63.7%
Total Program	$ 117,143,000	84%	$ 119,390,000	84%	$ 110,889,000	83%	$ (8,501,000)	-7.1%
Operating (Administration Division)	22,849,688	16%	22,849,688	16%	22,828,358	17%	(21,330)	-0.1%
TOTAL BUDGET	**$ 139,992,688**	**100%**	**$ 142,239,688**	**100%**	**$ 133,717,358**	**100%**	**$ (8,522,330)**	**-6.0%**

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

2. The operating budget includes $9.3 million, or 40.7%, in support of programs and $13.5 million, or 59.3%, 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 my appreciation to Finance Department Director Raoul Ortega and his team for its collaborative approach in leading this organization-wide process; in so doing, the team has ably modeled First 5 LA's values and goals on behalf of young children and their families.

FY 2019-20 Draft Budget

Meeting of the Board of Commissioners

May 9, 2019

first 5 la

Giving kids the best start

Objectives

1. Budget Overview
2. Programmatic Costs
3. Operating Costs
4. Administrative Cost Limit
5. Next Steps

Budget Themes

Strategic Implementation & Budget Related Themes

- Continued Progress in Implementation of the SP
- Policy and systems change – at the center of our work
- Partnerships at the heart of changing systems and at the heart of our budget
- First 5 LA as an impact-focused learning organization
- Sustainability planning
- Equity

Budget Components

Components of the FY 2019-20 Budget

1. 2015-2020 Strategic Plan: Focusing for the Future
   a) Strategic Plan Priority Outcome Areas
   b) Strategic Plan Investment Areas & Support Costs
   c) Integration & Learning
2. Legacy Investments
3. Internal Operations (Operating Budget)

FY 2019-20 Budget Summary

BUDGET CATEGORY	FY 2018-19 Budget Original		FY 2018-19 Budget Revised		Proposed FY 2019-20 Budget		Variance	
Program								
2015-2020 Strategic Plan: Focusing for the Future								
a. Programs Division: Four Priority Outcome Areas	$ 88,781,000		$ 91,345,000		$ 90,556,000		$ (789,000)	-0.9%
b. Policy & Strategy Division: SP Related Investment Areas & Support	10,560,000		10,305,000		9,892,000		$ (413,000)	-4.0%
c. Integration & Learning Division: Learning Organization	5,941,000		5,941,000		6,212,000		$ 271,000	4.6%
Total 2015-2020 Strategic Plan	$ 105,282,000	75%	$ 107,591,000	76%	$ 106,660,000	80%	$ (931,000)	-0.3%
Legacy Investments	11,708,000	8%	11,646,000	8%	4,229,000	3%	(7,417,000)	-63.7%
Total Program	**$ 116,990,000**	**84%**	**$ 119,237,000**	**84%**	**$ 110,889,000**	**83%**	**$ (8,348,000)**	**-7.0%**
Operating (Administration Division)	**22,849,688**	**16%**	**22,849,688**	**16%**	**22,828,358**	**17%**	**(21,330)**	**-0.1%**
TOTAL BUDGET	**$ 139,839,688**	**100%**	**$ 142,086,688**	**100%**	**$ 133,717,358**	**100%**	**$ (8,369,330)**	**-5.9%**

Budget Highlights

- Overall decrease of $8,369,330 or 5.9%
- Decrease of $931,000 (0.3%) to support the 2015-2020 Strategic Plan
- Decrease of $7.4 million (63.7%) in Legacy Resources
- Net decrease of $8.4 million (7.0%) in total programs budget
- Net decrease of $21,330 (0.1%) in Operating costs

Program Budget Overview

FY 2019-20 is reflective of an ongoing effort to align program costs to the fiscal realities of declining revenues.

- Alignment to FY 18-19 mid-year revised cost
- Net decrease to programmatic budget (compared to FY 19-20 mid-year revised budget)
- Net decrease to operating budget (compared to FY 19-20 mid-year revised budget)
- Eye toward long-term sustainability

Strategic Plan Priority Outcome Areas

Estimated resources required to support the Strategic Plan Priority Outcome Areas

2015-2020 STRATEGIC PLAN OUTCOME AREA	Revised FY 2018-19	Proposed FY 2019-20	Variance	
Families	$ 41,383,000	$ 39,343,000	$ (2,040,000)	-4.9%
Communities	20,482,000	19,470,000	(1,012,000)	-4.9%
Early Care & Education (ECE) Systems	25,793,000	26,046,000	253,000	1.0%
Health-Related Systems	3,687,000	5,697,000	2,010,000	54.5%
Total Strategic Plan Priority Outcome Areas	**$ 91,345,000**	**$ 90,556,000**	**$ (789,000)**	-0.9%

Families and Communities Overview

FAMILIES OUTCOME AREA	Revised FY 2018-19 Budget		Proposed FY 2019-20 Budget	
Strategy 1 - Home Visiting	$ 39,348,000	95%	$ 37,275,000	95%
Strategy 2 - Family Engagement	1,835,000	4%	2,068,000	5%
Total Families Outcome Area	**$ 41,383,000**	**100%**	**$ 39,343,000**	**100%**

COMMUNITIES OUTCOME AREA	Revised FY 2018-19 Budget		Approved FY 2019-20 Budget	
Strategy 1 - Community Leadership & Collaboration	$ 18,282,000	89%	$ 17,324,000	89%
Strategy 2 - Coordinated Services & Supports	323,000	2%	273,000	1%
Strategy 3 - Built Environment Policy & Advocacy	956,000	5%	1,175,000	6%
Cross-Strategy Investments	671,000	3%	698,000	4%
Total Communities Outcome Area	**$ 20,482,000**	**100%**	**$ 19,470,000**	**100%**

ECE and Health-Related Systems Overview

ECE OUTCOME AREA	Revised FY 2018-19 Budget		Approved FY 2019-20 Budget	
Strategy 1 - Policy/Advocacy	$ 7,270,000	28%	$ 8,464,000	32%
Strategy 2 - QRIS	15,833,000	61%	15,550,000	60%
Strategy 3 - Professional Development	2,215,000	9%	1,905,000	7%
Emerging Opportunities	475,000	2%	127,000	0%
Total ECE Outcome Area	**$ 25,793,000**	**100%**	**$ 26,046,000**	**100%**

HEALTH-RELATED SYSTEMS OUTCOME AREA	Revised FY 2018-19 Budget		Proposed FY 2019-20 Budget	
Strategy 1 - Early Identification and Intervention	$ 2,610,000	71%	$ 4,815,000	85%
Strategy 2 - Trauma-Informed Care	827,000	22%	697,000	12%
Emerging Opportunities	250,000	7%	185,000	3%
Total Health Outcome Area	**$ 3,687,000**	**100%**	**$ 5,697,000**	**100%**

SP Related Investment Areas & Support Costs

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 2018-19 Budget		Proposed FY 2019-20 Budget	
Policy Agenda/Advocacy	$ 2,715,000	26%	$ 2,370,000	24%
Communications	6,396,000	61%	6,116,000	62%
County Partnerships	165,000	2%	315,000	3%
Strategic Partnerships	946,000	9%	718,000	7%
Community Engagement and Advocacy	161,000	2%	323,000	3%
Policy & Strategy - Emerging Opportunities	75,000	1%	50,000	1%
Total P&S Division SPRIA Support Costs	**$ 10,458,000**	**100%**	**$ 9,892,000**	**100%**

303

first 5 la
Giving kids the best start

Integration & Learning

Investment to establish key building blocks of a learning organization. This includes support for ongoing research and evaluation work.

Integration & Learning Division	Revised FY 2018-19 Budget		Proposed FY 2019-20 Budget	
Integration & Learning Division Support	$ 290,000	0%	$ 578,000	9%
Integration & Learning	206,000	3%	171,000	3%
Measurement, Learning & Evaluation	5,345,000	90%	5,463,000	88%
Integration & Learning - Emerging Opportunities	100,000	2%	-	0%
Total Integration & Learning Divison	**$ 5,941,000**	**100%**	**$ 6,212,000**	**100%**

Legacy Investments

4 investments, representing ongoing work of the Commission (down from 9 in FY 2018-19)

- Initiatives continue ramping down during FY 2019-20

Investments ending in FY 2018-19 include:

- At-Risk Fathers Investment ($295,000 decrease)
- Children's Dental Care ($310,000 decrease)
- Information Resource and Referral ($1,240,000 decrease)
- Parent Child Interaction Therapy ($4,171,000 decrease)
- Policy Advocacy Fund ($55,000 decrease)

Total proposed FY 2019-20 budget: $4.2 million

Internal Operations (Operating Budget)

Estimates were informed by:

- Historical spending trends
- Contracts with existing and prospective grantees/vendors
- Anticipated activities and expenditures
- Timing of expenditures based on the timeline of activities

306

Internal Operations (Operating Budget)

OPERATING COST CATEGORY	FY 2018-19 Budget				Proposed		Variance	
	Original		Revised					
Personnel Services	$ 18,024,406	79%	$ 17,765,206	78%	$ 17,867,331	78.3%	$ 102,125	0.6%
Operating Expenses	1,788,900	8%	$ 1,815,300	8%	1,801,387	7.9%	$ (13,913)	-0.8%
Consultant Services	1,532,300	7%	$ 1,732,300	8%	1,715,700	7.5%	$ (16,600)	-1.0%
Professional Services	520,552	2%	$ 540,552	2%	512,740	2.2%	$ (27,812)	-5.1%
Travel Expenses	422,630	2%	$ 439,430	2%	448,850	2.0%	$ 9,420	2.1%
Professional Development	560,900	2%	$ 556,900	2%	482,350	2.1%	$ (74,550)	-13.4%
Total Operating Costs	**$ 22,849,688**	**100%**	**$ 22,849,688**	**100%**	**$ 22,828,358**	**100%**	**$ (21,330)**	**-0.1%**

Please note: Percentages reflected have been rounded to the nearest whole

- Total overall cost is below the FY 2018-19 budget
- Maintained FTE at the FY 2018-19 approved count of 148
- Includes a Personnel vacancy rate adjustment to account for staff vacancies throughout the year

Administrative Cost Limit

$13.5 million or 10.12% of the total proposed FY 2019-20 budget

- Broad (Inclusive) Approach:
  - All costs for administrative departments, as well as 100% of salary/benefit costs for Executive Leadership, Directors and Administrative Assistants
- Increase due to a higher reduction in program costs proportional to reduction 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 2, 2019 – Budget & Finance/Executive Committee**
  - Overview and discussion of Draft FY 2019-20 Budget
- **May 9, 2019– Commission Meeting**
  - Informational Item: Written Only – FY 2019-20 Draft Budget
- **May 23, 2019– Program & Planning Committee**
  - Discussion of FY 2019-20 proposed programmatic costs
- **June 13, 2019 – Commission Meeting**
  - Action Item: Final FY 2019-20 Budget presented for Board Approval

QUESTIONS?

310

first 5 la
Giving kids the best start

ATTACHMENT A:

FY 2019-20 BUDGET – HIGHLIGHTS

ATTACHMENT A:
FY 2019-20 BUDGET – HIGHLIGHTS

The FY 2019-20 Budget represents the fifth and final fiscal year under this fifth Strategic Plan, approved by the Commission in November 2014. This budget is representative of an alignment of program costs to the fiscal realities of declining tobacco tax revenues, continued advancement of our new strategic direction grounded in policy and systems change, and the resolve to reach our North Star which states that by 2028, all children in LA County will enter kindergarten ready to succeed in school and life. The reduced level of resources proposed in support of the priority outcome areas and activities to achieve the goals detailed in the 2015-2020 Strategic Plan, compared to prior year, reflects the progress of the work undertaken to refine our direction, improve the impact we seek, redefine our spending, 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 resource 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 Commission priorities. These highlights provide a general overview of the FY 2019-20 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. Formal budget adjustments will be included as part of the mid-year adjustment process about halfway through the fiscal year.

Key budget and supporting documents are organized as follows:

Attachment A: FY 2019-20 Budget – Highlights

Attachment B: FY 2019-20 Budget

- FY 2019-20 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 within the division by department.

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 continues to place greater emphasis on efforts that contribute to the development and improvement of sustainable public financing, public policy and systems-level change to make things better for children and their families.

DRAFT

To ensure that we continue to take steps toward achieving our North Start that by 2028, all children in LA County enter kindergarten ready to succeed in school and life, the strategic goals direct that the Commission's work focus on the following four priority outcome areas, as defined below:

Families: Increased Family Protective Factors

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

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

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

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

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

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

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

Specific program and operating costs associated with each Division are summarized in Attachments C-F.

A. BUDGET DEVELOPMENT CONTEXT

Format and Approach to the FY 2019-20 Budget

Consistent with FY 2018-19, the role of the FY 2019-20 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 spending estimates—rather than negotiated contract amounts—so staff has the flexibility to manage contracts within a budget unit without having to return to the Commission. We have generated program-level budget requests that include the program purpose, expected use of funding, and the methodology used to determine the funding level. Additionally, in response to our fiscal imperative and need to make progress in the alignment of revenues and expenditures, the guardrails set for FY 2019-20 includes an alignment to the FY 2018-19 mid-year revised cost, a thorough assessment of new and prospective expansion costs, and a continued emphasis in long-term sustainability. These guardrails resulted in a $16.1 million, or 10.7%, reduction compared to the FY 19-20 total estimated spending projected through the Long-Term Financial Projection (LTFP) presented to the Board of Commissioner's in February 2019.

B. OVERALL BUDGET SUMMARY

The total FY 2019-20 Budget is presented in a summary schedule in Attachment B. As shown in the following high-level table, the Budget totals $133.7 million, a decrease of approximately $8.5 million, or 6.0% compared to the FY 2018-19 revised budget of $142.2 million. Costs are estimated to decrease by 7.1% for programs and decrease by 0.1% for internal operations.

BUDGET CATEGORY	FY 2018-19 Budget Original		FY 2018-19 Budget Revised		Proposed FY 2019-20 Budget		Variance	
Program								
2015-2020 Strategic Plan: Focusing for the Future								
a. Programs Division: Four Priority Outcome Areas	$ 88,781,000		91,345,000		$ 90,556,000		$ (789,000)	-0.9%
b. Policy & Strategy Division: SP Related Investment Areas & Support	10,713,000		10,458,000		9,892,000		$ (566,000)	-5.4%
c. Integration & Learning Division: Learning Organization	5,941,000		5,941,000		6,212,000		271,000	4.6%
Total 2015-2020 Strategic Plan	$ 105,435,000	75%	$ 107,744,000	75%	$ 106,660,000	80%	$ (1,084,000)	-1.7%
Legacy Investments	11,708,000	8%	11,646,000	8%	4,229,000	3%	(7,417,000)	-63.7%
Total Program	$ 117,143,000	84%	$ 119,390,000	84%	$ 110,889,000	83%	$ (8,501,000)	-7.1%
Operating (Administration Division)	22,849,688	16%	22,849,688	16%	22,828,358	17%	(21,330)	-0.1%
TOTAL BUDGET	**$ 139,992,688**	**100%**	**$ 142,239,688**	**100%**	**$ 133,717,358**	**100%**	**$ (8,522,330)**	**-6.0%**

The FY 2019-20 Budget reflects the significant decline in 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 approach, and strategic partnership ventures to develop and catalyze organization-wide relationships and partnerships that contribute to the advancement of First 5 LA's strategic plan outcomes and mission.

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 internal work.

C. PROGRAM COSTS SUMMARY

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

a. Strategic Plan Priority Outcome Areas

The FY 2019-20 Budget reflects further advancement of the 2015-2020 Strategic Plan goals, as well as progress toward what we anticipate for our next Strategy 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 5 activities of the 2015-2020 Strategic Plan, based on the implementation work done to date.

Costs reflected below are approximate, reflecting the best thinking to date regarding the potential needs for Year 5 activities. Additionally, where sufficient information was available, some of the proposed costs and activities for FY 2019-20 are offset and leveraged by County investments. As the scope of tasks for FY 2019-20 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 2018-19 Budget		Proposed FY 2019-20 Budget	
Families	$ 41,383,000	45%	$ 39,343,000	43%
Communities	20,482,000	22%	19,470,000	22%
Early Care & Education (ECE) Systems	25,793,000	28%	26,046,000	29%
Health-Related Systems	3,687,000	4%	5,697,000	6%
Total Strategic Plan Priority Outcome Areas	**$ 91,345,000**	**100%**	**$ 90,556,000**	**100%**

Families ($39,343,000)

The Families outcome area budget for FY 2019-20 is largely comprised of 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 2019-20 project costs. 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 2019-20 Budget	
Strategy 1 - Home Visiting	$ 37,275,000	95%
Strategy 2 - Family Engagement	2,068,000	5%
Total Families Outcome Area	**$ 39,343,000**	**100%**

Families Strategy 1 – Home Visiting ($37,275,000)

The investments in Welcome Baby and Select Home Visiting (SHV) represent ongoing programs that the Commission confirmed as central 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 (Healthy Families America, Parents as Teachers or Triple-P).

Although other, less intensive parent education and support services may be available, the goal is to develop a network of high quality, evidence-based models to serve as the primary resource for high risk pregnant women and new parents. Families residing within a Best Start Community are eligible

for up to nine Welcome Baby engagements: three prenatal, at the hospital, and up to five postpartum engagements. Families living outside Best Start communities, 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 19-20, costs to provide home visiting services to non-Best Start families are incurred through Universal Assessment of Newborns funding source.

Additional project costs proposed for FY 2019-20 include resources to ensure the adherence to program fidelity by Welcome Baby providers and Select Home Visitation providers. It also includes funds to support the analysis, planning and retention of the Home Visiting program workforce and technical assistance to the LA County Department of Mental Health (DMH) in operationalizing Prevention and Early Intervention (PEI) funding.

Furthermore, as we continue to face the reality of declining revenues, we also continue to strive toward sustainability. This includes establishing partnerships and leveraging resources to reduce the fiscal impact to our budget. One example of this sustainability measure included in the proposed FY 2019-20 cost estimates is the downward adjustment to the SHV budget to reflect the costs that are being offset by leveraging State Targeted Case Management (TCM) program resources. The TCM program provides reimbursement for the federal share of costs for case management services provided to Medi-Cal beneficiaries in specific target populations. As the pilot program is still in the early stages, projected TCM reimbursements are conservative and may increase as full implementation gets underway and additional data is made available.

STRATEGY/PROGRAM	Proposed FY 2019-20 Budget	
Families Strategy 1 - Home Visiting		
Welcome Baby Hospitals	$ 9,404,000	25%
Universal Assessment of Newborns - Welcome Baby Hospitals	11,574,000	31%
Select Home Visiting Programs	11,102,000	30%
Family Strengthening Oversight Entity	3,600,000	10%
Home Visiting Compensation and Turnover Analysis	62,000	0%
Home Visiting Sustainability Support in Health Systems	120,000	0%
Home Visiting Sustainability Support in Mental Health Systems	75,000	0%
LAC Perinatal and Early Childhood Home Visiting Consortium	50,000	0%
MAMA's Visits Home Visiting Program Training and T.A. Support	304,000	1%
Stronger Families Database	800,000	2%
Targeted Case Management Implementation Support	184,000	0%
Total Families Strategy 1	**$ 37,275,000**	**100%**

Families Strategy 2 – Family Engagement ($2,068,000)

FY 2019-20 costs related to Strategy 2 of the Families outcome area includes ongoing work around Abriendo Puertas, Project Dulce program implementation and research, as well as the Family Engagement Learning Community Support partnership.

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

STRATEGY/PROGRAM	Proposed FY 2019-20 Budget	
Families Strategy 2 - Family Engagement		
Abriendo Puertas	$ 1,093,000	53%
Project Dulce	955,000	46%
Family Engagement Learning Community Support	20,000	1%
Total Families Strategy 2	**$ 2,068,000**	**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 19-20 program plan includes the following activities:

1. Convene a Summit with Phase 1, 2, 3 partners to share implementation best practices and challenges
2. Provide technical assistance to support project partners in scaling and sustaining programming
3. Convene Facilitator Training Institutes to train new facilitators for programming in English and Spanish
4. Refine implementation and sustainability tools with school and non-school settings by identifying factors that inform provider capacity processes and needs to deliver a high-quality program
5. Cultivate relationships to advance sustainability efforts with an eye toward the future, with new curricular designs and implementation practices for diverse populations by #6
6. Conduct a demonstration lesson(s) of adapted Abriendo Puertas programming to non-Latino populations, and
7. Work with research contractor to accompany the aforementioned components in order to help develop a body of knowledge on family engagement needs across LA County by evaluating provider capacity issues to capture organizational and facilitator challenges and needs when implementing Abriendo Puertas/Opening Doors.

Also included within this strategy is First 5 LA's investment in Project Dulce, 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. 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 120-140 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 CSSP will provide $100,000 in FY 2019-20 to support the work of The Children's Clinic in Central Long Beach and the Northeast Valley Health Corporation in Sun Valley participating clinics. The goal for FY 2019-20 is to serve a total of 480-560 children and their families across the four 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.

For further information and detail on the budget amounts and activities anticipated to occur in the Families outcome area during FY 2019-20 please refer to Attachment C.

Communities ($19,470,000)

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 2019-20 costs within the Communities outcome area are driven by the second 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	**Approved FY 2019-20 Budget**	
Strategy 1 - Community Leadership & Collaboration	$ 17,324,000	89%
Strategy 2 - Coordinated Services & Supports	273,000	1%
Strategy 3 - Built Environment Policy & Advocacy	1,175,000	6%
Cross-Strategy Investments	698,000	4%
Total Communities Outcome Area	**$ 19,470,000**	**100%**

Communities Strategy 1 – Community Leadership & Collaboration ($17,324,000)

This anchor investment includes costs related to the new Best Start community partnership structure for the five Regional Networks ($15,411,000) and Neighborhood Action Councils ($1,913,000).

The five Regional Network (RN) 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. FY 2019-20 RN budgets include funding for community-identified projects (CIP) based on estimated expenditures grounded in historical costs. This Board allocation of $1.95 million per community was approved for the implementation of CIPs over the course of the FY 2015-2020 Strategic Plan period. In FY 2018-19, the transition to the new RN structure resulted in a slow ramp up for CIPs and lower than anticipated spending. Projected expenditures for FY 2019-20 do not include underspending from prior years. As communities finalize their plans for implementation, required resources that exceed the current projected expenditures, but fall within the Board-approved $1.95 million per community, will be reflected in the mid-year budget adjustment. FY 2019-20 will be the final year for use of CIP funds. In addition, Strategy 1 also includes the final year of the

strategic partnership with South Bay Community Counseling (SBCC) Thrive LA, referred to as the Neighborhood Action Councils, to support 76 Neighborhood Action Councils and 215 Community Connection Groups, involving approximately 3,200 parents/residents in resident engagement efforts and capacity building for the Best Start Partnerships.

Communities Strategy 2 – Coordinated Services & Supports ($273,000)

Resources will support Regional and Local Networks to strengthen their ability to build and operate as a network, develop the ability to understand their social ecosystem, and to become more adaptive to constant change.

Communities Strategy 3 – Built Environment Policy & Advocacy ($1,175,000)

Major cost drivers in FY 2019-20 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) to partner with the Los Angeles Department of Public Social Services (DPSS) in coordination with the five Regional Networks, to assist in the planning and development of recommendations and strategies that will help to reduce the prevalence of food insecurity.

Communities – Cross-Strategy Investments ($698,000)

Resources for FY 2019-20 will fund the Learning Consortium, formerly referred to as the Capacity Building Consortium, to support peer learning and reflection among grantees across the Communities outcome area. Funds will also support staff roles as convener, connector and catalyst through local, regional and countywide convenings such as AV Transportation Forum and Best Start Leadership summits and other forums to help deepen our understanding of how Best Start is evolving in the first two years of the new structure and to find opportunities to integrate and leverage the investments in Best Start communities. Additional resources will be used to support real-time data and learning activities, including qualitative analysis of grantee quarterly reports, workshops and technical assistance providers.

For further information and detail on the budget amounts and activities anticipated to occur in the Communities outcome area during FY 2019-20 please refer to Attachment C.

<u>Early Care and Education (ECE) Systems ($26,046,000)</u>

Activities for FY 2019-20 related to the ECE outcome area includes coordinating advocacy around the need and importance of high-quality and accessible early care and education, supporting a Quality Rating Improvement System (QRIS), and improving ECE professional development systems.

DRAFT

ECE OUTCOME AREA	Approved FY 2019-20 Budget	
Strategy 1 - Policy/Advocacy	$ 8,464,000	32%
Strategy 2 - QRIS	15,550,000	60%
Strategy 3 - Professional Development	1,905,000	7%
Emerging Opportunities	127,000	0%
Total ECE Outcome Area	**$ 26,046,000**	**100%**

ECE Strategy 1 – Policy/Advocacy ($8,464,000)

Resources for FY 2019-20 will support the ECE Policy Advocacy Fund ($3,300,000), Kindergarten Readiness Assessment ($4,864,000), and the Educare Policy and Advocacy program ($300,000).

The ECE Policy Advocacy Fund encompasses three categories of funding: 1) partnership grants to key state and local ECE advocacy organizations, 2) field-building grants to ECE advocacy organizations to increase capacity, and 3) grant funding to support emerging ECE public policy and advocacy-related projects which will support First 5 LA's goal around access to quality, affordable child care and preschool. Funding in FY 2019-20 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 2019-20 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 2019-20, First 5 LA will continue to support the existing KRA communities as well as the additional participating school districts that joined the efforts for additional data collection in mid-FY 18-19– most notably the Los Angeles Unified School District – with implementation of EDI as the KRA tool. 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 also includes a partnership with UNITE-LA as a steward for early childhood in the exploration and development of opportunities to utilize the KRA data and EDI pilot lessons learned to advocate for resources and policy and systems change at the county, state and federal levels, inform a countywide expansion of a common KRA, and engage inhibiting or enabling system-level partners to expand the use of the EDI across LA County communities.

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 2019-20 funds will focus on expanding professional development for ECE educators, access to the mental health system, family engagement practices, and local evaluation efforts. In addition, FY 2019-20 represents year two of three years of funding, therefore, First 5 LA will assist Educare in creating a sustainability plan.

ECE Strategy 2 – QRIS ($15,550,000)

Approximately 94% ($14,600,000) of the FY 2019-20 budgeted resources under the ECE strategy 2 will support the work largely funded by First 5 California's Improve and Maximize Programs so All Children Thrive (IMPACT) program, also known as QRIS Continuous Site Engagement (LAUP). The majority of projected costs in FY 2019-20 will be spent on 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 services, including coaching, training, technical assistance and ratings, as well as providing incentives to support the ongoing quality improvement of sites. In addition, FY 2019-20 costs include expansion sites served via a Request for Qualifications (RFQ) that will be released in early Summer 2019.

Additional resources within Strategy 2 will support the QRIS Architects activities; 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; and continued support of the Shared Services movement to strengthen, sustain and improve ECE program quality in LA County.

ECE Strategy 3 – Professional Development ($1,905,000)

The aim in FY 2019-20 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 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 fourth, and final, 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. PEACH will also continue to work toward reinforcing a pathway in the 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. In the third and final year, the seven ECE Competencies grantees will develop, deliver and refine training that embeds 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, support the

ongoing development and refinement of the data system, while also increasing efforts towards integration with existing ECE systems.

ECE – Emerging Opportunities ($127,000)

The ECE emerging opportunity funds are intended to provide flexibility to respond to and implement emerging opportunities that align with the ECE outcome area to help further the organization's strategic goals. With the current local and state political environment – including the Governor's commitment to increased Early Care and Education (ECE) support, the Office for the Advancement of Early Care and Education's (OAECE) strategic plan and new leadership, as well as the governance structure under Quality Start LA – First 5 LA is in a prime position to partner, increase visibility, and leverage resources as early childhood leaders and advocates.

For additional information and detail on the budget amounts and activities anticipated to occur in the ECE outcome area during FY 2019-20, please refer to Attachment C.

Health-Related Systems ($5,697,000)

Activities for FY 2019-20 related to the Health outcome area are transitioning from the planning and development phase to implementation, and include work around the Help Me Grow model, the ongoing First Connections autism and other developmental delays screening project, and knowledge and practice of trauma-informed care, as follows:

HEALTH-RELATED SYSTEMS OUTCOME AREA	**Proposed FY 2019-20 Budget**	
Strategy 1 - Early Identification and Intervention	$ 4,815,000	85%
Strategy 2 - Trauma-Informed Care	697,000	12%
Emerging Opportunities	185,000	3%
Total Health Outcome Area	**$ 5,697,000**	**100%**

Health Strategy 1 – Early Identification and Intervention ($4,815,000)

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 so that more young children at risk of developmental delays have access to the care they need to thrive. The largest cost-driver in this strategy is the development and co-implementation of the Help Me Grow (HMG) system in LA County. 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 2019-20 resources will focus on the development of strategic partnerships and release for proposals (RFPs) to implement the above-mentioned HMG components and related activities. The HMG-LA Implementation Plan developed over FY 2018-19, coupled with the HMG-LA Recommendation Report "Promoting Young Children's Optimal Development" from the early planning period in prior years, will inform LA County Department of Public Health's (LACDPH) (the HMG Organizing Entity) implementation of 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. 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 ($697,000)

In FY 2019-20, First 5 LA will continue to partner with County departments, foundations and key stakeholders to explore opportunities for systems change and use the action plan and environmental scan developed in FY 16-17 to inform implementation of strategies across the 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 ($185,000)

In addition to the external countywide work, First 5 LA will explore internal and external emerging opportunities that may arise during FY 2019-20 that align with the Health-Related strategies and goals. This includes potential partnerships at varying levels with the LA County Department of Mental Health (DMH), the LA County Department of Health Services (DHS), as well as other internal Early Identification and Intervention (EII) integration opportunities.

For further information and detail on the budget amounts and activities anticipated to occur in the Health outcome area during FY 2019-20, please refer to Attachment C.

b. Strategic Plan Related Investment Areas & Support Costs

The category includes resources for approaches identified as part of the 2015-2020 Strategic Plan that are key to advancing all four of the outcome areas established by the Plan, including policy and advocacy efforts and communications and marketing, as well as costs for activities that advance the strategic plan goals, such as strategic partnerships, community engagement and advocacy.

<u>Policy Agenda/Advocacy ($2,370,000)</u>

First 5 LA invests in key activities to support its work across the four priority outcome areas and to develop/explore issues related to the organization's short and long-term strategic and fiscal goals. 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 First 5 LA's strategic goals and policy agenda. In addition, anticipated work during FY 2019-20 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. Resources formerly included in the Policy Agenda/Advocacy budget to support statewide ECE advocacy activities are included in the ECE Policy Advocacy Fund (PAF) project within the ECE outcome area for FY 2019-20 as the activities were aligned with the work being executed by ECE PAF. The budget proposes expanding the PAF to incorporate child health and family-strengthening policy.

The FY 19-20 budget also includes an increase in contributions to the First 5 Association to support the capacity of the Association's 501c3 Foundation – the First 5 Center for Children's Policy. These additional Association resources would be used to support the capacity of the Center to play a critical field coordination, convening and collaboration role with child health and developmental activists, which would provide First 5 LA with a platform to advance health and development policy driven by First 5 LA's work in LA County. Additionally, a portion of the First 5 LA funding will be matched by other Foundations to support and develop an early childhood communications hub for California, along with messaging specifically tailored to advancing early childhood policy goals.

Communications ($6,116,000)

In FY 2019-20, the Communications Department will continue to develop and implement strategic communications and marketing plans that engage decision makers, build First 5 LA's brand and reputation among decision makers, parents and communities, elevate awareness and create urgency, support internal communications to help advance the organizations strategic goals and priority focus areas, and support First 5 LA's policy and systems change strategies.

The FY 2019-20 Communications budget is divided across four project areas: Strategic Communications; Strategic Communications Partnerships; Strategic Marketing; and Conference Funding. In order to improve the spending plan transparency, the former Communications & Marketing budget was divided into three distinct programs: Strategic Communications, Strategic Communications Partnerships and Strategic Marketing. The resources for Strategic Communications support the general marketing and communications for First 5 LA's projects, efforts and initiatives; communication support for department-specific programs, efforts and initiatives; and research and development of communications and marketing strategies. The Strategic Communications Partnerships project resources will focus on building upon previous investments in strategic partnerships to engage decision makers on early care and education and health care delivery systems, as well as supporting a strategic partnership with the First 5 Association and media outlets to engage decision makers, parents and communities, and elevating awareness and creating urgency to support First 5 LA's policy and systems change strategies. The goal of the Strategic Marketing project is to educate the general public on the importance of brain development: to help set the stage for our broader advocacy efforts; motivate and empower both parents and non-parents

to become advocates for the healthy development of all children, complementing First 5 LA's efforts to engage decision makers; and to continue to educate the public about the importance of the first five years of life. All communications activities are in service of improving implementation of our short and long-term strategic 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 ($1,033,000)

The Strategic Partnership activities support organization-wide efforts to develop and catalyze relationships and partnerships in the arenas of philanthropy, business, and higher education that contribute to the advancement of First 5 LA's Strategic Plan. FY 2019-20 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.

Included within the Strategic Partnerships investment area is the County Partnerships initiative which 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. These resources will also be used to support projects with County partners, such as the Department of Mental Health's investment to help build the administrative capacity of community-based organizations to compete for county contracts.

Additionally, this initiative is investing $150,000 toward the Bold Vision 2028 project, a philanthropic led effort of grantmakers and civic leaders which seeks to leverage the upcoming 2028 Olympics hosted by Los Angeles by creating a cross-sector collaboration to significantly expand economic vitality and shared prosperity for all Angelinos by 2028, with a focus on improving the outcome for youth of color living in Los Angeles.

Community Engagement and Advocacy ($323,000)

This initiative builds relationships with civic/community organizations, municipalities, school districts and parent/resident leaders throughout the County to create potential leveraging/partnership opportunities that will elevate our communities and advance the policy and system change goals. It also 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 build and maintain relationships with local municipalities and school districts to increase First 5 LA's ability to drive and leverage its resources and partnerships to have greater influence and impact on policy related to our four priority outcome areas and the organization as a whole. Funds will also be used to establish new and diverse relationships with civic organizations and parent/caregiver leaders that bring rich and diverse voices to the early childhood narrative for purposes of advocacy and communication.

Policy & Strategy – Emerging Opportunities ($50,000)

Emerging opportunity funds are included within the Policy & Strategy Division for the purpose of identifying alternate sources of revenue as Proposition 10 tobacco tax dollars continue to decline.

See Attachment D, for more information on the budget amounts and activities anticipated by the Policy & Strategy Division in FY 2019-20.

c. Integration & Learning

First 5 LA is anticipating expenditures of approximately $6,212,000 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, inform the development of the next Strategic Plan through the Strategic Plan Refinement (SPR4) process, 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 ongoing 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.

Impact Framework ($400,000)

The Impact Framework will play a key role in FY 2019-20. This measurement, learning and evaluation framework will be utilized to track progress against goals outlined in the strategic plan (current and future) and will help in the advancement towards systems change. All funding related to the Impact Framework – data, reporting tools & practices, staff capacity building, internal and external stakeholder engagement – formerly included in various budgets throughout the organization (e.g. Information Technology's budget) has been centralized in the Impact Framework program budget, resulting in a perceivable increase in cost (from $112,000 in FY 2018-19 to $400,000 in FY 2019-20). These resources will support Phase's II (Measurement Plan) and III (Reporting Plan) of the Impact Framework.

Program Evaluation ($3,078,000)

Of the roughly $6.2 million identified for use to advance internal 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 leading projects, such as Best Start and the Quality Rating and Improvement System (QRIS).

See Attachment E, for more information on the budget amounts and activities anticipated by the Integration & Learning Division in FY 2019-20.

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.

Of the nine (9) legacy investments in FY 2018-19, only four will continue into FY 2019-20 as the other five investments have concluded, consistent with the project terms and internal policy.

Baby Friendly Hospitals ($102,000)

The Baby Friendly Hospitals initiative was approved by the Commission in March 2009 for a total of $10.5 million with the goal of achieving International Baby Friendly designation which indicates that the hospital has met key criteria related to the support of breastfeeding. Although this initiative was projected to end in FY 2018-19, there is one hospital remaining that required additional time to complete an assessment that would designate them as a Baby Friendly Hospital. This initiative is scheduled to end in December 2019.

Black Infant Health ($1,027,000)

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 more than three quarters of African-American births occur in California. First 5 LA has been supporting three BIH Programs in Los Angeles County since 2009: Los Angeles County Department of Public Health (LAC DPH), the City of Pasadena, and the City of Long Beach. In November 2013, the Commission approved an allocation to the BIH Program for five years beginning in FY 2014-15. Although FY 2018-19 marked the fifth year of this program, all three grantees required additional time to achieve the program goals. The remaining award balance, by grantee, will be used to cover the costs in FY 2019-20.

The second project within the Black Infant Health Initiative, the Birth Outcomes and Disparities – Policy and Systems change program, is likely to exhaust the remaining balance of the $500,000 approved by the Commission in November 2013. The purpose of these funds is to support advocacy to address the disparity in positive birth outcomes for African American families. The FY 2019-20 budget reflects a full spend-down of the award.

Little by Little/One Step Ahead ($3,100,000)

The Little by Little/One Step Ahead initiative is a continuing investment intended to improve health, developmental and safety outcomes for newborns in low-income communities for families receiving services through the Women, Infants and Children (WIC) in LA County. The initiative seeks to provide resources that the target population may not otherwise be able to afford, including early

literacy and safety awareness education or counseling, along with vouchers for age appropriate books, toys and safety items. In FY 2019-20, the initiative expects to provide services to over 65,000 unique WIC participants throughout the County.

Although the investment was anticipated to end in September 2019, the Board took action in November 2018 to extend the strategic partnership with the Women, Infants and Children program (WIC) through September 30, 2023 and amend the contract for an additional $9,024,757.

D. INTERNAL OPERATIONS (OPERATING BUDGET)

Based on an analysis of historical spending and projected expenditures through June 2019, as well as anticipated needs for FY 2019-20, the budget includes approximately $22.8 million for First 5 LA operating costs.

The $22.8 million represents a decrease of approximately $21,000 or 0.1% from the revised FY 2018-19 Budget, influenced primarily by decreases in almost all cost categories save for Personnel Services and Travel Expenses.

OPERATING COST CATEGORY	FY 2018-19 Budget				Proposed	
	Original		Revised		FY 2019-20 Budget	
Personnel Services	$ 18,024,406	79%	$ 17,765,206	78%	$ 17,867,331	78%
Operating Expenses	1,788,900	8%	$ 1,815,300	8%	1,801,387	8%
Consultant Services	1,532,300	7%	$ 1,732,300	8%	1,715,700	8%
Professional Services	520,552	2%	$ 540,552	2%	512,740	2%
Travel Expenses	422,630	2%	$ 439,430	2%	448,850	2%
Professional Development	560,900	2%	$ 556,900	2%	482,350	2%
Total Operating Costs	**$ 22,849,688**	**100%**	**$ 22,849,688**	**100%**	**$ 22,828,358**	**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 2019-20 Budget changes to personnel are primarily the result of the annual merit salary adjustments offset by a vacancy rate adjustment to account for vacancies throughout the year. At this time, First 5 LA will 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 increases and decreases within individual departmental budgets. The following are highlights of the major spending categories:

Personnel Services

Approximately $17.9 million, or 78.3%, of the total $22.8 million in operating costs is for Personnel Services, which includes salaries and employee benefits. This represents an increase of about $102,000 or 0.6% over the revised FY 2018-19 personnel budget. As mentioned above, this overall increase in personnel is primarily driven by the annual merit-based salary increases and an increase in employee benefits in proportion to increased salaries. 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 2019-20. Of the twenty-three open positions at the time of budget development, three of those vacant positions are budgeted for nine months at 100% compa-ratio, two of vacant positions are budgeted for six months at 100% compa-ratio, and six are budgeted for three months at 100% compa-ratio based on current outreach efforts, position prioritization and anticipated hire dates. Additionally, the total personnel line item costs include a vacancy rate adjustment based on the latest information available at the time of budget development. This vacancy rate adjustment allows the organization to modify the personnel cost calculation by including a downward adjustment to capture the length of vacant positions, outside of the personnel attrition/turnover rate. Staffing needs will be further considered in the context of the strategy refinements and organizational capacity needs that emerge via the Strategic Plan Refinement (SPR4) process. A complete schedule of authorized positions may be found in Attachment B.

Operating Expenses

General operating expenses comprise $1.8 million, or 7.9% of the total operating costs of $22.8 million. This is a net decrease of approximately $14,000 influenced primarily by a $209,000 hardware and software maintenance cost increase informed by the recently completed Information Technology Assessment. This includes costs to support many of the existing functions such as data hosting, the electronic contract management software, BlackBaud Financials, Survey Monkey, HelpDesk, etc., as well as upgrades such as the development and implementation of an advanced budget module, electronic invoicing software, electronic signature software, new Grantmaking software licenses and upgrades to Office 365. This overall increase, as well as a couple other minor increases, is offset by decreases in many other areas such as capital outlay, equipment rents & leases, internal meetings, utilities and telephone costs which were all updated to reflect new contracted savings or were updated to align with historical cost and anticipated need.

Consultant Services

The budget includes approximately $1.7 million for Consultant Services, representing 7.5% of total operating costs and a decrease of approximately $17,000, or 1% from FY 2018-19. These services will be used to support with the design, development and/or implementation of various projects and activities, including the Strategic Plan Refinement (SPR4) process. Consultants will also support in the facilitation of meetings, trainings and workshops, executive recruitment, ergonomic assessments, executive coaching, the implementation of the Enterprise Risk Management (ERM) framework, and other services as needed. Resources are also included in this cost category to solicit support in the organization’s journey to instill and promote equity in the activities, strategic goals and work culture.

Professional Services

The budget includes approximately $513,000 to support Professional Services, representing 2.2% of total operating costs and a $28,000 or approximately 5% decrease in funding level compared to the revised FY 2018-19 budget. Resources will fund the First 5 California Association and Professional dues, among others, as well as legal fees, general staff recruitment, commissioner stipends, web-based services, audit fees and miscellaneous bank charges.

Travel and Meeting

Travel and Meetings costs comprise 2.0% of the total operating costs at approximately $449,000, representing an increase from the revised funding level for FY 2018-19, 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 2.1% of the total operating budget, at nearly $483,000. This budget includes a $75,000 reduction in spending, or 13.4%, compared to the revised resources proposed in FY 2018-19. 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 budget for program-specific Professional Development needs. 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 in the short and long-term.

II. REVENUE ASSUMPTIONS

First 5 LA is primarily 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, representing approximately 24-25% of the total County allocations. The State Department of Finance (DOF) distributes the Commission revenue forecasts, which incorporates assumptions related to the State Board of Equalization’s (BOE) administrative costs. As reflected in the First 5 LA Long-Term Financial Plans (LTFP), Proposition 10 tobacco tax revenue has been steadily decreasing since FY 2004-05, and is projected to continue to decline in future years as fewer people take up smoking. 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) – have resulted in an accelerated rate of decline in tobacco tax revenue in subsequent years. This accelerated decline is consistent with the DOF revenue analysis, as is the Proposition 56 tax revenue backfill shortfall for FY 2018-19 and projected shortfall implications for FY 2019-20. Additionally, analysis by the First 5 LA Finance department indicates that combined Proposition 10 and Proposition 56 backfill revenues are estimated to be lower than originally projected by the State DOF and the State Board of Equalization (BOE), based on actual revenue shortfalls identified in the last two fiscal years. Consequently, Proposition 10 and Proposition 56 revenue was adjusted downward by an additional 2% for the purposes of the LTFP analysis, and FY 2019-20 revenue projection, to account for this shortfall.

Interest earnings, projected to yield approximately $4.5 million in revenue for FY 2019-20, are projected using an estimated 2.0% return on anticipated cash balances. Lease revenue is projected to generate approximately $146,000 in FY 2019-20, grounded on the negotiated lease agreement for the preschool occupying space on the first floor of the Commission building. In addition, as approved by the Board of Commissioners, First 5 LA will receive pass-through funds for the initiative “Improve and Maximize Programs so All Children Thrive” (IMPACT) from First 5 California to help advance the work within the Early Child and Education (ECE) priority outcome area, funding from the Center for

the Study of Social Policy (CSSP) in support of Project DULCE, and the County of Los Angeles to process claims for Medi-Cal Administrative Activities (MAA) reimbursement for services to eligible and potentially eligible Medi-Cal clients.

First 5 LA continues 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 that may directly impact revenue. Additionally, as Proposition 10 revenue continues on a downward trend, First 5 LA will continue to explore alternative revenue generating strategies for the future as well as pursue opportunities to leverage funding from other organizations to support the work of the Commission. These early pursuits are noted in the alternative revenue sources above and the Targeted Case Management (TCM) leveraged resources included as part of the Families – Home Visiting investment.

First 5 LA will continue to explore and identify new public and private revenues that could support and advance our strategic goals.

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 presented in February 2019 and the impact of revenue decline. As tobacco tax revenues that have supported the work to date continue to decline, 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 2019-20, the Reserve is calculated at $33.6 million, an amount that is also classified as unassigned for fund balance purposes.

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

To the extent that any amounts approved for the FY 2019-20 Budget do not exceed the remaining balance for these funding allocations, approval of the FY 2019-20 budget amounts for these initiatives will not commit additional dollars. The projected remaining allocation balances as of June 30, 2019 will be brought to the Commission for reaffirmation in June 2019 in conjunction with the approval of the FY 2019-20 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 existing fund balance, although diminishing, is still sufficient to provide the organization with the opportunity to transition to a more sustainable "live within our means" spending approach, with the goal of aligning annual spending with incoming resources and reducing the demand and reliance on fund balance. However, as the Proposition 10 revenue rate of decline is more accelerated than the expenditure rate of decline, the organization is having to reassess costs in the short and long-term, beginning with FY 2019-20. The Strategic Plan Refinement (SPR4) process will be critical in planning for First 5 LA's short and long-term fiscal and programmatic success. Balances for all fund balance categories will not be finalized until the completion of the FY 2018-19 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 Senior Management Teams 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.

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 $13.5 million, or 10.12% of the total budget. The increase from the previous year's revised 9.66% is due to the overall increase

DRAFT

in operational costs and the overall reduction in programmatic expenditures proposed for FY 2019-20.

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 reflective of the ongoing momentum toward advancing the goals established in the 2015-2020 Strategic Plan. However, this budget is also forward-looking. It is reflective of First 5 LA's efforts to improve and align financial goals and estimates with actual need while remaining acutely aware of declining revenues and fund balance. Every year, we revisit and improve our budget planning guardrails and this year is no different. This continued effort reflects our values of learning and accountability; of continuing to be good stewards of public funds. Our goal is to be proactive and not reactive to declining revenues. This is made evident by the increase in partnerships with County entities, philanthropies and other organizations– the overall goal of which is to leverage and maximize resources, share learnings, and continue to shift our role in LA County from funders to thought partners, with a focus on sustainability, so that we may collectively continue to improve outcomes for children and their families. First 5 LA also endeavors to continue to improve the financial management and reporting practices to effectively communicate the use and progress of the Commission's work. This includes planning for the short-term and long-term, and aligning our strategic goals with our fiscal realities. 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 will continue to strive to take meaningful steps to reach our North Star, that by 2028 all LA County children enter kindergarten ready to succeed in school and life. We are grateful to the Commission for its ongoing leadership and support of First 5 LA's efforts.

DRAFT

ATTACHMENT B:

FY 2019-20 BUDGET

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

	BUDGET COMPONENT	APPROVED FY 2018-19	PROPOSED ADJUSTMENT	FY 2018-19 REVISED BUDGET	FY 2019-20 PROPOSED BUDGET	VARIANCE $	VARIANCE %
	2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE						
	Strategic Plan Priority Outcome Areas						
1	Families	$ 40,857,000	$ 526,000	$ 41,383,000	$ 39,343,000	$ (2,040,000)	-4.9%
2	Communities	20,976,000	(494,000)	20,482,000	19,470,000	(1,012,000)	-4.9%
3	Early Care & Education Systems	23,261,000	2,532,000	25,793,000	26,046,000	253,000	1.0%
4	Health-Related Systems	3,687,000	-	3,687,000	5,697,000	2,010,000	54.5%
	Sub-total: Strategic Plan Priority Outcome Areas	***$ 88,781,000***	***$ 2,564,000***	***$ 91,345,000***	***$ 90,556,000***	***$ (789,000)***	**-1%**
	Strategic Plan Policy & Strategy Support						
5	Policy Agenda/Advocacy	$ 3,015,000	$ (300,000)	$ 2,715,000	$ 2,370,000	$ (345,000.00)	-12.7%
6	Communications & Marketing	6,121,000	-	6,121,000	5,866,000	(255,000)	-4.2%
7	Communications - Conference Funding	250,000	25,000	275,000	250,000	(25,000)	-9.1%
8	County Partnerships	50,000	115,000	165,000	315,000	150,000	90.9%
9	Strategic Partnership-Cross-Cutting Funder Partnership	745,000	-	745,000	557,000	(188,000)	-25.2%
10	Strategic Partnership-Grantmaking Memberships	41,000	-	41,000	41,000	-	0.0%
11	Strategic Partnership-Partnership Development	160,000	-	160,000	120,000	(40,000)	-25.0%
12	Community Engagement and Advocacy	256,000	(95,000)	161,000	323,000	162,000	N/A
13	Policy & Strategy - Emerging Opportunities	75,000	-	75,000	50,000	(25,000)	-33.3%
	Sub-total: Strategic Plan Policy & Strategy Support	***$ 10,713,000***	***$ (255,000)***	***$ 10,458,000***	***$ 9,892,000***	***$ (566,000)***	**-5%**
	Integration & Learning						
14	Communities of Practice	$ 35,000	$ 96,000	$ 131,000	$ 131,000	$ -	0.0%
15	Data Development and Integration	975,000	-	975,000	935,000	(40,000)	-4.1%
16	Data Partnership with Funders	850,000	-	850,000	850,000	-	0.0%
17	Grantee Assessment	75,000	-	75,000	40,000	(35,000)	-46.7%
18	Impact Framework	112,000	-	112,000	400,000	288,000	N/A
19	Knowledge Management	178,000	-	178,000	178,000	-	N/A
20	Learning Plan Development	200,000	-	200,000	600,000	400,000	200.0%
21	Oranizationl-Wide Investment	96,000	(96,000)	-	-	-	#DIV/0!
22	Program Evaluation	3,320,000	-	3,320,000	3,078,000	(242,000)	-7.3%
23	Integration & Learning - Emerging Opportunities	100,000	-	100,000	-	(100,000)	-100.0%
	Sub-total Integration & Learning	**$ 5,941,000**	**$ -**	**$ 5,941,000**	**$ 6,212,000**	**$ 271,000**	**5%**
	TOTAL 2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE	**$ 105,435,000**	**$ 2,309,000**	**$ 107,744,000**	**$ 106,660,000**	**$ (1,084,000)**	**-1%**
	LEGACY INVESTMENTS						
24	At-Risk Fathers Investment	$ 295,000	$ -	$ 295,000	$ -	$ (295,000)	-100.0%
25	Baby Friendly Hospitals	150,000	-	150,000	102,000	(48,000)	-32.0%
26	Black Infant Health	1,863,000	-	1,863,000	1,027,000	(836,000)	-44.9%
27	Children's Dental Care	372,000	-	372,000	-	(372,000)	-100.0%
28	Information Resource and Referral	620,000	620,000	1,240,000	-	(1,240,000)	-100.0%
29	Little by Little/One Step Ahead	3,925,000	(425,000)	3,500,000	3,100,000	(400,000)	-11.4%
30	Parent Child Interaction Therapy	4,428,000	(257,000)	4,171,000	-	(4,171,000)	-100.0%
31	Policy Advocacy Fund	55,000	-	55,000	-	(55,000)	-100.0%
	TOTAL LEGACY INVESTMENTS	**$ 11,708,000**	**$ (62,000)**	**$ 11,646,000**	**$ 4,229,000**	**$ (7,417,000)**	**-64%**
	TOTAL FIRST 5 LA PROGRAM BUDGET	$ 117,143,000	$ 2,247,000	$ 119,390,000	$ 110,889,000	$ (8,501,000)	-7.1%

INITIATIVE / STRATEGY NAME	PROJECT NAME	APPROVED FY 2018-19 BUDGET	PROPOSED ADJUSTMENTS	FY 2018-19 REVISED BUDGET	FY 2019-20 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	$ 8,572,000	$ 648,000	$ 9,220,000	$ 9,404,000	$ 184,000	2%
	Universal Assessment of Newborns - Welcome Baby Hospitals	10,511,000	837,000	11,348,000	11,574,000	226,000	2%
	Select Home Visiting Programs	13,572,000	(153,000)	13,419,000	11,102,000	(2,317,000)	-17%
	Family Strengthening Oversight Entity	3,577,000	200,000	3,777,000	3,600,000	(177,000)	-5%
	Home Visiting Compensation and Turnover Analysis	200,000	(155,000)	45,000	62,000	17,000	38%
	Home Visiting Sustainability Support in Health Systems	120,000		120,000	120,000	-	0%
	Home Visiting Sustainability Support in Mental Health Systems	25,000		25,000	75,000	50,000	200%
	LAC Perinatal and Early Childhood Home Visiting Consortium	26,000	(26,000)	-	50,000	50,000	100%
	MAMA's Visits Home Visiting Program Training and T.A. Support	334,000	(30,000)	304,000	304,000	-	0%
	Stronger Families Database	947,000	(240,000)	707,000	800,000	93,000	13%
	Targeted Case Management Implementation Support	200,000	(55,000)	145,000	184,000	39,000	27%
	Welcome Baby Implementation and Outcomes Evaluation	238,000		238,000	-	(238,000)	-100%
Families Strategy 2 - Family Engagement	Abriendo Puertas	1,100,000	(160,000)	940,000	1,093,000	153,000	16%
	Project Dulce	1,215,000	(340,000)	875,000	955,000	80,000	9%
	Family Engagement Learning Community Support	20,000		20,000	20,000	-	0%
Families - Emerging Opportunities	Emerging Opportunities - Families Outcome Area	200,000		200,000	-	(200,000)	-100%
Sub-total Families		**$ 40,857,000**	**$ 526,000**	**$ 41,383,000**	**$ 39,343,000**	**$ (2,040,000)**	**-4.9%**
Communities							
Communities Strategy 1 - Community Leadership & Collaboration	Center for the Study of Social Policy (CSSP)	572,000		572,000	-	(572,000)	-100%
	Neighborhood Action Councils	2,250,000		2,250,000	1,913,000	(337,000)	-15%
	Region 1 Central-East Regional Network	4,236,000		4,236,000	4,074,000	(162,000)	-4%
	Region 2 SLA Regional Network	4,710,000		4,710,000	5,293,000	583,000	12%
	Region 3 SFV Regional Network	2,248,000		2,248,000	1,998,000	(250,000)	-11%
	Region 4 Port Cities Regional Network	2,198,000		2,198,000	2,048,000	(150,000)	-7%
	Region 5 AV Regional Network	2,068,000		2,068,000	1,998,000	(70,000)	-3%
Communities Strategy 2 - Coordinated Services & Supports	Network Capacity Building	503,000	(180,000)	323,000	273,000	(50,000)	-15%
Communities Strategy 3 - Built Environment Policy & Advocacy	Built Environment Policy Advocacy Fund	750,000	(300,000)	450,000	750,000	300,000	67%
	Food Security	-		-	125,000	125,000	100%
	Link Advocates Government Family and Parks (Link)	300,000		300,000	300,000	-	0%
	Legacy Investments	206,000		206,000	-	(206,000)	-100%
Communities - Cross-Strategy Investments	Learning Consortium	518,000	(194,000)	324,000	300,000	(24,000)	-7%
	Data and Learning	-	180,000	180,000	54,000	(126,000)	-70%
	Integrated Transition Planning (ITP)	63,000		63,000	-	(63,000)	-100%
	Leveraging Opportunities Fund	-		-	200,000	200,000	100%
	Stakeholder Engagement	104,000		104,000	144,000	40,000	38%
Communities - Emerging Opportunities	Emerging Opportunities - Communities Outcome Area	250,000		250,000	-	(250,000)	-100%
Sub-total Communities		**$ 20,976,000**	**$ (494,000)**	**$ 20,482,000**	**$ 19,470,000**	**$ (1,012,000)**	**-4.9%**
Early Care & Education (ECE) Systems							
ECE Strategy 1 - Policy/Advocacy	ECE Policy Advocacy Fund	$ 3,000,000	$ 300,000	$ 3,300,000	$ 3,300,000	$ -	0%
	Educare Policy and Advocacy	300,000	81,000	381,000	300,000	(81,000)	-21%
	Kindergarten Readiness Assessment	1,945,000	1,644,000	3,589,000	4,864,000	1,275,000	36%
ECE Strategy 2 - QRIS	Early Childhood Educators Improving Quality (CCALA)	141,000	71,000	212,000	-	(212,000)	-100%
	QRIS Architects Group and Systems Planning	463,000	(25,000)	438,000	200,000	(238,000)	-54%
	QRIS Continuous Site Engagement	13,702,000	631,000	14,333,000	14,600,000	267,000	2%
	QRIS Database	895,000	(245,000)	650,000	650,000	-	0%
	Shared Services Support	200,000		200,000	100,000	(100,000)	-50%
ECE Strategy 3 - Professional Development	Early Childhood Education Credential Advocacy Project	700,000		700,000	600,000	(100,000)	-14%
	Early Childhood Educator Competencies Curriculum Project	700,000		700,000	640,000	(60,000)	-9%
	ECE Financial Assessment	150,000		150,000	-	(150,000)	-100%
	ECE Workforce Registry	665,000		665,000	665,000	-	0%
ECE - Emerging Opportunities	Emerging Opportunities - ECE Outcome Area	400,000	75,000	475,000	127,000	(348,000)	-73%
Sub-total ECE		**$ 23,261,000**	**$ 2,532,000**	**$ 25,793,000**	**$ 26,046,000**	**$ 253,000**	**1.0%**
Health-Related Systems							
Health Strategy 1 - Early Identification and Intervention	Help Me Grow	$ 1,660,000		$ 1,660,000	$ 3,865,000	$ 2,205,000	133%
	First Connections	950,000		950,000	950,000	-	0.0%
Health Strategy 2 - Trauma-Informed Care	Trauma-Informed Care	827,000		827,000	697,000	(130,000)	-15.7%
Health - Emerging Opportunities	Emerging Opportunities - Health Outcome Area	250,000		250,000	185,000	(65,000)	-26%
Sub-total Health		**$ 3,687,000**	**$ -**	**$ 3,687,000**	**$ 5,697,000**	**$ 2,010,000**	**54.5%**
Sub-Total: Priority Outcome Areas		**$ 88,781,000**	**$ 2,564,000**	**$ 91,345,000**	**$ 90,556,000**	**$ (789,000)**	**-1%**

INITIATIVE / STRATEGY NAME	PROJECT NAME	APPROVED FY 2018-19 BUDGET	PROPOSED ADJUSTMENTS	FY 2018-19 REVISED BUDGET	FY 2019-20 PROPOSED BUDGET	VARIANCE $	VARIANCE %
Strategic Plan Policy & Strategy Support							
Policy Agenda/Advocacy	Federal Policy and Sustainability Advocate	$ 130,000	$ -	$ 130,000	$ 130,000	$ -	0.0%
	State Policy and Sustainability Advocate	440,000		440,000	440,000	-	0.0%
	Strategic Plan Advocacy Strategies	2,445,000	(300,000)	2,145,000	1,800,000	(345,000)	-16.1%
Communications & Marketing	Strategic Communications	6,121,000		6,121,000	2,875,000	(3,246,000)	-4.2%
	Strategic Communications Partnerships				861,000	861,000	
	Strategic Marketing				2,130,000	2,130,000	
Communications - Conference Funding	Conference Funding	250,000	25,000	275,000	250,000	(25,000)	-9.1%
County Partnerships	Bold Vision				150,000	150,000	100.0%
	County Partnership Fund	50,000	115,000	165,000	165,000	-	0.0%
Strategic Partnership - Cross-Cutting Funder Partnership	Sector Partnership Development	450,000		450,000	380,000	(70,000)	-15.6%
	LA Funders Collaborative	20,000		20,000	25,000	5,000	25.0%
	LA-N-Sync	25,000		25,000	25,000	-	0.0%
	Los Angeles Area Chamber of Commerce	40,000		40,000	30,000	(10,000)	-25.0%
	Los Angeles Partnership for Early Childhood Investment	25,000		25,000	30,000	5,000	20%
	Southern California Grantmakers (SCG)	85,000		85,000	67,000	(18,000)	-21%
	Southern California Grantmakers (SCG)/Center for Strategic Public Private Partnerships (CSPPP)	100,000		100,000	-	(100,000)	-100.0%
Strategic Partnership - Grantmaking Memberships	Grantmaking Memberships	41,000		41,000	41,000	-	0.0%
Strategic Partnership - Partnership Development	Consulting	100,000		100,000	80,000	(20,000)	-20%
	Convenings	60,000		60,000	40,000	(20,000)	-33%
Community Engagement and Advocacy	Parent and Caregiver Advisory Council	103,000	(103,000)	-	-	-	N/A
	Parent Advocacy and Engagement	153,000	(77,000)	76,000	153,000	77,000	101%
	Municipalities Engagement	-	85,000	85,000	170,000	85,000	100%
Policy & Strategy - Emerging Opportunities	Emerging Opportunities - Policy & Strategy	75,000		75,000	50,000	(25,000)	-33%
Sub-Total: Strategic Plan Policy & Strategy Support		**$ 10,713,000**	**$ (255,000)**	**$ 10,458,000**	**$ 9,892,000**	**$ (566,000)**	**-5.4%**
INTEGRATION & LEARNING							
Communities of Practice	External Partner Learning	$ 7,000	$ 86,000	$ 93,000	$ 93,000	$ -	0%
	Learning Advisory Committee	10,000	10,000	20,000	20,000	-	0%
	Organization-wide Learning	18,000		18,000	18,000	-	0%
Data Development and Integration	Data Analytics	25,000		25,000	25,000	-	0%
	Data Consultant	90,000		90,000	90,000	-	0%
	Data Requests	5,000		5,000	5,000	-	0%
	Dissemination	15,000		15,000	-	(15,000)	-100%
	First 5 LA Contracts and Grants Program Reporting Database	75,000		75,000	50,000	(25,000)	-33%
	Indicator Development	165,000		165,000	165,000	-	0%
	WIC Data Mining Research Partnership	600,000		600,000	600,000	-	0%
Data Partnership with Funders	Children's Data Network (CDN)	850,000		850,000	850,000	-	0%
Grantee Assessment	Grantee Perception Report	75,000.00		75,000	40,000	(35,000)	-47%
Impact Framework	Impact Framework	112,000		112,000	400,000	288,000	257%
Knowledge Management	Knowledge Management	178,000		178,000	178,000	-	0%
Learning Plan Development	Cross Outcomes/Strategy Area	100,000		100,000	500,000	400,000	400%
	ECE Outcome Area	50,000		50,000	50,000	-	0%
	Health Systems Outcome Area	50,000		50,000	50,000	-	0%
Organizational-wide Investment	Investment Process	96,000	(96,000)	-	-	-	N/A
Program Evaluation	Best Start Learning Agenda	800,000	(260,000)	540,000	540,000	-	0%
	Early Identification and Intervention - Autism and Other Developmental Delays Evaluation	-	100,000	100,000	100,000	-	0%
	Obesity Prevention & Nutrition Collective Impact Evaluation	600,000		600,000	-	(600,000)	-100%
	Quality Rating and Improvement System Evaluation	300,000	260,000	560,000	1,018,000	458,000	82%
	Welcome Baby Impact Study	1,620,000	(100,000)	1,520,000	1,420,000	(100,000)	-7%
Integration & Learning - Emerging Opportunities	Emerging Opportunities - Integration & Learning	100,000.00	-	100,000	-	(100,000)	-100%
Sub-total Integration & Learning		**$ 5,941,000**	**$ -**	**$ 5,941,000**	**$ 6,212,000**	**$ 271,000**	**4.6%**
TOTAL 2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE		**$ 105,435,000**	**$ 2,309,000**	**$ 107,744,000**	**$ 106,660,000**	**$ (1,084,000)**	**-1%**
LEGACY INVESTMENTS							
At-Risk Fathers Investment	At-Risk Fathers Investment	$ 295,000	$ -	$ 295,000	$ -	$ (295,000)	-100%
Baby Friendly Hospitals	Baby Friendly Hospital Project - Cycle 4	150,000		150,000	102,000	(48,000)	-32%
Black Infant Health	Birth Outcomes and Disparities – Policy and Systems Change	400,000		400,000	165,000	(235,000)	-59%
	Black Infant Health Program	1,463,000		1,463,000	862,000	(601,000)	-41%
Children's Dental Care	Children's Dental Care Program	372,000		372,000	-	(372,000)	-100%
Information Resource and Referral	211 LA County	620,000	620,000	1,240,000	-	(1,240,000)	-100%
Little by Little/One Step Ahead	Little by Little/One Step Ahead Program	3,925,000	(425,000)	3,500,000	3,100,000	(400,000)	-11%
Parent Child Interaction Therapy	Parent Child Interaction Therapy	4,428,000	(257,000)	4,171,000	-	(4,171,000)	-100%
Policy Advocacy Fund	Policy Advocacy Fund Technical Assistance Provider	55,000		55,000		(55,000)	-100%
TOTAL LEGACY INVESTMENTS		**$ 11,708,000**	**$ (62,000)**	**$ 11,646,000**	**$ 4,229,000**	**$ (7,417,000)**	-64%
TOTAL FIRST 5 LA PROGRAM BUDGET		$ 117,143,000	$ 2,247,000	$ 119,390,000	$ 110,889,000	$ (8,501,000)	-7.1%

OPERATING COSTS SUMMARY FY 2019-20

		FY 2018-19			FY 2019-20						
		Revised Budget	Estimated Expenditures	Variance	Governance and Executive	Administration	Programs	Policy & Strategy	Integration & Learning	Proposed Budget	Variance from FY 2018-19
Personnel Services											
Salaries											
	Total Salaries	13,803,286	11,776,496	2,026,790	929,871	3,205,266	5,177,874	3,084,089	1,551,061	13,948,161	144,875
	Total Employee Benefits	3,961,920	3,533,653	428,267	255,191	886,306	1,478,836	913,808	385,029	3,919,170	(42,750)
		-									-
	Total Personnel Services	**17,765,206**	**15,310,149**	**2,455,057**	**1,185,062**	**4,091,572**	**6,656,710**	**3,997,897**	**1,936,090**	**17,867,331**	**102,125**
		-									
Operating Services		-									
		-									
6205	ADP-Payroll	38,000	28,278	9,722	-	38,000	-	-	-	38,000	-
6210	Worker's Compensation Insurance	65,000	63,139	1,861	-	65,000	-	-	-	65,000	-
6215	Utilities	165,000	155,424	9,576	-	138,000	-	-	-	138,000	(27,000)
6220	Corporate Insurance	75,000	31,000	44,000	-	75,000	-	-	-	75,000	-
6225	Mileage, Parking and Other Transporation	63,950	21,569	42,381	5,800	2,450	22,980	16,500	2,250	49,980	(13,970)
6230	Telephone	67,000	57,621	9,379	-	55,800	-	-	-	55,800	(11,200)
6235	Cell Phone & Mobile Devices	53,500	33,332	20,168	1,800	4,900	28,900	15,600	600	51,800	(1,700)
6240	Outside Printing & Publishing	22,000	18,422	3,578	-	3,000	-	17,500	-	20,500	(1,500)
6245	Other Supplies	20,250	16,148	4,102	250	20,000	-	-	-	20,250	-
6250	Postage & Delivery	13,200	13,200	-	-	13,200	-	-	-	13,200	-
6255	Educational Supplies	7,100	1,903	5,197	-	1,000	2,000	900	-	3,900	(3,200)
6260	Office Supplies	87,500	62,848	24,652	7,000	50,500	7,720	11,450	5,400	82,070	(5,430)
6265	Subscriptions & Publications	21,000	4,158	16,842	-	2,850	2,005	14,100	2,200	21,155	155
6270	Capital Outlay	191,000	191,000	-	-	134,500	-	-	-	134,500	(56,500)
6275	Equipment-Rents & Leases	119,000	73,562	45,438	-	55,000	-	-	-	55,000	(64,000)
6280	Building Repair & Maintenance	192,000	192,000	-	-	182,000	-	-	-	182,000	(10,000)
6285	Equipment Repairs & Maintenance	24,000	20,000	4,000	-	11,000	2,000	-	-	13,000	(11,000)
6290	Offsite Storage	34,400	17,413	16,987	-	11,500	-	23,652	-	35,152	752
6295	Hardware & Software Maintenance	244,300	203,262	41,038	-	449,480	-	3,000	-	452,480	208,180
6300	Miscellaneous/Contingency	75,000	-	75,000	50,000	20,000	-	-	-	70,000	(5,000)
6305	Stipend/Honorarium	-	-	-	-	-	-	-	-	-	-
6310	Internal Meetings	137,100	86,612	50,488	15,000	20,100	38,500	36,000	15,000	124,600	(12,500)
6315	Divisional Capacity Building	100,000		100,000	25,000		25,000	25,000	25,000	100,000	-
	Total Operating Services	**1,815,300**	**1,290,891**	**524,409**	**104,850**	**1,353,280**	**129,105**	**163,702**	**50,450**	**1,801,387**	**(13,913)**
					-			-	-		
Consultant Services					-			-	-		
					-			-	-		
6410	Consultant Fees	1,414,800	888,203	526,598	186,000	733,300	253,000	15,000	185,400	1,372,700	(42,100)
6420	Other Professional Fees	315,000	315,000	-	-	342,000	-	-	-	342,000	27,000
6430	External Reviewers	2,500	450	2,050	-	1,000	-	-	-	1,000	(1,500)
	Total Consultant Services	**1,732,300**	**1,203,653**	**528,648**	**186,000**	**1,076,300**	**253,000**	**15,000**	**185,400**	**1,715,700**	**(16,600)**
					-	-	-	-	-		
Professional Services					-	-	-	-	-		
					-	-	-	-	-		
6510	Audit	80,000	61,000	19,000	-	80,000	-	-	-	80,000	-
6520	Legal Fees	175,000	78,392	96,608	175,000	-	-	-	-	175,000	-
6540	Professional Dues	123,552	21,665	101,888	78,000	23,650	7,040	4,200	12,850	125,740	2,188
6550	Staff Recruitment	25,000	5,060	19,940	-	20,000	-	-	-	20,000	(5,000)
6560	Commissioners Stipends	30,000	24,000	6,000	30,000	-	-	-	-	30,000	-
6570	Web-Based Services	75,000	14,482	60,518	-	50,000	-	-	-	50,000	(25,000)
6580	Bank & Other Service Charges	32,000	32,000	-	-	32,000	-	-	-	32,000	-
	Total Professional Services	**540,552**	**236,599**	**303,953**	**283,000**	**205,650**	**7,040**	**4,200**	**12,850**	**512,740**	**(27,812)**
					-	-	-	-	-		
Travel Expenses					-	-	-	-	-		
					-	-	-	-	-		
6610	Airfare	172,380	108,517	63,863	6,000	13,200	45,700	93,800	17,800	176,500	4,120
6620	Lodging	161,200	61,082	100,118	5,000	19,900	47,500	58,500	33,000	163,900	2,700
6640	Per Diem	77,200	41,149	36,051	3,500	9,000	21,200	32,000	12,800	78,500	1,300
6650	Other Travel Expense	28,650	12,872	15,778	500	3,250	7,800	9,000	9,400	29,950	1,300
	Total Travel Expenses	**439,430**	**223,620**	**215,810**	**15,000**	**45,350**	**122,200**	**193,300**	**73,000**	**448,850**	**9,420**
					-	-	-	-	-		
Professional Development					-	-	-	-	-		
					-	-	-	-	-		
6810	Training Materials & Supplies	12,500	5,392	7,108	-	6,000	900	2,600	-	9,500	(3,000)
6820	Internal Training	94,400	10,000	84,400	-	60,000	3,000	30,400	1,000	94,400	-
6830	Leadership Programs	102,000	5,265	96,735	-	63,000	-	-	-	63,000	(39,000)
6840	Conference Registrations	206,000	88,246	117,754	6,000	40,750	63,500	61,000	39,900	211,150	5,150
6850	External Education/Training	142,000	34,333	107,667	-	25,000	25,000	34,700	19,600	104,300	(37,700)
	Total Professional Development	**556,900**	**143,236**	**413,664**	**6,000**	**194,750**	**92,400**	**128,700**	**60,500**	**482,350**	**(74,550)**
					-	-	-	-	-		
	Total OPERATING EXPENSES	**22,849,688**	**18,408,149**	**4,441,539**	**1,779,912**	**6,966,902**	**7,260,455**	**4,502,799**	**2,318,290**	**22,828,358**	**(21,330)**

First 5 LA
FY 2019-20 Operating Budget
Administrative Limit Calculation

Departmental Budgets:		
Administration Division	$	702,813
Board of Commissioners		89,050
Communications		1,188,515
Contract Administration & Purchasing		1,186,329
Executive		1,690,862
Facilities Management		781,700
Finance		1,398,684
Human Resources & Talent Mgmt.		1,293,418
Information Technology		1,603,958
Integration & Learning Division[1]		409,339
Policy & Strategy Division[2]		412,033
Programs Division[3]		681,083
Salary & Benefits[4]:		
Communities		272,693
Community Relations		188,524
Early Care & Education		218,711
Family Supports		196,523
Health Systems		246,958
Integration & Learning		225,007
Measurement, Learning & Evaluation		213,880
Public Policy & Government Affairs		263,039
Strategic Partnerships		268,070
Total FY 2019-20 Administrative Budget	**$**	**13,531,189**
Total FY 2019-20 Operating Budget		22,828,358
Total FY 2019-20 Program Budget		110,889,000
Total FY 2019-20 Budget	**$**	**133,717,358**
Administrative Cost Percentage		**10.12%**

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 1 Position and interns were excluded in the calculation of the division's total budget.
4. Directors and Administrative Assistants only.

FIRST 5 LA
SCHEDULE OF AUTHORIZED POSITIONS

Division/Department	FY 2018-19		FY 2019-20		
	Authorized Positions[1]	Filled Positions as of March 2019	Baseline	Addition/Deletion	Total
Executive					
Operations	8	5	8	0	8
Administration Division					
Administration	4	4	4	0	4
Contract Administration & Purchasing	10	9	10	0	10
Facilities Management	0	0	0	0	0
Finance	9	9	9	0	9
Human Resources & Talent Management	4	3	4	0	4
Information Technology	5	3	5	0	5
Integration & Learning Division					
Integration & Learning Division Support	4	2	4	0	4
Integration & Learning	7	6	7	0	7
Measurement, Learning & Evaluation	6	5	6	0	6
Policy & Strategy Division					
Policy & Strategy Division Support	3	3	3	0	3
Communications	10	8	10	0	10
Community Relations	5	5	5	0	5
Public Policy and Government Affairs	9	8	9	0	9
Strategic Partnerships	7	6	7	0	7
Programs Division					
Programs Division Support	2	2	2	0	2
Communities	23	18	23	0	23
Early Care & Education	10	9	10	0	10
Family Supports	12	12	12	0	12
Health Systems	10	8	10	0	10
	148	125	148	0	148

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

DRAFT

ATTACHMENT C:

PROGRAMS DIVISION – DETAIL BY PROGRAM AND OPERATING COSTS

PROGRAMS DIVISION SUMMARY FY 2019-20

		FY 2018-19	FY 2019-20						
		Revised Budget	Programs Division	Communities	Early Care & Education	Family Supports	Health Systems	Approved Budget	Variance from FY 2017-18
Personnel Services									
Salaries									
	Total Salaries	5,015,669	570,804	1,832,163	803,315	1,125,430	846,162	5,177,874	162,205
	Total Employee Benefits	1,499,088	79,019	580,490	233,122	356,658	229,547	1,478,836	(20,252)
	Total Personnel Services	**6,514,757**	**649,823**	**2,412,653**	**1,036,437**	**1,482,088**	**1,075,709**	**6,656,710**	**141,953**
Operating Services									
6205	ADP-Payroll	-	-	-	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-	-	-	-
6215	Utilities	-	-	-	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-	-	-	-
6225	Mileage, Parking and Other Transporation	36,000	500	15,000	2,040	4,000	1,440	22,980	(13,020)
6230	Telephone	-	-	-	-	-	-	-	-
6235	Cell Phone & Mobile Devices	18,400	600	11,500	4,800	7,200	4,800	28,900	10,500
6240	Outside Printing & Publishing	-	-	-	-	-	-	-	-
6245	Other Supplies	-	-	-	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-	-	-	-
6255	Educational Supplies	2,000	-	2,000	-	-	-	2,000	-
6260	Office Supplies	9,400	1,500	3,000	1,020	1,000	1,200	7,720	(1,680)
6265	Subscriptions & Publications	2,550	250	500	255	500	500	2,005	(545)
6270	Capital Outlay	-	-	-	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-	-	-	-
6285	Equipment Repairs & Maintenance	2,000	-	2,000	-	-	-	2,000	-
6290	Offsite Storage	-	-	-	-	-	-	-	-
6295	Hardware & Software Maintenance	-	-	-	-	-	-	-	-
6300	Miscellaneous/Contingency	-	-	-	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-	-	-	-
6310	Internal Meetings	40,000	5,500	20,000	6,000	4,000	3,000	38,500	(1,500)
6315	Divisional Capacity Building	-	25,000	-	-	-	-	25,000	25,000
	Total Operating Services	**110,350**	**33,350**	**54,000**	**14,115**	**16,700**	**10,940**	**129,105**	**18,755**
Consultant Services									
6410	Consultant Fees	266,000	190,000	25,000	35,000	-	3,000	253,000	(13,000)
6420	Other Professional Fees	-	-	-	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-	-	-	-
	Total Consultant Services	**266,000**	**190,000**	**25,000**	**35,000**	**-**	**3,000**	**253,000**	**(13,000)**
Professional Services									
6510	Audit	-	-	-	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-	-	-	-
6540	Professional Dues	7,100	-	2,000	2,040	2,000	1,000	7,040	(60)
6550	Staff Recruitment	-	-	-	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-	-	-	-
	Total Professional Services	**7,100**	**-**	**2,000**	**2,040**	**2,000**	**1,000**	**7,040**	**(60)**
Travel Expenses									
6610	Airfare	42,980	2,500	8,000	18,000	12,000	5,200	45,700	2,720
6620	Lodging	44,500	1,500	8,000	10,000	17,000	11,000	47,500	3,000
6640	Per Diem	20,700	1,000	5,000	6,000	5,000	4,200	21,200	500
6650	Other Travel Expense	6,800	-	4,000	1,000	1,000	1,800	7,800	1,000
	Total Travel Expenses	**114,980**	**5,000**	**25,000**	**35,000**	**35,000**	**22,200**	**122,200**	**7,220**
Professional Development									
6810	Training Materials & Supplies	900	-	-	500	400	-	900	-
6820	Internal Training	3,000	-	-	3,000	-	-	3,000	-
6830	Leadership Programs	-	-	-	-	-	-	-	-
6840	Conference Registrations	64,100	1,500	20,300	8,500	16,200	17,000	63,500	(600)
6850	External Education/Training	10,000	23,000	-	-	2,000	-	25,000	15,000
	Total Professional Development	**78,000**	**24,500**	**20,300**	**12,000**	**18,600**	**17,000**	**92,400**	**14,400**
	Total OPERATING EXPENSES	**7,091,187**	**902,673**	**2,538,953**	**1,134,592**	**1,554,388**	**1,129,849**	**7,260,455**	**169,268**

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.

DRAFT

PROGRAMS DIVISION SUPPORT

		Budget FY 2018-19	Revised Budget FY 2018-19	Estimated FY 2018-19 Expenditures	Proposed Budget FY 2019-20	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	511,123	466,123	424,620	570,804	104,681
	Total Employee Benefits	81,365	81,365	65,928	79,019	(2,346)
	Total Personnel Services	**592,488**	**547,488**	**490,548**	**649,823**	**102,335**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insuranc	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Tran	500	500	500	500	-
6230	Telephone	-	-			-
6235	Cell Phone & Mobile Devices	300	300		600	300
6240	Outside Printing & Publishing	-	-			-
6245	Other Supplies	-	-			-
6250	Postage & Delivery	-	-			-
6255	Educational Supplies	-	-			-
6260	Office Supplies	1,500	1,500	163	1,500	-
6265	Subscriptions & Publications	250	250		250	-
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	2,500	5,500	4,742	5,500	-
6315	Divisional Capacity Building	25,000	22,000	-	25,000	3,000
	Total Operating Services	**30,050**	**30,050**	**5,405**	**33,350**	**3,300**
Consultant Services						
6410	Consultant Fees	35,000	236,000	36,000	190,000	(46,000)
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**35,000**	**236,000**	**36,000**	**190,000**	**(46,000)**
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	2,000	2,000	1,504	2,500	500
6620	Lodging	1,500	1,500	1,733	1,500	-
6640	Per Diem	1,500	1,500	-	1,000	(500)
6650	Other Travel Expense	-	-	-	-	-
	Total Travel Expenses	**5,000**	**5,000**	**3,237**	**5,000**	**-**
Professional Development						
6810	Training Materials & Supplies	-	-	-		-
6820	Internal Training	-	-	-		-
6830	Leadership Programs	-	-	-		-
6840	Conference Registrations	1,500	1,500	1,522	1,500	-
6850	External Education/Training	8,000	8,000	-	23,000	15,000
	Total Professional Development	**9,500**	**9,500**	**1,522**	**24,500**	**15,000**
	Total OPERATING EXPENSES	**672,038**	**828,038**	**536,712**	**902,673**	**74,635**

Budget Fiscal Year: 2019 - 2020	Status: Proposed

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Programs Division Support	$672,038.00	$902,673.00	34.32%
Benefits	$0.00	$0.00	

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Salaries & Wages	$511,123.00	$570,804.00	11.67%

Description

Social Security Tax	$81,365.00	$79,019.00	-2.88%

Description

Mileage, Parking and Other Transportation	$500.00	$500.00	0.00%

Description

Provides mileage reimbursement and both street and structure parking for VP when private vehicle is used, as well as covering Uber/ride share fees for VP when traveling for business.

Cell Phone & Mobile Devices	$300.00	$600.00	100.00%

Description

Provides for up to $50 per month for eligible employees.

Office Supplies	$1,500.00	$1,500.00	0.00%

Description

For the department staff's general office supply needs and services such as notebooks, pens, and printing supplies

Subscriptions & Publications	$250.00	$250.00	0.00%

Description

Provides for anticipated purchases of subscriptions and publications for department staff.

Internal Meetings	$2,500.00	$5,500.00	120.00%

Description

Provides for expenses related to division community and leadership meetings attended and hosted by program division staff.

Division Capacity Building	$25,000.00	$25,000.00	0.00%

Description

Provides for division-wide learning sessions and staff development such as the division sponsored learning series. Anticipated costs include transportation, materials, and honorariums for speakers.

Consultant Fees	$35,000.00	$190,000.00	442.85%

Description

Provides funds for anticipated needs for technical assistance from consultants including Gina Airey Consulting, Learning for Action, and Ben Gibbs. Consultants will continue work on the SPR4 and the division Business Plan, and all hours and rates are comparable for services.

Airfare	$2,000.00	$2,500.00	25.00%

Description

Provides for airfare to and from professional conferences outside of the Los Angeles area for division VP

Lodging	$1,500.00	$1,500.00	0.00%

Description

Provides for lodging at multi-day professional conferences outside of the Los Angeles area.

Per Diem	$1,500.00	$1,000.00	-33.33%

Description

Provides for various daily expenses incurred while attending professional conferences outside of the Los Angeles area.

Conference/Training Registrations	$1,500.00	$1,500.00	0.00%

Description

Provides for registration expenses for professional conferences.

External Education/Training	$8,000.00	$23,000.00	187.50%

Description

Provides funds for opportunities for professional development and training for staff. $8,000 will be used for VP of division to attend a leadership development session. $25,000 will be used for a three day facilitation training for 24 participants to occur over the summer of 2019.

Families Supports

FAMILY SUPPORTS

Authorized Positions

Director	1
Senior Program Officers	3
Program Officers	7
Program Associates	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.

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:

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

Each stream is led by a Senior Program Officer that reports to the Director of Family Supports. Five full-time program officers and one part-time temporary program officer 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 four legacy investments. The department is responsible for the oversight of 55 grants and the receipt of three grants – two of which are related to the Project DULCE initiative and one of which is a grant from the Pritzker Foundation to support efforts to reduce disparities in infant mortality for African-American babies.

FAMILY SUPPORTS

		Budget FY 2018-19	Revised Budget FY 2018-19	Estimated FY 2018-19 Expenditures	Proposed Budget FY 2019-20	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	1,136,503	1,136,503	825,564	1,125,430	(11,073)
	Total Employee Benefits	362,054	362,054	265,421	356,658	(5,396)
	Total Personnel Services	**1,498,557**	**1,498,557**	**1,090,985**	**1,482,088**	**(16,469)**
Operating Services						
6205	ADP-Payroll	-	-	-		-
6210	Worker's Compensation Insurance	-	-	-		-
6215	Utilities	-	-	-		-
6220	Corporate Insurance	-	-	-		-
6225	Mileage, Parking and Other Transporation	4,000	4,000	2,416	4,000	-
6230	Telephone	-	-			-
6235	Cell Phone & Mobile Devices	2,400	2,400	3,600	7,200	4,800
6240	Outside Printing & Publishing	-	-	-		-
6245	Other Supplies	-	-	-		-
6250	Postage & Delivery	-	-	-		-
6255	Educational Supplies	-	-	-		-
6260	Office Supplies	1,500	1,500	420	1,000	(500)
6265	Subscriptions & Publications	500	500	728	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	5,500	5,500	1,235	4,000	(1,500)
	Total Operating Services	**13,900**	**13,900**	**8,399**	**16,700**	**2,800**
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	12,000	12,000	3,300	12,000	-
6620	Lodging	20,000	20,000	9,684	17,000	(3,000)
6640	Per Diem	4,000	4,000	4,370	5,000	1,000
6650	Other Travel Expense	-	-	382	1,000	1,000
	Total Travel Expenses	**36,000**	**36,000**	**17,736**	**35,000**	**(1,000)**
Professional Development						
6810	Training Materials & Supplies	400	400	-	400	-
6820	Internal Training	-	-			-
6830	Leadership Programs	-		500		-
6840	Conference Registrations	18,000	16,200	6,890	16,200	-
6850	External Education/Training	2,000	2,000		2,000	-
	Total Professional Development	**20,400**	**18,600**	**7,390**	**18,600**	**-**
	Total OPERATING EXPENSES	**1,570,857**	**1,569,057**	**1,124,510**	**1,554,388**	**(14,669)**

Budget Fiscal Year: 2019 - 2020	Status: Proposed

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Family Supports	$1,570,857.00	$1,554,388.00	-1.05%
Benefits	$0.00	$0.00	

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Salaries & Wages	$1,136,503.00	$1,125,430.00	-0.97%

Description

Social Security Tax	$362,054.00	$356,658.00	-1.49%

Description

Mileage, Parking and Other Transportation	$4,000.00	$4,000.00	0.00%

Description

Provides for cost related to travel for local meetings with partners, contractors and grantees, as well as local trainings and site visits. The cost is based on an estimate of $28/month for 12 staff. Monthly allowance to include public transportation, mileage and parking expenses.

Cell Phone & Mobile Devices	$2,400.00	$7,200.00	200.00%

Description

Provides for a $50 per month reimbursement to Program staff for use of personal cell phone or mobile device to conduct First 5 LA business.

Office Supplies	$1,500.00	$1,000.00	-33.33%

Description

Provides for general office supplies for 13 staff for the fiscal year. This comes out to less than $7/month per FTE.

Subscriptions & Publications	$500.00	$500.00	0.00%

Description

Provides a budget of approximately $40 per non-administrative staff to cover the purchase of resource books as well as journal articles related to the Family Supports portfolio.

Internal Meetings	$5,500.00	$4,000.00	-27.27%

Description

Provides for expenses related to early acre and education projects. these may include meetings with Commissioners, legal counsel, staff grantees, contractors and other partners. The amount is based on FY 18-19 expenditures.

Professional Dues	$2,000.00	$2,000.00	0.00%

Description

Provides for staff to be member of professional organization such as the American Public Health Association and National Association of Social Workers.

Airfare	$12,000.00	$12,000.00	0.00%

Description

Provides for airfare to and from professional conferences or meetings outside of the Los Angeles area. Travel is expected to Northern California, Midwest Southeast and Northeast regions. The amount is based on FY 18-19 expenditures. The work will support the 15-20 Strategic Plan.

Lodging	$20,000.00	$17,000.00	-15.00%

Description

Provides for lodging at multi-day professional conferences or meetings outside of the Los Angeles area. Expected travel is based on FY 18-19 expenditures. The work will support the 15-20 Strategic Plan.

Per Diem	$4,000.00	$5,000.00	25.00%

Description

Provides for various daily expenses incurred while attending professional conferences or meetings outside of Los Angeles are. The amount is based on FY 18-19 expenditures. The work will support the 15-20 Strategic Plan.

Other Travel Expenses	$0.00	$1,000.00	100.00%

Description

Reflects costs associated with traveling outside of Los Angeles County (i.e. transportation or other expenses outside of travel categories).

Training Materials and Supplies	$400.00	$400.00	0.00%

Description

Provides for materials to support project design and implementation.

Conference/Training Registrations	$18,000.00	$16,200.00	-10.00%

Description

Provides for registration expenses for professional conferences. The amount is based on FY 18-19 expenditures. The work will support the 15-20 Strategic Plan implementation.

External Education/Training	$2,000.00	$2,000.00	0.00%

Description

Provides for content specific training to increases content knowledge utilized to design and implement projects Training can be provided on a group or individual basis.

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Welcome Baby Hospitals	$9,220,000	$9,404,000	1.99%

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 19-20 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 $9,404,000. 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 85% of the programmatic funds are expended (the total estimate is $11,064,000). The Program Budget for FY 19-20 takes this historical trend into account to provide a more accurate budget. As such, FY 19-20 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.

The following were taken into account when developing the FY 19-20 estimate:
• Hospital birth rate county information from 2017 to inform personnel needs and estimated enrollment per site
• Use of actual enrollment data from FY 19-20 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 19-20 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	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Universal Assessment of Newborns - Welcome Baby Hospitals	$11,348,000	$11,574,000	1.99%

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 19-20 objectives are to:
• Achieve enrollment of a minimum of 35% of participating hospitals births
• 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 19-20, program costs under the Universal Assessment allocation includes 14 Welcome Baby providers for $11,574,000. 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 85% of the programmatic funds are expended (total budget would be $13,617,000). The Program Budget for FY 19-20 takes this historical trend into account to provide a more accurate budget. As such, FY 19-20 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 19-20 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 19-20 estimate:
• Hospital birth rate county information from 2017 to inform personnel needs and estimated enrollment per site
• Use of actual enrollment data from FY 17-18 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 19-20 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	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Select Home Visiting Programs	$13,419,000	$11,102,000	-17.26%

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

Sample 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 19-20 represents the sixth 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 19-20 is estimated to be $11,102,000. 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 19-20 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 18-19. 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 19-20 to estimate anticipated client enrollment per site; this does not preclude enrollment improvements.

b) Program costs due to personnel and client enrollment, including space, telephone, supplies, and staff training.

c) Analysis of expenditure trends from prior fiscal years to align the programmatic budget with anticipated expenditures rather than contract amount.

*FY 19-20 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 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.

Budget Fiscal Year: 2019 - 2020	Status: Proposed

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

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

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Family Strengthening Oversight Entity	$3,777,000	$3,600,000	-4.68%

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 19-20 the Family Strengthening Oversight Entity (FSOE) will continue to provide support to fourteen (14) Welcome Baby and nineteen (19) 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 ongoing resources to support the LAC Perinatal and Early Childhood Home Visiting Consortium. Additionally, the FSOE is participating in the coordination of the Department of Public Health Home Visiting Expansion efforts via planning, database development, and training.

Spending Plan & Methodology
In FY 19-20 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 Family Strengthening Cohort Trainings for Welcome Baby/Select Home Visiting providers (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.

Requested resources are consistent with historical expenditures and anticipated need. The following were taken into account when developing the FY 19-20 estimate:
• Anticipated merit increase for personnel
• Increase in funding to provide technical assistance to Select Home Visiting grantees on team dynamics and change management given the expansion of home visiting services through the Department of Public Health.

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

Budget Fiscal Year: 2019 - 2020 Status: Proposed

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Home Visiting Compensation and Turnover Analysis	$45,000	$62,000	37.77%

Program Summary

The Compensation and Turnover Analysis study will result in information for and across home visiting program models in LA County to inform home visitor compensation ranges and retention strategies. The study is a result of the December 2016 Los Angeles County Board of Supervisor's Home Visiting Motion, which 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, with staffing being the most significant cost of home visiting programs. As such, the motion creates significant demand to both retain and grow the workforce to provide perinatal and early childhood home visiting services.

Spending Plan and Funding Methodology

The budget funds will be utilized to support the analysis and planning needed to sustain the current Home Visiting program workforce by ensuring strong retention and establishing a clearer knowledge base regarding overall program costs for expansion.

The total amount was determined based on the maximum First 5 LA contractor rate per hour and the projected hours based on comparable work throughout the organization.

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

The contract was for a total of $92,695 and crosses the fiscal year. An estimated remaining balance of $62,000 will be spent in FY 19-20.

Budget Fiscal Year: 2019 - 2020 Status: Proposed

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Home Visiting Sustainability Support in Health Systems	$120,000	$120,000	0.00%

Program Summary

Programs 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

The budget funds will be utilized to acquire and execute the consultant services on a task order basis needed to support the work articulated in the Program Summary, namely to maximize federal Medicaid reimbursement for current First 5 LA investments in home visiting and Help Me Grow related to:
* Health-related Systems Research
* County Partnership Development Support
* Health Systems and Family Supports Department technical assistance

The total amount was determined based on the maximum First 5 LA contractor rate per hour and the projected hours based on comparable work throughout the organization.

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

Budget Fiscal Year: 2019 - 2020 Status: Proposed

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Home Visiting Sustainability Support in Mental Health Systems	$25,000	$75,000	200.00%

Program Summary

In late 2017, the LA County Department of Mental Health announced plans to re-direct $40 million in unspent Mental Health Services Act-Prevention and Early Intervention (MHSA-PEI) funds over two years 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 in operationalizing MHSA-PEI funds. This includes advising DMH on how they can maximize drawing down federal Medicaid funding by leveraging the MHS-PEI funding. The assistance may include analyzing the current use of MHS-PEI funds, the possible mechanisms for drawing down Medicaid funding utilizing these funds, and making recommendations to DMH.

Spending Plan and Funding Methodology

In FY 18-19, First 5 LA provided $25,000, 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. The request for FY 19-20 represents any additional funding as needed, up to $75,000 for ongoing consulting support in FY 19-20.

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

These costs represent any additional funding as needed, up to $75,000 for ongoing consulting support in FY19-20 to operationalize MHSA-PEI funds for home visiting related efforts.

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
LAC Perinatal and Early Childhood Home Visiting Consortium	$0	$50,000	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.

In light of the increased revenue for home visiting coming into LA County, the Consortium would benefit from having assistance in examining their business model (i.e., identify the costs of their operations and set amounts for all functions, including communications, training, and database Technical Assistance) and engaging in strategic planning to ensure they are prepared to support quality, data aggregation, referral pathways, and advocacy so that they can grow as the home visiting system in LA County grows. This will be a short-term strategy to help the consortium identify how it can best support the growing home visiting system in Los Angeles County, given several new funding streams for home visiting coming into the County.

Spending Plan and Funding Methodology

FY 19-20 efforts focused on time-limited activities of business and strategic planning to continue to grow the Consortium's capacity. As needs evolve, F5LA will continue to assess the level of needed support. Additionally, investment in the consortium has historically been matched by the Partnership for Early Childhood Investment and this investment is expected to be matched. Funding was estimated based on consultant time to support the business and strategic planning activities.

Funding level was established utilizing historical spending for supporting consortium planning efforts, with an increase to account for a greater level of technical skills that will be needed to provide guidance on the financial aspects of business planning. The total investment made by First 5 LA and the matching partner will allow for up to 500 hours of consultation at $200/hour. Funding for FY19-20 will support the following activities related to the Consortium:

Business Planning
- Identify the costs of operations for the Consortium
- Set monetary amounts for all functions of the Consortium, including but not limited to communications, training, and database technical support.

Strategic Planning:
- Engage in a strategic planning process to identify how the Consortium can continue to support quality, data aggregation, referral pathways, and advocacy for the home visiting system in LA County.

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

The Consortium and its backbone, Los Angeles Best Babies Network, are critical supports to the expanding home visiting system. Given the significant opportunities and changes in the system these resources will assist both the consortium and its backbone in adapting to the changing landscape, so they can continue to provide training, technical assistance and quality assurance, as well as continue to effectively provide a platform for coordination of providers.

Budget Fiscal Year: 2019 - 2020 Status: Proposed

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
MAMA's Visits Home Visiting Program Training and T.A. Support	$304,000	$304,000	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 is based on assessing expenditures that support the FSOE's Family Strengthening Training for home visitation staff, provision of reflective practice and client materials. The estimates are consistent with historical expenditures and experience in funding similar activities.

Spending Plan & Methodology
In FY 19-20 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 19-20 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%)

Budget Fiscal Year: 2019 - 2020 Status: Proposed

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Stronger Families Database	$707,000	$800,000	13.15%

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 19-20 the system will incorporate database changes, such as allowing for transitions of clients between program models if risks are identified postpartum, changes resulting from the Department of Public Health and Department of Social Services home visiting expansion, and continued support of Tableau reporting and additional features requested by users. Ongoing development of a targeted case management module will continue, as well as efforts to support evaluation efforts that utilize the database.

FY 19-20 funds will support the following areas:

DATABASE DEVELOPMENT ($252,000)
The database will work on and finalize a supervisor module in FY 19-20. Additionally, potential strategies may require additional development time to create or enhance existing functions or new modules. At $200/hour and 1,260 hours, this is $252,000.

TARGETED CASE MANAGEMENT ($50,000)
Ongoing development of a targeted case management module.

PROGRAM DEVELOPMENT AND PROJECT MANAGEMENT ($276,000)
For consultants, staff anticipates using about 1,108 hours of program development/management consultant time, 1,000 hours of tester time, data-sharing consultant time, and 100 hours of HIPAA consultant time at a rate of $125/hour.

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.

LICENSES ($18,000)
Tableau - annual license maintenance fee for 110 licenses ($162/license; total rounded up to the nearest thousand)

First 5 LA is exploring potential funding to support ongoing database development and maintenance by other home visiting funders, primarily County of Los Angeles, including Prevention and Early Intervention dollars.

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

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Targeted Case Management Implementation Support	$145,000	$184,000	26.89%

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), First 5 LA (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 FY 17-18 and expanded to up to 15 additional grantees in FY 18-19. In FY 19-20, this pilot will expand to onboard additional home visiting staff funded by DPH at 17 agencies. Optimas Consulting has been hired to provide training and technical assistance to onboard the additional staff, and provide ongoing support for those previously trained. 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

In FY 19-20 Optimas will continue to provide support to the First 5 LA Select Home Visitation grantees and Department of Public Health home visiting staff. The program budget estimate was based on historical expenditures and implementation of similar activities as well as estimates provided by Optimas.

In FY 19-20 Optimas will:

- Optimas will provide up to 4 TCM time study trainings (face-to-face or web-based): $9800
- Optimas will act as the help desk for TCM related questions. Participants will be able to call/or email Optimas with programmatic issues related to TCM: $39,000
- Optimas to onboard staff for up to 15 F5LA/DPH home visitation grantees: $36,000
- Optimas will perform basic TCM functions, including reviewing encounters for accuracy, uploading encounters in the TCM system and respond to questions from LAC and/or DHCS regarding TCM encounters: $14,400
- Optimas will update the F5LA Sustainability Team on the TCM expansion (status updates, review reports, discuss next steps) via a monthly check-in call: $6,000
- Optimas will participate in meetings with F5LA and DPH to update the Local Governmental Authority (LGA) on the TCM expansion (status updates and discuss next steps): $4,800

The following were taken into account when developing the FY 19-20 estimate:

Anticipated increase in personnel that would need to be trained
Increase in funding to provide technical assistance to both F5LA and DPH home visiting staff

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

This is a multi-year contract, with the remaining balance anticipated for use in FY 19-20 on the activities articulated in the Spending Plan and Methodology.

Initiative	Investment Category
Families Strategy 2 - Family Engagement	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Abriendo Puertas	$940,000	$1,093,000	16.27%

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 19-20 include:

1. Convening a Summit with Phases 1, 2, 3 partners to share best practices and challenges with implementation

2. Providing technical assistance to support project 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 by #6

6. Conducting (a) demonstration lesson(s) of adapted Abriendo Puertas programming to non-Latino populations

7. Working with research contractor to accompany the aforementioned components in order to help develop a body of knowledge on family engagement needs across Los Angeles County by evaluating provider capacity issues to capture organizational and facilitator challenges and needs when implementing Abriendo Puertas/Opening Doors

Spending Plan and Funding Methodology

The FY 19-20 costs of this multi-year project was calculated using actual expenditures from FY 18-19 and the initial 18-month investment (FY 16-17 and FY 17-18). Increases compared to prior years reflect planned activities that are being executed as well as the cost of an evaluation that had a later than anticipated start date. The following is a

Initiative	Investment Category
Families Strategy 2 - Family Engagement	2015-2020 Strategic Plan: Focusing for the Future

breakdown of cost categories in FY 19-20:
· Personnel: $194,000- Manage agency costs (projected to cover Director & Support Staff, and indirect costs for expansion strategies impacting Los Angeles County)
· Contracted Services: $168,000 - Support sub-contracts (projected to cover costs of technical assistance, translators, curriculum consultants, etc.)
· Training Expenses: $215,000 - 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) as well as a demonstration lesson of an adapted program to a non-Latino community (event cost projected at $15,000). 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: $19,000 – Costs includes travel, mileage, and fiscal management (10% of total budget)
· Evaluation: $314,000- Contract with the University of California, Berkeley to conduct an implementation study at select participating project sites with the purpose to understand provider capacity across diverse settings such as schools, non-schools, and school-community partnership sites (Cost includes: time of principal investigator, graduate student, and post-doctoral researcher)
· Indirect Costs: $43,000- 10% of total contract related to personnel, training, as well as operating & administrative costs (excluding subcontractors, equipment, and depreciation)

Abriendo Puertas has a multi-year spending plan. Some evaluation activities scheduled for FY 18-19 are shifting to FY 19-20, causing an increase in projected expenditures for FY 19-20.

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

Increase is based on multi-year spending plan, as well as a shift in costs related to evaluation from FY 18-19 to FY 19-20.

Initiative	Investment Category
Families Strategy 2 - Family Engagement	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Project Dulce	$875,000	$955,000	9.14%

Program Summary

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 DULCE in two clinic sites across Los Angeles County: The Children's Clinic in Central Long Beach, and Northeast Valley Health Corporation in Sun Valley.

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 19-20, each DULCE clinic will continue to:
• Serve approximately 120-140 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 19-20 estimated spending is based on FY 18-19 expenditures, staff's experience on program components and The Center for the Study of Social Policy's (CSSP) experience in implementing DULCE in other states. Each clinic is projected to serve approximately 120-140 children and their families, a total of 480-560 children and their families served at up to four DULCE clinics. Participating clinics are:

1. The Children's Clinic, Central Long Beach
2. The Children's Clinic, S. Mark Taper Foundation
3. Northeast Valley Health Corporation, Sun Valley
4. Northeast Valley Health Corporation, Newhall

A total cost of $1,145,000 is estimated for FY 19-20 which reflects: $190,000 DULCE implementation cost per site for four 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 Sustainability efforts, $80,000 for Innovation related activities (testing the addition of a second family specialist, testing MLP).
Major cost areas were considered and are detailed below:

1. Implementation Cost ($190,000/site x 4 sites) - $950,000
   * 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

   * Operation Cost
     These costs include items such as equipment, printing/copying, space, telephone/network services, postage,

Initiative	Investment Category
Families Strategy 2 - Family Engagement	2015-2020 Strategic Plan: Focusing for the Future

supplies, employee mileage/travel, training, other expenses and indirect cost.

2. Technical Assistance ($90,000)
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 ($80,000) and Sustainability efforts ($25,000)
* Discussions on sustainability will be ongoing throughout the project.

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

Increases reflect spending plans approved in FY 18-19. Additional $80,000 for innovation related activities such as testing the addition of a second family coach and testing MLP. We received an award of $200,000 ($100,000 per year for 2 additional years) from CSSP to implement DULCE in LA. We will be receiving $10,000 from Chapin Hall ($5,000 per year for 2 additional years) for the Toxic Stress Study that includes Project DULCE sites.

Budget Fiscal Year: 2019 - 2020 Status: Proposed

Initiative	Investment Category
Families Strategy 2 - Family Engagement	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Family Engagement Learning Community Support	$20,000	$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. This will support meetings and facilitation by a consultant.

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%)

Budget Fiscal Year: 2019 - 2020 Status: Proposed

Initiative	Investment Category
Baby Friendly Hospitals	Legacy Investments

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Baby Friendly Hospital Project - Cycle 4	$150,000	$102,000	-32.00%

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.

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

Martin Luther King Jr. hospital is the last remaining hospital funded as part of Cycle 4 of the Baby Friendly Hospital Project in FY 19-20. The end date for this project was May 31, 2019, however, the hospital requested a no-cost extension in the amount of $102,000 with an additional 7 months added to the contract. The no-cost extension was approved to allow more time for the hospital to complete an assessment that would designate them as a Baby Friendly Hospital. The majority of the budget will be spent on personnel, contracted services, staff training and supplies.

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

Reduction in costs for the final Cycle 4 grantee are related to decreased costs related to achieving steps associated with achieving designation as a Baby-Friendly Hospital.

Budget Fiscal Year: 2019 - 2020 Status: Proposed

Initiative	Investment Category
Black Infant Health	Legacy Investments

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Birth Outcomes and Disparities – Policy and Systems Change	$400,000	$165,000	-58.75%

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. The motion did not specify the time period over which the $500,000 should be spent, the remaining balance will likely be spent in FY 19-20. First 5 LA (F5LA) is aligning this initiative with the Los Angeles County Department of Public Health's (DPH) priority to eliminate African-American birth disparities. F5LA, DPH and the F5LA Pritzker Fellow are working with a broad group of stakeholders and experts countywide, known as the African-American Infant Mortality (AAIM) Workgroup to address this issue. This collaboration will support the development of an aligned internal strategy that can include policy, advocacy, research, communications and technology efforts and expenditures in FY 19-20.

Spending Plan and Funding Methodology

A total of $500,000 has been committed for this multi-year effort. 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. FY 19-20 expenditures were calculated based on analysis of expended and projected FY 18-19 costs, with the balance to be spent in FY 19-20. FY 19-20 expenditures will likely fall within the categories of:

• Pritzker Match - $80,000
 - Matching costs for Pritzker Fellowship Investment
• Communications - $40,000
 - Website, sponsorship, public education ads, and collateral materials
• Policy, Advocacy and Research - $45,000
 - Focus groups, data requests, convenings, capacity building, leveraging partnerships, etc.

Total: $165,084 (the final amount was rounded for the purposes of the budget, per internal guidelines)

This budget reflects a full spend down of the allocation.

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

This budget item reflects the draw down from a $500,000 allocation. The budget for FY 19-20 reflects intended use of remaining funds.

Initiative	Investment Category
Black Infant Health	Legacy Investments

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Black Infant Health Program	$1,463,000	$862,000	-41.07%

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. In October 2018, the Commission approved no-cost extensions for the BIH programs that would otherwise be sunsetting in June 2019.

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. The three grantees will be requesting no cost extensions for FY 19-20.

1. The City of Long Beach ($11,283 - which represents the projected balance of their award): 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 Los Angeles County Department of Public Health ($700,000 of the $1.8M award balance): subcontracts with two 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. It is not projected that the LAC DPH will expend their full balance of $1.8M in FY 19-20.

3. The City of Pasadena ($150,000 – the projected balance of their award): Major costs include personnel – a BIH coordinator, 2 community services representatives, a social worker and an administrative assistant. Other program costs include space and supplies for group intervention sessions, complementary case management and staff training.

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

FY 19-20 budget amounts reflect a no-cost extension for BIH Long Beach, Pasadena and Los Angeles. Based on their current spend rate, we anticipate that expenditures will not exceed $861,283 for FY 19-20.

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Little by Little/One Step Ahead Program	$3,500,000	$3,100,000	-11.42%

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.

The core program components include:
1. Providing individual counseling and handouts regarding child development, early literacy, and child safety at each WIC client visit.
2. Distributing developmentally appropriate books during WIC clients’ visits.

Spending Plan and Funding Methodology

HOW FUNDS WILL BE SPENT IN FY 19-20
• 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 65,103 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 19-20 was determined based on contractor spending patterns in past years and the negotiated 39 month life of project contract estimates. In FY 19-20, the LBL program will provide services to a total of 65,103 unique WIC participants for a total budget estimate of about $3,067,000 (rounded up to $3,100,000). The following are the major programmatic and administrative cost categories and estimated annual amounts for FY 19-20:

1. Personnel- 24 staff positions will manage the various initiative components including training and technical assistance, fiscal and contract management and direct services at two WIC sites. Total estimated expenses for personnel: $942,000.
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: $1,177,000 .
3. Program Supplies- Program expenses are related to program materials and brochures. Total estimated expenses for supplies: $625,000.
4. Operating and Administrative Costs- A total of $117,000 is estimated for space, postage, travel, mileage, other related expenses.
5. Evaluation: A budget of $70,000 is needed to continue evaluation efforts, including fees and significant data collection and analysis activities.
6. Indirect Costs: 10% of total contract amount excluding subcontractors (contractor services), equipment and depreciation: $169,000.

In November 2018 the board took action to extend the strategic partnership with PHFE-WIC (now Heluna Health) to amend the contract for an additional $9,024,757 through September 30, 2023. This 36-month extension and additional funding will allow the grantee to continue implementing its comprehensive, multi-pronged sustainability plan which includes policy and advocacy, social enterprise, and general fundraising efforts. Moreover, this will allow the infrastructure built by Heluna Health to remain intact as they employ various strategies to sustain the Little by Little Initiative in the future.

Budget Fiscal Year: 2019 - 2020	Status: Proposed

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

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.
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.

		Budget FY 2018-19	Revised Budget FY 2018-19	Estimated FY 2018-19 Expenditures	Proposed Budget FY 2019-20	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	1,786,272	1,786,272	1,474,298	1,832,163	45,891
	Total Employee Benefits	576,641	576,641	536,537	580,490	3,849
	Total Personnel Services	**2,362,913**	**2,362,913**	**2,010,836**	**2,412,653**	**49,740**
Operating Services						
6205	ADP-Payroll	-	-	-		-
6210	Worker's Compensation Insurance	-	-	-		-
6215	Utilities	-	-	-		-
6220	Corporate Insurance	-	-	-		-
6225	Mileage, Parking and Other Trans	35,000	28,000	5,876	15,000	(13,000)
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	13,800	11,500	7,071	11,500	-
6240	Outside Printing & Publishing	-	-	-		-
6245	Other Supplies	-	-	-		-
6250	Postage & Delivery	-	-	-		-
6255	Educational Supplies	2,000	2,000	40	2,000	-
6260	Office Supplies	5,000	4,000	560	3,000	(1,000)
6265	Subscriptions & Publications	1,000	1,000	-	500	(500)
6270	Capital Outlay	-	-	-		-
6275	Equipment-Rents & Leases	-	-	-		-
6280	Building Repair & Maintenance	-	-	-		-
6285	Equipment Repairs & Maintenanc	2,000	2,000	-	2,000	-
6290	Offsite Storage	-	-	-		-
6295	Hardware & Software Maintenanc	-		-		-
6300	Miscellaneous/Contingency	-	-	-		-
6305	Stipend/Honorarium	-	-	-		-
6310	Internal Meetings	20,000	20,000	7,105	20,000	-
	Total Operating Services	**78,800**	**68,500**	**20,653**	**54,000**	**(14,500)**
Consultant Services						
6410	Consultant Fees	25,000	25,000		25,000	-
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**25,000**	**25,000**	**-**	**25,000**	**-**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	1,000	2,000	468	2,000	-
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**1,000**	**2,000**	**468**	**2,000**	**-**
Travel Expenses						
6610	Airfare	8,000	8,000	1,503	8,000	-
6620	Lodging	8,000	8,000	8	8,000	-
6640	Per Diem	5,000	5,000	2,280	5,000	-
6650	Other Travel Expense	-	4,000	934	4,000	-
	Total Travel Expenses	**21,000**	**25,000**	**4,725**	**25,000**	**-**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	15,000	20,300	14,840	20,300	-
6850	External Education/Training	-	-	-	-	-
	Total Professional Development	**15,000**	**20,300**	**14,840**	**20,300**	**-**
	Total OPERATING EXPENSES	**2,503,713**	**2,503,713**	**2,051,521**	**2,538,953**	**35,240**

Budget Fiscal Year: 2019 - 2020	Status: Proposed

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Communities	$2,503,713.00	$2,538,953.00	1.41%
Benefits	$0.00	$0.00	

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Salaries & Wages	$1,786,272.00	$1,832,163.00	2.56%

Description

Social Security Tax	$576,641.00	$580,490.00	0.66%

Description

Mileage, Parking and Other Transportation	$28,000.00	$15,000.00	-46.42%

Description

Provides for mileage and parking expense reimbursement for up to 20 staff that use their private vehicles in the course of conducting commission business. During FY 2019-2020, Communities staff will participate in external community meetings and events and have increased responsibilities around stakeholder engagement and networking to leverage resources for the 14 Best Start Communities and 5 regions (e.g., county departments, local foundations, etc.). Monthly mileage and parking reimbursements can range from $10-$400 depending on the distance driven. For example, staff that work in the Lancaster and Palmdale communities generally have higher mileage reimbursements due to the distance of those communities from the First 5 LA office.

Cell Phone & Mobile Devices	$11,500.00	$11,500.00	0.00%

Description

Per First 5 LA's Mobile Device Policy, eligible communities staff who are required to be accessible while working outside of the office or during after-hours, are provided a monthly reimbursement of $50 for use of his/her personal mobile device. Cell phone reimbursements will be paid up to 20 full time staff.

Educational Supplies	$2,000.00	$2,000.00	0.00%

Description

Provides for expenses such as books, videos, and other educational resources related to enhancing staff core capabilities to conduct place-based work and individual professional development. Books will be purchased for the Communities Department Resource Library and individual staff use.

Office Supplies	$4,000.00	$3,000.00	-25.00%

Description

Provides for consumable office supplies for the department at an estimate of $100 per year per employee. This line item also includes 8 boxes of paper per month and ink cartridges for the Communities director's printer.

Subscriptions & Publications	$1,000.00	$500.00	-50.00%

Description

Provides resource for subscriptions to publications, such as the Stanford Social Review, that are aligned with the Communities Department programmatic work.

Equipment Repairs & Maintenance	$2,000.00	$2,000.00	0.00%

Description

Provides for expenses primarily related to the ongoing maintenance required for the departement's interpretation equipment (i.e., head sets and receivers).

Internal Meetings	$20,000.00	$20,000.00	0.00%

Description

Provides for expenses related to internal meetings for department planning and ongoing reflection and learning as the new structure for Best Start continues to evolve. This meetings may include external partners such as Commissioners, consultants, contractors and community members. Examples of meetings include on-site and off-site staff planning sessions, contractor/partner meetings. Meeting expenses may include, facility rentals, catering, meeting materials, etc.

Consultant Fees	$25,000.00	$25,000.00	0.00%

Description

Provides for consultant support for the Communities Department for content and/or core capability-specific trainings and workshops not covered through anticipated programmatic consultant support. Examples include training/workshops on systems thinking, organizational development approaches, integration across community systems, etc.

Professional Dues	$2,000.00	$2,000.00	0.00%

Description

Provides for memberships to content-specific professional associations and learning communities such as American Planning Association. Memberships generally range from $500-$1,000 per year.

Airfare	$8,000.00	$8,000.00	0.00%

Description

Provides for airfare to and from professional conferences, meetings or business related trainings outside of Los Angeles area. Staff attending conferences, meetings, or business related activities support the implementation of the department work and the FY 2015-2020 Strategic Plan. Examples of anticipated conferences include: Grantmakers for Effective Organizations, First 5 CA and First 5 Association Summits, Southern California Grantmakers, Collective Impact Forum Convenings, the National Family and Community Engagement Conference, Alliance for Strong Families and Communities, National Forum on Place-Based Initiatives, Advancement Project Water Coolers, and Grants Managers Network. Approval from the Communities Director will be obtained prior to incurring any airfare expenses. All expenses will adhere to First 5 LA's Policy for Travel Approval and Reimbursement.

Lodging	$8,000.00	$8,000.00	0.00%

Description

Provides for lodging at professional conferences, meetings, or other business-related travel held outside Los Angeles County and greater than 100 miles round trip from the employees current commute to First 5 LA. Staff attending conferences, meetings, or other business related activities, support the implementation of the department work and the FY 2015-2020 Strategic Plan. Examples of anticipated conferences include Grant Makers for Effective Organizations, First 5 CA and First 5 Association Summits, Southern California Grantmakers, Collective Impact Forum Convenings, the National Family and Community Engagement Conference, Alliance for Strong Families and Communities, National Forum on Place-Based Initiatives, and Grants Managers Network. Approval from the Communities Director will be obtained prior to incurring lodging expenses and all expenses will adhere to First 5 LA's policy for Travel Approval, and Reimbursement.

Per Diem	$5,000.00	$5,000.00	0.00%

Description

Provides for various daily expenses incurred while attending professional conferences, trainings or meeting outside of Los Angeles County greater than 100 miles round trip from employees current commute to First 5 LA. Staff attending conferences or meetings outside of Los Angeles County support the implementation of the department work and the FY 2015-2020 Strategic Plan. Per diem expenses will adhere to First 5 LA's policy for Travel Approval and Reimbursement.

Other Travel Expenses	$4,000.00	$4,000.00	0.00%

Description

Provides for various travel expenses (i.e., ride share, airport parking, taxi cabs, etc.) incurred while attending professional conferences, trainings or meeting outside of Los Angeles County greater than 100 miles round trip from employees current commute to First 5 LA. Staff attending conferences or meetings outside of Los Angeles County support the implementation of the department work and the FY 2015-2020 Strategic Plan. Other travel expenses will adhere to First 5 LA's policy for Travel Approval and Reimbursement.

Conference/Training Registrations	$0.00	$20,300.00	100.00%

Description

Provides for registration expenses for professional conferences. Staff attending conferences support the implementation of the department work and the FY 2015-2020 Strategic PLan; and impact the effectiveness of the department. Examples include Grantmakers for Effective Organizations, First 5 CA and First 5 Association Summits, Southern California Grantmakers, Collective Impact Forum Convenings, the National Family and Community Engagement Conference, Alliance for Strong Families and Communities, National Forum on Place-Based Initiatives, Advancement Project Water Coolers, and Grants Managers Network. Approval from the Communities Director will be obtained prior to incurring any expenses.

Initiative	Investment Category
Communities Strategy 1 - Community Leadership & Collaboration	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Neighborhood Action Councils	$2,250,000	$1,913,000	-14.97%

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): $1,912,500

Funding for SBCC's resident engagement program has been gradually declining over 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 of $2,250,000 reflected a 12-month contract with SBCC to continue implementing resident engagement efforts and included a 10% reduction from the prior fiscal year.

The FY 19-20 budget of $1,912,500 reflects the last 12-month contract with SBCC and represents a 15% reduction from FY 18-19. Costs are consistent with historical expenditures and anticipated need during the ramp down.

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	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Region 1 Central-East Regional Network	$4,236,000	$4,074,000	-3.82%

Program Summary

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. FY 19-20 will be the second full year of implementation of the new structure.

The Central-East Region 1 Regional Network reflects this new structure for the Metro LA, Southeast LA, East LA, and South El Monte/El Monte Best Start communities.

Spending Plan and Funding Methodology

Region 1 Central-East Regional Network: The total grant amount to support regional and local level roles and functions reflects 12 months of implementation supporting Metro LA, East LA, SELA, and El Monte-South El Monte. The FY 19-20 budget $4,073,000 reflects the following functions:

• Regional functions: contract administration, coordination of organizational capacity building, regional learning, multi-level coordination, collective advocacy, resource mobilization, communications outreach, resident/stakeholder engagement and advocacy, and an external independent audit specific to the First 5 LA contract funds.

• In FY 18-19, the RNG grants were the subject of a contract monitoring pilot conducted by the Administration Division. For FY 19-20, an additional $5,000 per region for an external independent audit specific to the First 5 LA RNG contract funds is included per an emerging recommendation based on the pilot.

• Local level functions: capacity building and leadership development, community change work (community-identified projects only), and coordination and support costs.

• For FY 19-20, the amount included for local community-identified projects (estimated) $1,485,000 ($227,000 Metro LA, $180,500 East LA, $200,000 Southeast LA, and $300,000 East El Monte/El Monte). In FY 15-16, the board approved an allocation a total of $1.95 million for community identified projects through the duration of the 2015-2020 Strategic Plan. The FY 19-20 amounts represent the remaining balance of funds per expenditures including estimated expenditures for FY 18-19. The total unspent funding is based on FY 15-18 actuals and FY 18-19 projected expenditures. To address availability of the full balance of CIP remaining funds, grant negotiations can include total projected unspent CIP funding from prior years, with the understanding that these additional resources would be considered one-time-only funding. The additional funding would not be provided after FY 19-20. This adjustment based on an update of remaining funds may result in an upward budget adjustment at mid-year and corresponding contract amendments.

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	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Region 2 SLA Regional Network	$4,710,000	$5,293,000	12.37%

Program Summary

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. FY 2019-2020 will be the second full year of implementation of the new structure.

The South LA Region 2 Regional Support Network reflects this new structure for the West Athens, Broadway-Manchester, Compton-East Compton, and Watts-Willowbrook Best Start communities.

Spending Plan and Funding Methodology

Region 2 South LA Regional Network: The total grant amount to support regional and local level roles and functions reflects 12 months of implementation supporting West Athens, Broadway-Manchester, Compton-East Compton, and Watts-Willowbrook. The FY 19-20 budget $5,293,000 reflects the following functions:

• Regional functions: contract administration, coordination of organizational capacity building, regional learning, multi-level coordination, collective advocacy, resource mobilization, communications outreach, resident/stakeholder engagement and advocacy, and an external independent audit specific to the First 5 LA contract amounts.

• In FY 18-19, the RNG grants were the subject of a contract monitoring pilot conducted by the Administration Division. For FY 19-20, an additional $5,000 per region for an external independent audit specific to the First 5 LA RNG contract funds is included per an emerging recommendation based on the pilot.

• Local level functions: capacity building and leadership development, community change work (community-identified projects only), and coordination and support costs.

• For FY 19-20, the amount included for local community-identified projects (estimated) $2,553,000 ($786,500 West Athens, $692,500 Broadway-Manchester, $419,000 Compton-East Compton, and $655,000 Watts-Willowbrook). In FY 15-16, the board approved an allocation of a total of $1.95 million for community identified projects through the duration of the 2015-2020 Strategic Plan. The FY 19-20 amounts represent the remaining balance of funds per expenditures to date including estimated expenditures for FY 18-19. The total unspent funding is based on FY 15-18 actuals and FY 18-19 projected expenditures. To address availability of the full balance of CIP remaining funds, grant negotiations can include total projected unspent CIP funding from prior years, with the understanding that these additional resources would be considered one-time-only funding. The additional funding would not be provided after FY 19-20. This adjustment based on an update of remaining funds may result in an upward budget adjustment at mid-year and corresponding contract amendments.

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	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Region 3 SFV Regional Network	$2,248,000	$1,998,000	-11.12%

Program Summary

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. FY 2019-2020 will be the second full year of implementation of the new structure.

The San Fernando Valley Region 3 Regional Support Network reflects this new structure for the North East Valley and Panorama City and Neighbors Best Start communities.

Spending Plan and Funding Methodology

Region 3 San Fernando Valley Regional Network: The total grant amount to support regional and local level roles and functions reflects 12 months of implementation supporting North East Valley and Panorama City and Neighbors. The FY 19-20 budget $1,998,000 reflects the following functions:

• Regional functions: contract administration, coordination of organizational capacity building, regional learning, multi-level coordination, collective advocacy, resource mobilization, communications outreach, resident/stakeholder engagement and advocacy, and an external independent audit specific to the First 5 LA contract funds.

• In FY 18-19, the RNG grants were the subject of a contract monitoring pilot conducted by the Administration Division. For FY 2019-2020, an additional $5,000 per region for an external independent audit specific to the First 5 LA RNG contract funds is included per an emerging recommendation based on the pilot.

• Local level functions: capacity building and leadership development, community change work (community-identified projects only), and coordination and support costs.

• For FY 19-20, the amount included for local community-identified projects (estimated) $500,000 ($150,000 North East Valley and $350,000 Panorama City and Neighbors). In FY 15-16, 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. The FY 19-20 amounts represent the remaining balance of funds per expenditures to date including estimated expenditures for FY 18-19. The total unspent funding is based on FY 15-18 actuals and FY 18-19 projected expenditures. To address availability of the full balance of CIP remaining funds, grant negotiations can include total projected unspent CIP funding from prior years, with the understanding that these additional resources would be considered one-time-only funding. The additional funding would not be provided after FY 19-20. This adjustment based on an update of remaining funds may result in an upward budget adjustment at mid-year and corresponding contract amendments.

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	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Region 4 Port Cities Regional Network	$2,198,000	$2,048,000	-6.82%

Program Summary

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. FY 19-20 will be the second full year of implementation of the new structure.

The Port Cities Region 4 Regional Support Network reflects this new structure for the Central Long Beach and Wilmington Best Start communities.

Spending Plan and Funding Methodology

Region 4 Port Cities Regional Network: The total grant amount to support regional and local level roles and functions reflects 12 months of implementation supporting Central Long Beach and Wilmington. The FY 19-20 budget $2,048,000 reflects the following functions:

• Regional functions: contract administration, coordination of organizational capacity building, regional learning, multi-level coordination, collective advocacy, resource mobilization, communications outreach, resident/stakeholder engagement and advocacy, and an external independent audit specific to the First 5 LA contract funds.

• In FY 18-19, the RNG grants were the subject of a contract monitoring pilot conducted by the Administration Division. For FY 19-20, an additional $5,000 per region for an external independent audit specific to the First 5 LA RNG contract funds is included per an emerging recommendation based on the pilot.

• Local level functions: capacity building and leadership development, community change work (community-identified projects only), and coordination and support costs.

• For FY 19-20, the amount included for local community-identified projects (estimated) $550,000 ($300,000 Central Long Beach and $250,000 Wilmington). In FY 15-16, the board approved an allocation of a total of $1.95 million for community identified projects through the duration of the 2015-2020 Strategic Plan. The FY 19-20 amounts represent the remaining balance of funds per expenditures to date including estimated expenditures for FY 18-19. The total unspent funding is based on FY 15-18 actuals and FY 18-19 projected expenditures. To address availability of the full balance of CIP remaining funds, grant negotiations can include total projected unspent CIP funding from prior years, with the understanding that these additional resources would be considered one-time-only funding. The additional funding would not be provided after FY 19-20. This adjustment based on an update of remaining funds may result in an upward budget adjustment at mid-year and corresponding contract amendments.

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

FY 19-20 includes an additional amount for local community-identified projects (estimated) $500,000 ($300,000 Central Long Beach and $200,000 Wilmington). In FY 15-16, each community was awarded 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. The FY 19-20 estimated amounts for community-identified projects represent a portion of the remaining balance of funds per expenditures to date from the Building Stronger Families grants and the FY 18-19 community-identified projects.

The last additional item for FY 19-20 is the inclusion of $5,000 per region for an external independent audit specific to the First 5 LA RNG contract funds.

Initiative	Investment Category
Communities Strategy 1 - Community Leadership & Collaboration	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Region 5 AV Regional Network	$2,068,000	$1,998,000	-3.38%

Program Summary

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. FY 19-20 will be the second full year of implementation of the new structure.

The Antelope Valley Region 5 Regional Support Network reflects this new structure for the Lancaster and Palmdale Best Start communities.

Spending Plan and Funding Methodology

Region 5 Antelope Valley Regional Network: The total grant amount to support regional and local level roles and functions reflects 12 months of implementation supporting Lancaster and Palmdale. The FY 19-20 budget $1,998,000 reflects the following functions:

• Regional functions: contract administration, coordination of organizational capacity building, regional learning, multi-level coordination, collective advocacy, resource mobilization, communications outreach, resident/stakeholder engagement and advocacy, and an external independent audit specific to the First 5 LA contract funds.

• In FY 18-19, the RNG grants were the subject of a contract monitoring pilot conducted by the Administration Division. For FY 19-20, an additional $5,000 per region for an external independent audit specific to the First 5 LA RNG contract funds is included per an emerging recommendation based on the pilot.

• Local level functions: capacity building and leadership development, community change work (community-identified projects only), and coordination and support costs.

• For FY 19-20, the amount included for local community-identified projects (estimated) $500,000 ($250,000 Lancaster and $250,000 Palmdale). In FY 2015-2016, the board approved an allocation of a total of $1.95 million for community identified projects through the duration of the 2015-2020 Strategic Plan. The FY 19-20 amounts represent the remaining balance of funds per expenditures to date including estimated expenditures for FY 18-19. The total unspent funding is based on FY 15-18 actuals and FY 18-19 projected expenditures. To address availability of the full balance of CIP remaining funds, grant negotiations can include total projected unspent CIP funding from prior years, with the understanding that these additional resources would be considered one-time-only funding. The additional funding would not be provided after FY 19-20. This adjustment based on an update of remaining funds may result in an upward budget adjustment at mid-year and corresponding contract amendments.

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	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Network Capacity Building	$323,000	$273,000	-15.47%

Program Summary

First 5 LA is promoting a network building approach through the regional and local network structure for Best Start. First 5 LA is seeking to strengthen the capacity of organizations in the Best Start networks to advance community priorities. This includes the Regional Network Grantees (RNGs) and their partners as well as the organizations that are not currently contracted with the RNGs and are active members of the Best Start Networks. These non-profit organizations operate within a social ecosystem, an environment comprised of different networks of non-profits, funders, management support organizations, government, businesses, community residents, and parents. Each network plays a vital role in supporting the needs of the community and while each has its own objectives, how the social ecosystem supports collaboration will impact their ability to collectively affect change.

The intent of this program area is to strengthen the ability of the organizational partners to work as a network, develop the ability to understand their social ecosystem, and adapt with the constant changes. This approach recognizes that when organizations work together, share resources, and learn from one another, they can engage in the broader ecosystem to address critical community issues at a policy and systems level. This program includes two projects: The Network Building Support and The Regional Network Grantees Community of Practice.

Spending Plan and Funding Methodology

Network Capacity Building has two projects included for FY 19-20:

1. Network Building Support: $225,000

This project includes funds to implement an intermediary with technical assistance, training, and possible small grants to organizations in the Best Start Community Partnerships. The projected annualized cost of the project is $300,000. With the May, 2019 release of the RFP, it is expected that the project will begin in September 2019 for a total of 9 months in FY 19-20. The scope of the Training and Technical Assistance and potential Small Grants will be co-designed when the Intermediary is on board.

a. Network Building Intermediary, Facilitation & Coordination: $150,000
Approximately 21 hours per week x up to $150 per hour (composite rate) = $3,150 x 4 weeks/month = $12,600 x 12 months = $151,200 (rounded down to $151,000)

b. Training and Technical Assistance = $15,000
Consistent with the approach for the ECE Policy Advocacy Fund, Community Opportunities Fund, and the Policy Advocacy Fund, costs include up to 5 hours of training and technical assistance for up to 20 organizations that are members of the Best Start community partnerships but are not formal, contracted members of the Best Start regional and local networks. Estimate is $3,000 per region for a total of $15,000.

c. Small Grants = $100,000
Potentially, small grants up to approximately $5,000 each for up to 20 organizations (up to 4 per region) that are members of the Best Start community partnerships but are not formal, contracted members of the Best Start regional and local networks. Estimate is a total of $100,000.

d. Logistics for up to 5 Convenings/Trainings = $35,000
$7,000 x 5 = $35,000
Proposed budget based on historical expenditures for logistics (venue, child care, catering, translation/interpretation) averaging approximately $7,000 event.

For FY 19-20 nine month estimated cost:
Annualized Costs ($300,000)/12 months = $25,000
$25,000 x 9 months = $225,000

2. The Regional Network Grantees Community of Practice: $48,000

Initiative	Investment Category
Communities Strategy 1 - Community Leadership & Collaboration	2015-2020 Strategic Plan: Focusing for the Future

a. Content Area Experts: An additional $23,000 is reserved for content area experts on topics such as network building and policy and systems change for the Community of Practice. 150 hours x $150 per hour (composite rate) = $22,500 ($23,000 rounded up)

b. Logistics for up to 5 sessions of the Community of Practice: $25,000
$5,000 x 5 = $25,000 Proposed budget based on historical expenditures for logistics (venue, catering, translation/interpretation) averaging approximately $5,000 event.

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

For FY 18-19, this program area was titled Organizational Capacity Building under Strategy 2. For FY 19-20, this program area was renamed Network Capacity Building and moved to Strategy 1.

Initiative	Investment Category
Communities Strategy 3 - Built Environment Policy & Advocacy	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Built Environment Policy Advocacy Fund	$450,000	$750,000	66.66%

Program Summary

The Built Environment Policy Advocacy Fund (BEPAF) 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 BEPAF 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 BEPAF, 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 (another First 5 LA program/investment) 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

FY 19-20 will be first full year of operation in support of built environment advocates work with communities.

Based on the structure of the ECE Policy Advocacy Fund, it is expected that 15% to 20% of the total (approximately $113,000 to $150,000) will be utilized to support the provision of technical assistance and convenings through an intermediary or a technical assistance provider.

The remaining funds will support the provision of 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. Below are the initial ideas about the design of BEPAF. First 5 LA anticipates $650,000 to be allocated for grant programs. The intermediary will be a co-design and implementation partner, helping First 5 LA to further refine the strategy and approach:

1) Community Advocacy Grants Program (approximately 15 grantees)
Grants up to $10,000 each to help support community-based organizations with a project or activity that fits two criteria:
• The community-driven project or activity is in collaboration with parents and community residents and helps to elevate their voices to decision-makers and other policy advocacy efforts.
• One of the outcomes of the project or activity is to improve the built environment and neighborhoods which families and children live, play, learn, and grow up.

2) Built Environment Leadership Cohort (approximately 6 grantees)
Grants up to $50,000 each to help strengthen the capacity of organizations that are directly working on policy advocacy to improve the built environment for families and children.

3) Policy Opportunity Grants (2-5 grantees)
Grants up to $70,000 each to help rapidly support built environment advocacy organizations that are uniquely positioned to accelerate countywide or regional efforts that advance First 5 LA built environment focus areas. This grant program is intended to respond to an evolving built environment policy landscape and to support responsive coalition-building, community organizing, and policy advocacy that can better improve the lives of children ages prenatal to 5 and their families.

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

Original allocation including intermediary. Funding in FY 18-19 was reduced to account for delays in releasing the

Initiative	Investment Category
Communities Strategy 3 - Built Environment Policy & Advocacy	2015-2020 Strategic Plan: Focusing for the Future

RFP. The RFP is scheduled to be released in May 2019. FY 19-20 will be first full year supporting built environment advocates' work with communities.

Budget Fiscal Year: 2019 - 2020 Status: Proposed

Initiative	Investment Category
Communities Strategy 3 - Built Environment Policy & Advocacy	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Food Security		$125,000	0.00%

Program Summary

In May 2017, the County of Los Angeles Board of Supervisors issued a motion that instructed the Department of Public Social Services (DPSS) to reduce the prevalence of food insecurity and poverty through increasing CalFresh participation by 20% by 2019. The intent of this program area is to partner with the Los Angeles County Department of Public Social Services (DPSS) to coordinate and execute community engagement across the five Best Start regions, and assist with the planning and development of recommendations and strategies that address the Los Angeles County Board of Supervisors' motion to reduce the prevalence of food insecurity.

This program area provides resources for contractor support to conduct a comprehensive community engagement process to help First 5 La and DPSS better understand the barriers families experience when trying to enroll and participate in nutrition programs and access quality food in their communities.

Spending Plan and Funding Methodology

Contractor support for FY 19-20

The Contractor will be tasked with activities such as: regional listening tours in collaboration with First 5 LA and DPSS, facilitating a cross-regional workgroup comprised of parents from Best Start regions, hosting community roundtables with diverse stakeholders to vet policy and strategy recommendations and creating a policy brief summarizing the key learnings, strategies and policy recommendations to address food insecurity in Los Angeles County now and in the future.

Approximately 69 hours per month x $150 per hour (composite rate) = $10,350
$10,350 per month for 12 months = $124,200 ($125,000 rounded)

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	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Link Advocates Governments Families and Parks (Link)	$300,000	$300,000	0.00%

Program Summary

Link Advocates Governments Families and Parks (Link) will test the Zamora Park approach of engaging residents and building the capacity of municipalities to advocate for better parks and open space in disadvantaged communities in two cities. 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 which are two county-wide funding sources for transportation and parks.

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. There is also the potential to partner with the LA County Regional Parks and Open Space District to leverage a technical assistance program currently under development to assist municipalities in applying for Measure A funds.

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%)

Initiative	Investment Category
Communities - Cross-Strategy Investments	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Learning Consortium	$324,000	$300,000	-7.40%

Program Summary

This project will help establish a cross-sector learning structure and processes for the Communities Department's partners and grantees. Our current grantees and partners represent a diverse cross-section of community-based organizations, services providers, policy advocates, funders, and individual community leaders. The intent of the project is to cultivate relationships, share knowledge, and apply learning among partners and grantees to bolster their respective capacity building efforts. This project will be the centerpiece of our learning for impact efforts and bolster our ability to understand and measure the interconnections and impacts of our investments. It supports the Best Start Learning Agenda and the Communities Department's quality improvement efforts. All grantees and partners--RNGs, LNCs, BEPAF, Link, etc.--will be included in the Consortium in an effort to foster cross-sector learning and continuous improvement across the five regions, modeled after prior Learning Communities convened by First 5 LA. Resources for this program include coordination, facilitation, and logistics associated with the Consortium and cross-community learning communities.

Spending Plan and Funding Methodology

For FY 19-20, The Learning Consortium represents 9 months implementation of consortium, grantee peer learning and continuous quality improvement: $300,000

1. Learning Consortium/Learning Communities 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 $400,000 with 9 months of implementation in FY 19-20, assuming a September 2019 launch date (RFP for Facilitator to be released in May 2019). All costs listed below are estimated.

Estimated Annualized Costs

a. Consortium/Learning Communities Design, Planning, Facilitation & Coordination: $295,000
Approximately 41 hours per week x up to $150 per hour (composite rate) = $6,150 x 4 weeks/month = $24,600 x 12 months = $295,000 (rounded)

b. Consortium Convening = $36,000
Up to 4 peer learning sessions for Best Start Regional and Local Networks = $9,000 x 4 = $36,000

c. Learning Communities: $30,000
Two cross-community learning communities planned annually @ approximately 150 participants each.

d. Logistics for up to two learning communities: $30,000
$15,000 x 2 = $30,000
Proposed budget based on historical expenditures for logistics (venue, child care, catering, translation/interpretation) averaging approximately $15,000 per cross-community learning community.

e. Guest Speakers/Panel: $9,000
$1,500 x 3 speakers = $4,500
$4,500 x 2 learning communities = $9,000
Guest speakers/panel are included at an honorarium for up to three speakers per learning community.

For FY 19-20 9 month Learning Consortium/Learning Communities estimated cost:
Annualized Costs $400,000/12 months = $33,300
$33,300 x 9 months = $300,000

Initiative	Investment Category
Communities - Cross-Strategy Investments	2015-2020 Strategic Plan: Focusing for the Future

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

The FY 19-20 projection of $300,000 for the Learning Consortium reflects a streamlined and more accurate estimation of actual projected expenditures for a period of nine months.

Initiative	Investment Category
Communities - Cross-Strategy Investments	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Data and Learning	$180,000	$54,000	-70.00%

Program Summary

This program area provides resources the Communities Department by providing resources to support its real-time data and learning activities, including qualitative analysis of grantee quarterly reports, convenings and interviews to deepen our understanding of how Best Start is evolving in the first two years of the new structure. Learning activities include workshops and technical assistance to build internal capacity around key items such as place-based sustainability, resource and fund mobilization, network development, relationship weaving, and other topics that emerge from the data collected from the field that has implications for First 5 LA's role as a place-based funder. Overall, this program provides the resources that position the Communities Department to more fully activate policy and systems change within and across communities. These internal, staff-driven data and learning activities support the Best Start Learning Agenda and will complement any external evaluation activities that occur in FY19-20.

Spending Plan and Funding Methodology

Total estimated cost for FY 19-20 is $54,000.

Internal Workshops & Technical Assistance = $54,000

Estimates based on historical expenditures for similar workshops (e.g. Qualitative Data Analysis Workshop) but will focus on issues integral to the Communities Department's work, such as place-based sustainability, resource and fund mobilization, network development, and relationship weaving.

a. Workshops: $7,200 x 4 workshops = $28,800

b. Technical assistance follow-up from workshops – approximately 42 hours associated with each workshop (168 hours total) x $150 per hours = $25,200

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

For FY 19-20, the Data and Learning program is reduced to $54,000 from $180,000 to now include only the department level learning activities. The remaining $126,000 is reflected in the MLE department budget to support the strategic partnership with the Advancement Project.

Budget Fiscal Year: 2019 - 2020 Status: Proposed

Initiative	Investment Category
Communities - Cross-Strategy Investments	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Leveraging Opportunities Fund		$200,000	0.00%

Program Summary

First 5 LA's work in communities is embedded in a larger ecosystem that includes various public and philanthropic change efforts. In FY 18-19, Communities Department staff cultivated relationships with public and philanthropic partners and engaged in collective efforts to address a particular issue or advance a community engagement approach. In some instances, First 5 LA provided resources to support joint efforts, such as the Center for Health Equity's Action Plan development process and Immigration Deportation Defense Fund with the Liberty Hill Foundation. Learnings from FY 18-19 suggest that when resources from First 5 LA leverage other funding, First 5 LA demonstrates a commitment to partnership with others, which builds momentum to advance shared outcomes for children, families and communities.

This program area builds on lessons learned from FY 18-19 and dedicates funding ($10,000 - $50,000) as well as staff time and expertise to leverage the resources of private philanthropy and public agencies. Examples include partnering with family foundations in Long Beach and leveraging efforts through federal promise zones. Additional leveraging opportunities include work by The Weingart Foundation and California Community Foundation to support programmatic work in South LA, along with the American Heart Association's interest in leveraging funds to support work related to food security and parks. Funding through this program area must leverage other funding and advance the Communities Outcome, Best Start communities' priorities and serve as a connection point to expand Best Start local and regional networks. It also provides an opportunity to match other funders in Best Start Communities.

Spending Plan and Funding Methodology

Based on historical expenditures and learnings from similar efforts under FY 18-19 Emerging Opportunities, staff anticipates approximately four partnerships with public and private philanthropic partners.

These partnerships are expected to range from $10,000 to $50,000 not to exceed a total of $200,000 for this program area.

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

Initiative	Investment Category
Communities - Cross-Strategy Investments	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Stakeholder Engagement	$104,000	$144,000	38.46%

Program Summary

As the Communities Department implements a new structure for Best Start and pivots to a greater emphasis on policy and systems change, staff will begin to more intentionally engage and convene stakeholders to build and strengthen relationships with decision-makers, other funders, and cross-sector leaders to build momentum around a shared vision and leverage efforts to support 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. Resources will be used to support convenings with partners at the local, regional, county, and state levels.

This program also supports Best Start Policy Summit. First 5 LA has an opportunity to reintroduce itself to the Best Start communities in our new roles as a connector, convener, funder, and facilitator of policy and systems change efforts county-wide. The Policy Summit is an evolution of the leadership summits held by the Communities Department bi-annually before the transition to the new Regional Network structure. The Policy Summit is an opportunity to connect and convene the Best Start grantees, partners and community leaders engage in dialogue about policy and systems change through learning, connection and advocacy. Summit objectives include:

- Position First 5 LA as a thought leader, convener, and agent in policy and systems change
- Model meaningful community engagement and coalition building
- Build community, grantee and partner capacity around policy and system change
- Improve visibility and connectivity to First 5 LA's policy agenda, programs, and strategies
- Elevate parent voice and issues that impact families and children prenatal to 5
- Create an opportunity for Best Start communities to share information around their community change agenda and connect First 5 LA's programmatic work

Spending Plan and Funding Methodology

Total for Local, Regional and Countywide Convening = $144,000

Cost estimates as follows:

a. Stakeholder Engagement Convening: $112,000
Based on historical expenditures, and experience with similar activities, costs include resources approximately $1,400 each at 4 per staff (20) to support local, regional, countywide and possible state level convenings with decision-makers, other funders, and cross-sector leaders = $112,000

b. Best Start Policy Summit: $32,000
Based on historical expenditures of approximately $16,000 per Leadership Summit for up to 150 people for costs such as venue, facilitator, child care, food, translation/interpretation. Estimated 2 convenings = $32,000

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

In FY 18-19, Communities Department staff deepened its understanding of the landscape including efforts within and/or affecting Best Start communities. In FY 19-20 staff will now be better positioned to take a leadership role in convening and connecting stakeholders as well as local, regional, county, and state efforts.

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.

EARLY CARE AND EDUCATION

		Budget FY 2018-19	Revised Budget FY 2018-19	Estimated FY 2018-19 Expenditures	Proposed Budget FY 2019-20	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	799,340	784,317	671,232	803,315	18,998
	Total Employee Benefits	237,181	237,181	198,451	233,122	(4,059)
	Total Personnel Services	**1,036,521**	**1,021,498**	**869,683**	**1,036,437**	**14,939**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Trans	2,400	2,400	2,400	2,040	(360)
6230	Telephone	-	-	-		-
6235	Cell Phone & Mobile Devices	2,400	2,400	1,650	4,800	2,400
6240	Outside Printing & Publishing	-	-	-	-	-
6245	Other Supplies	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-
6255	Educational Supplies	-	-	-	-	-
6260	Office Supplies	1,200	1,200	815	1,020	(180)
6265	Subscriptions & Publications	300	300	-	255	(45)
6270	Capital Outlay	-	-	-		-
6275	Equipment-Rents & Leases	-	-	-		-
6280	Building Repair & Maintenance	-	-	-		-
6285	Equipment Repairs & Maintenanc	-	-	-		-
6290	Offsite Storage	-	-	-		-
6295	Hardware & Software Maintenanc	-	-	-		-
6300	Miscellaneous/Contingency	-	-	-		-
6305	Stipend/Honorarium	-	-	-		-
6310	Internal Meetings	6,000	6,000	5,000	6,000	-
	Total Operating Services	**12,300**	**12,300**	**9,865**	**14,115**	**1,815**
Consultant Services						
6410	Consultant Fees	-	-	-	35,000	35,000
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers		-	-	-	-
	Total Consultant Services	**-**	**-**	**-**	**35,000**	**35,000**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	2,100	2,100	-	2,040	(60)
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**2,100**	**2,100**	**-**	**2,040**	**(60)**
Travel Expenses						
6610	Airfare	5,780	15,780	8,732	18,000	2,220
6620	Lodging	6,000	6,000	7,568	10,000	4,000
6640	Per Diem	6,000	6,000	4,764	6,000	-
6650	Other Travel Expense	1,000	1,000	1,367	1,000	-
	Total Travel Expenses	**18,780**	**28,780**	**22,431**	**35,000**	**6,220**
Professional Development						
6810	Training Materials & Supplies	500	500	-	500	-
6820	Internal Training	3,000	3,000	-	3,000	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	10,000	10,000	820	8,500	(1,500)
6850	External Education/Training	-	-	-		-
	Total Professional Development	**13,500**	**13,500**	**820**	**12,000**	**(1,500)**
	Total OPERATING EXPENSES	**1,083,201**	**1,078,178**	**902,799**	**1,134,592**	**56,414**

Budget Fiscal Year: 2019 - 2020	Status: Proposed

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Early Care & Education Systems	$1,088,178.00	$1,134,592.00	4.27%
Benefits	$0.00	$0.00	

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Salaries & Wages	$794,317.00	$803,315.00	1.13%

Description

Social Security Tax	$237,181.00	$233,122.00	-1.71%

Description

Mileage, Parking and Other Transportation	$2,400.00	$2,040.00	-15.00%

Description

Provides for costs related to travel for local meetings with grantees, contractors, and strategic partners as well as local trainings and site visits. The cost is based on an estimate of approximately $20 a month for 8.5 staff (managers,POII's and Administrative Assistant). Monthly allowance to include public transportation, mileage and parking expenses.

Cell Phone & Mobile Devices	$2,400.00	$4,800.00	100.00%

Description

Provides for a $50 per month reimbursement to 8 staff members for use of personal cell phone or mobile device to conduct First 5 LA business. 8 staff at $50 each for 12 months.

Office Supplies	$1,200.00	$1,020.00	-15.00%

Description

Provides for general office supplies for 8 FTEs and 1 part-time staff for 12 months. This comes out to approximately $10 per month per 8.5 FTE for 12 months.

Subscriptions & Publications	$300.00	$255.00	-15.00%

Description

Provides for subscriptions and publications calculated at $30 per staff for a total of 8.5 FTEs.

Internal Meetings	$6,000.00	$6,000.00	0.00%

Description

Provides for expenses related to early care and education projects. Given the high level of engagement with the ECE community, staff often invite external partners to meet with us and one another. The costs in this category typically cover food and any facilitator costs.

Consultant Fees	$0.00	$35,000.00	100.00%

Description

$35,000 for an outside consultant to support staff development of the ECE team. Consultant will faciltiate monthly planning meetings in addition to providing coaching for the leadership team of the department.

Professional Dues	$2,100.00	$2,040.00	-2.85%

Description

Provides for dues to professional organizations for 8.5 FTEs at the amount of $240 per staff

Airfare	$15,780.00	$18,000.00	14.06%

Description

$18,000 to cover airfare for the ECE team. Team travels mostly to Sacramento for statewide meetings.

Lodging	$6,000.00	$10,000.00	66.66%

Description

$10,000 to cover loding for the ECE team. Team often travels to Sacramento for overnight stays while attending statewide meetings.

Per Diem	$0.00	$6,000.00	100.00%

Description

Per Diem to cover staff travel while in the Bay Area, Sacramento, DC, and other cities for conferences and work travel.

Other Travel Expenses	$1,000.00	$1,000.00	0.00%

Description

Covers costs associated with travel not covered by other cost categories including but not limited to Lyft, Uber, taxis, etc.

Training Materials and Supplies	$500.00	$500.00	0.00%

Description

Covers costs associated with department monthly meetings including training supplies and materials.

Internal Training	$3,000.00	$3,000.00	0.00%

Description

Covers costs related to department internal trainings and monthly meetings including food and venue rental

Conference/Training Registrations	$10,000.00	$8,500.00	-15.00%

Description

Provides for staff to attend conferences and trainings estimated at $1,000 per staff for 8.5 FTEs

Budget Fiscal Year: 2019 - 2020 Status: Proposed

Initiative	Investment Category
ECE Strategy 1 - Policy/Advocacy	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
ECE Policy Advocacy Fund	$3,300,000	$3,300,000	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. To distribute these funds, staff presented the concept of an ECE Policy and Advocacy Fund, known as ECE PAF, to the Board of Commissioners Program and Planning Committee in January 2016. 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. Currently, ECE PAF distributes three categories of funding: (1) partnership grants to key state and local ECE advocacy organizations, (2) field-building grants to ECE advocacy organizations to increase capacity, and (3) 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. In FY18-19, an additional $300,000 was added to the Fund budget from the Strategic Plan Advocacy Strategies project in the Public Policy and Government Affairs Department as a number of activities intended to support statewide ECE advocacy are being completed by the ECE PAF.

Spending Plan and Funding Methodology

Based on a spending plan of $3 million a year over 5 years for a total project cost of $15 million as approved by the Board. FY 19-20 will continue utilizing this methodology with a spending plan of $3.3 million. The additional dollars represent underspending in previous years which will be allocated to next fiscal year. These additional dollars provide additional resources to take advantage of opportunities presented given our current state political climate.

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 field-building and 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. $800,000 to cover the cost of field-building and 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 and co-created guidelines, emerge.
5. $2,000,000 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: 2019 - 2020 Status: Proposed

Initiative	Investment Category
ECE Strategy 1 - Policy/Advocacy	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Educare Policy and Advocacy	$381,000	$300,000	-21.25%

Program Summary

The launch of Educare Los Angeles at Long Beach in 2018 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 continues to be an opportunity to utilize Educare data and explore evaluation strategies to demonstrate high quality practices and impact on dual language learners. On February 8, 2018, 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.

Spending Plan and Funding Methodology

The FY 19-20 costs mirror costs associated with FY 18-19 scope of work. The estimated budget is $300,000 and will focus on the following:
1. Professional development for ECE educators: $30,000. Funds include continued use of Educare as a 'teaching hospital/ to enable the current and future field to see first-hand teaching strategies in a high quality learning environment.
2. Access to the mental health system: $90,000. Funds include continued work with a community mental health agency to provide comprehensive mental health services to Educare children.
3. Family engagement practices: $155,000. Funds include personnel such as Family Support Specialists staff to address the needs of all children and families served.
4. Local evaluation efforts: $25,000. Funds include evaluation efforts to identify areas of success and challenges based on Educare's data analysis on on-going assessment of child outcomes, family development and professional development.

FY 19-20 will be year two of three years of funding, so staff will also support Educare in creating a sustainablity plan. This plan will include exploring sources of state funding to support operating costs of Educare.

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

Budget Fiscal Year: 2019 - 2020 Status: Proposed

Initiative	Investment Category
ECE Strategy 1 - Policy/Advocacy	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Kindergarten Readiness Assessment	$3,589,000	$4,864,000	35.52%

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

KRA DISTRICTS/COMMUNITIES ($4,343,500):

Cohort 1: $195,000
(EMCSD, MVSD, RSD, PUSD, Connections for Children in Santa Monica, City of Pasadena)

Cohort 2: $3,778,500
(LAUSD and CUSD)
Cost for Cohort 1 and 2 will cover the cost of district coordination and teacher engagement and community engagement and action planning.

KRA TECHNICAL ASSISTANCE: UCLA ($710,000):
UCLA's Center for Healthier Children, Families and Communities will be responsible for the following for the scope for all KRA/EDI districts in FY 19-20: 1) EDI data collection, analysis, and reporting; 2) Individual coaching, and 4) Facilitate the regional shared learning network for Los Angeles County.

KRA TECHNICAL ASSISTANCE: UNITE-LA ($180,000):
Cost to continue supporting the Los Angeles County Stewardship for Early Childhood whose main goals are to: 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 LA County communities and districts by engaging system-level partners who can play a role in either inhibiting or enabling KRA implementation.

BUDGET ASSUMPTIONS:
Continue working with 9 current KRA communities.

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

Due to unanticipated interest in the Kindergarten Readiness Assessment, the number of participating school districts has increased significantly which has led to corresponding budget increases. The inclusion of the Los Angeles Unified School District and additional data collection at two further local districts account for the increase to the overall budget. This partnership was presented to the Board of Commissioners and approved in November 2018. Additionally, the budget increase is due to the inclusion of costs associated with an intermediary who will help with district recruitment and contracting.

Budget Fiscal Year: 2019 - 2020 Status: Proposed

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
QRIS Architects Group and Systems Planning	$438,000	$200,000	-54.33%

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, formally 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. Since 2015, these partners began to meet with the goal of developing a common countywide Quality Rating and Improvement System (QRIS) model. This model is known as Quality Start Los Angeles (QSLA). In FY 18-19, all partners collectively developed an infrastructure to organize the work and guide local QSLA model decision-making. The QSLA Governance structure includes a Funders Circle, a Leadership Council and five QSLA committees. The Funder's Circle's purpose is to steward public funding supporting QSLA and its shared visions, while the a Leadership Council develops shared goals, coordinates the implementation of a system-wide objectives and makes recommendations to the Funders Circle. Finally, the QSLA committees determine implementation-level decisions to improve outcomes of efficiencies within the QSLA model.

Spending Plan and Funding Methodology

Funds associated with Participation Grants and the Early Learning Needs Assessment Tool (ELNAT), which had previously been included here, have been removed from this line item. In addition, costs based on preliminary scope of work discussion and budget developed by VIVA Strategy have decreased in FY 19-20.

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

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
QRIS Continuous Site Engagement	$14,623,000	$14,600,000	-0.15%

Program Summary

Funding sources for QRIS Continuous Site Engagement in FY 19-20 will be from Child 360 Fund Balance and First 5 California's Improve and Maximize Programs so All Children Thrive (IMPACT). All 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.

Primarily, Child360 will continue to incorporate decisions made by the QSLA Governance into the QRIS model by using the cost model developed by our QRIS partners. In addition, costs in FY 19-20 include expansion sites served via an RFQ that will be released in early Summer 2019.

Spending Plan and Funding Methodology

QSLA Expansion: $8.5 million
To continue First 5 LA's QRIS work, $8.5 million during FY 19-20 will be dedicated to expand LA County's QRIS work. Specifically, this QRIS expansion will continue to work with Child360's 238 providers and expand services to particular strategic and geographic priority areas, including expansion to currently non-participatory sites located within currently participating multi-site agencies, Best Start Communities, and KRA-participating districts. First 5 LA's team will engage in an RFQ process with QRIS expansion beginning in Fall 2019. Expansion priorities and work will be guided by the QSLA model document established by the QRIS Architects. This will ensure a continuation of a single model in LA County that the Architects group has worked tirelessly to establish since 2015.

Child 360 Fund Balance: $6.25 million
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 remaining fund balance of $6.25 million for FY 19-20 will continue to support Child360's sites from July-December 2019. In FY 19-20, Child360 will be using the cost model developed by the QRIS partners as the basis to maintain site engagement of current QRIS participants being served through Child360. With a total of $6.25 million, Child360 will continue to maintain the 238 providers from July-December 2019.

Personnel ($3,500,000)
These positions include senior cabinet positions, as well as communications and marketing positions, research and evaluation positions, financial positions, and coaching positions.

Fringe Benefits ($1,600,000)
Fringe benefits are calculated at 35% of the personnel costs, including 8.98% for FICA/SUI, health insurance, retirement benefits, insurance and workers' compensation.

Books and Supplies ($50,000)
Includes general office supplies, resource materials, training materials, etc.

Travel and Meetings ($150,000)
These costs are estimated to include provider trainings, conference fees, community event expenses, policy and advocacy travel expenses, parking costs, and mileage for all project-related field staff.

Contracted Services ($175,000)
Includes costs for fees associated with Quality Service Specialists, Program Support Consultants, Provider Operations, Consultants, and IT Support.

Advocate Expenses ($75,000)
Consultant specializing in public affairs/ECE advocacy.

Incentives/Honorariums ($700,000)

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

These costs include honorariums for participating sites' professional development, Tier 4 Block Grants, Tier 5 Block Grants, and workforce participation.

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

Budget Fiscal Year: 2019 - 2020 Status: Proposed

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
QRIS Database	$650,000	$650,000	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 (EQS's iPinwheel) for Los Angeles County. As the Data System Administrator for the Los Angeles County QRIS, Quality Start Los Angeles (QSLA), LACOE contracts with iPinwheel to provide a database system for use by QRIS partners to track and record data for early learning providers participating in QSLA. Under the partnership, LACOE shares approximately 60% of the costs for the Contracted Services (iPinwheel), and provides the staffing required to support the use of the database by our county partners.

Spending Plan and Funding Methodology

Funds will be used to operate the Los Angeles County QRIS data system, iPinwheel. This includes: oversight of data system development, QSLA data management and technical support, and coordination with local partners and other data systems (i.e., ECE Workforce Registry).

The FY 19-20 budget will continue to fund staff at LACOE to assist with QRIS data system operations and system development for Los Angeles County, and data system trainings for QSLA partners.

Costs were calculated based on the FY 18-19 contract to continue development and administration of the data system. The following costs are expected for FY 19-20:

- LABOR COSTS: Estimates include staff salaries and benefits to achieve and submit the deliverables listed in the performance matrix, which include: overseeing and managing the QRIS data system, and coordinating local system integration. Positions include: FTE System Administrator, Program Manager, 1 senior data processing specialist, Executive Director, QSLA Program Manager, Assistant Director-Planning & Resources Development, Business Operations Manager, Budget Analyst, Project Coordinator, Principal Accountant, Financial Operations Consultant, and Accountant. Total = $440,000
- DIRECT COSTS: LACOE will incur direct costs including: travel, printing, postage, and space. Cost estimates for this category are consistent with spending patterns in previous fiscal years. Total = $22,000
- CONTRACTED SERVICES: CCALA will contract with EQS for the iPinwheel Data System, specialized trainings on iPinwheel to Los Angeles County users, and CLASS & ERS publishers fees. Cost estimates for this category are reduced based on anticipated reduced spending. Total = $135,000.
- INDIRECT COSTS: In FY 18-19, First 5 LA has approved two exceptions for LACOE regarding indirect costs: 1) include all direct costs when calculating indirect (including subcontracts, depreciation and equipment), and 2) increase the indirect percentage from 10% to 10.96%. Cost estimates for this category are assuming continued approval of exceptions. Total = $53,000.

Budget Assumptions:

- In FY 18-19, this Program experienced delays in the expansion of the data system. As a result, this delayed the need for hiring additional personnel. It is anticipated that there will be a need to hire additional staff in FY 19-20 since the system expansion will be complete.

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

Budget Fiscal Year: 2019 - 2020 Status: Proposed

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Shared Services Support	$200,000	$100,000	-50.00%

Program Summary

First 5 LA will continue to support the Shared Services movement to strengthen, sustain and improve ECE program quality in LA County. FY 19-20 will be the fourth and final 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) sustain current Alliances and build an additional family child care alliance among Los Angeles County ECE providers to maximize limited administrative resources and improve program quality. In FY 19-20, the final year of Shared Services, the project will monitor sustainability for th existing shared service alliances and provide training and technical assistance to alliances of family child care providers.

Spending Plan and Funding Methodology

Shared Services Technical Assistance Project:

FY 19-20 represents the fourth year of a partnership with Opportunities Exchange as a part of the ECE Shared Services Technical Assistance Project. The total FY 19-20 budget is $100,000. The following activities were taken into account when developing the FY 19-20 budget:

- $71,455 – Personnel and contracted services to provide shared services training and technical assistance
- $3,654 – Office Space for Opportunities Exchange
- $14,000 – Mileage and travel for Opportunities Exchange staff
- $10,891 – Other costs including meeting costs and administrative fee to their fiscal agent

Budget assumptions:

- Based on the FY 18-19 budget. This is the final year of the project with a 50% budget reduction to ramp down project.
- At least 3 current Shared Service alliances are active, one is emerging. Three will be monitored for sustainability and one family child care will receive technical assistance.

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

In the final year of Shared Services, funding will be 50% less than the previous year to ramp down the project.

Budget Fiscal Year: 2019 - 2020 Status: Proposed

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Early Childhood Education Credential Advocacy Project	$700,000	$600,000	-14.28%

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 Permit and the issuance requirements of each level, as well as the development and adoption of a California ECE teaching credential. 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. During the final 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 19-20 represents the fourth 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 $600,000. The following activities were taken into account when developing the FY 19-20 budget:

• $500,000 – Contracted services to coordinate PEACH collaborative and stipends for participating faculty from colleges and universities. This includes $116,000 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, $52,000 for the PEACH Los Angeles Program Coordinator to manage logistics (collaborative meetings, conference calls, travel, etc.) and $222,000 for faculty stipends.
• $30,000 – Mileage and travel for PEACH representatives to attend both local and state meetings (i.e. CTC meetings, legislative visits, ECE Coalition)
• $25,000 – Training and meeting expenses including stakeholder convenings, advocacy training for PEACH members and onsite ECE Competencies mapping training for LA County colleges and universities.
• $45,000 – Other costs including printing/copying, telephone, postage, supplies, evaluation and an administrative fee to the fiscal agent.

Budget Assumptions:
• Based on FY 17-18 actual expenditures, FY 18-19 budget, and a projected decrease in organization capacity-building needs and the leveraging of additional resources.
• At least 20 community colleges and CSUs will participate in the project.

As PEACH enters its final year of partnership, staff will explore ways to better align PEACH's work and support with existing advocacy efforts funded under the ECE Policy and Advocacy Fund (PAF).

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

Budget Fiscal Year: 2019 - 2020 Status: Proposed

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Early Childhood Educator Competencies Curriculum Project	$700,000	$640,000	-8.57%

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 19-20, the seven organizations who provide professional development to early educators that were selected as grantees will embed the ECE Competencies in their training programs. To support the grantees, the project contracted with a training and technical assistance provider who is leading training, coaching and peer learning communities with the grantees.

Spending Plan and Funding Methodology

FY 19-20 represents the 3rd year of this new project as a part of the ECE Outcome Area in First 5 LA's 2015-2020 Strategic Plan. During the final year of the project, grantees will develop, deliver and refine training that embeds the ECE Competencies. The estimated FY 19-20 budget is $640,000 based on historical expenditure trends and anticipated need. The FY 19-20 budget is comprised of the following activities:

• $150,000 – ECE Competencies Training and Technical Assistance Provider will develop and facilitate four peer learning communities and fourteen technical assistance sessions (coaching) with the ECE Competencies grantees.

• $490,000 – First 5 LA awarded grants of $70,000 annually to seven ECE professional development organizations (grantees). As a core element of their activities, grantees will develop and deliver training programs that incorporate the ECE Competencies. Training programs will be tested with early educators in this fiscal year, 2019-2020. Also, grantees will participate in peer learning communities and technical assistance sessions (coaching).

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

Budget Fiscal Year: 2019 - 2020 Status: Proposed

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
ECE Workforce Registry	$665,000	$665,000	0.00%

Program Summary

The California Early Care and Education (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. As a centralized-based data system, the Registry will increase the accessibility and uniformity of data while reducing burden related to data collection, entry and processing, minimizing administrative duplication and facilitating reporting across the state.

This project will continue to fund the Child Care Alliance of Los Angeles (CCALA) to operate the California ECE Workforce Registry in LA County. CCALA will monitor and manage Registry data, provide technical support to Registry users, and support the ongoing development and refinement of the data system, while also increasing efforts towards integration with existing ECE systems.

Spending Plan and Funding Methodology

Funds will be used to operate the Registry which includes data management, data system development, outreach to workforce and working with ECE programs and systems (including QRIS) to integrate the Registry.

The FY 19-20 budget will continue to accommodate staff to assist with Registry operations in LA County, including outreach, data entry and technical support, as well as efforts towards local and statewide system alignment and integration, including the development of a Registry Codebook. The following costs are expected for FY 19-20:

- Labor costs: Estimates include labor hours to achieve and submit the deliverables listed in the performance matrix, which include: overseeing and managing Registry operations in LA County; managing and promoting expansion and sustainability locally and statewide; and overseeing Registry data system development. 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 refinement (which includes licensing fees). Cost estimates for this category are reduced based on anticipated reduced spending in database development. Total = $75,000.
- Additional costs: CCALA will contract for the design of the Registry Annual Brief, and to consult with the Statewide Manager of the Registry. The Statewide Manager would be responsible for overseeing, coordinating and promoting integration into existing ECE systems. Cost estimates for this category are reduced based on anticipation in an increase in statewide support and funding. Total = $25,000.
- Codebook: A consultant will be hired to develop a codebook and provide a technical description of the data housed in the Registry so that the Registry stakeholders, including researchers and funders, can use it for understanding the qualifications, needs and other characteristics of the ECE workforce; aligning data systems; and as a tool for planning and analysis to inform policy, strategy development, and budgeting. Total = $65,000.

Budget assumptions:
• A decreased amount of Registry development costs are anticipated for FY 19-20.
• While the local Quality Rating and Improvement System (QRIS) is expected to enter its expansion phase in FY19-20, there is limited capacity on the number of sites that can be added, and should therefore not have an impact on the Registry's need for additional resources.
• The Registry's current phase of work focuses on integration into existing ECE systems.

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

Budget Fiscal Year: 2019 - 2020 Status: Proposed

Initiative	Investment Category
ECE - Emerging Opportunities	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Emerging Opportunities - ECE Outcome Area	$475,000	$127,000	-73.26%

Program Summary

Resources under Emerging Opportunities will be utilized for projects that emerge during the FY 19-20. With the current local and state political environment -- including the Governor's commitment to increased Early Care and Education (ECE) support, the Office for the Advancement of Early Care and Education's (OAECE) strategic plan and new leadership, and the governance structure under Quality Start LA -- First 5 LA's ECE department will need to address and support projects that focus on the needs of young children and their families and are aligned with the 2015-2020 Strategic Plan.

Spending Plan and Funding Methodology

Resources under Emerging Opportunities will be utilized for projects that emerge during the FY 19-20. With the current local and state political environment- including the Governor's commitment to increased ECE support, the OAECE's strategic plan and new leadership, and the governance structure under Quality Start LA- First 5 LA's ECE department will need to be address and support projects that address the needs of young children and their families and are aligned with the 2015-2020 Strategic Plan. ($100,000)

In addition, Kenyon Consulting will provide facilitation and analytical support for the ECE Workgroup as part of First 5 LA's implementation assistance to the Office of Child Protection Prevention Plan. During this phase of the project, Kenyon Consulting will provide agenda management, facilitation for monthly meetings of the OCP ECE Workgroup, develop a proposed work plan to address the ECE recommendations and will develop analyses and requested reports to support the ECE recommendation implementation. The project was estimated to end on June 30, 2019, but staff is requesting a no-cost extension through September 30, 2019 in the amount of $27,000.

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

Funds associated with the OAECE Strategic Plan Development, the Office of Child Protection (OCP) Technical Assistance, and Pomona Unified School District's (PUSD) Reinvest in Success Preschool Pilot, which had previously been included here, have been removed from this line item.

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. Our goal is to ensure early screening and intervention to mitigate the impacts of trauma exposure and developmental-behavioral delays. Working in partnership, we will strengthen existing systems and build upon promising practices to reduce stigma, improve outcomes, and elevate the importance of early childhood 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 and Resiliency Informed Systems Change. 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 facilitation and on-going communication between and among key stakeholders as well as 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 pre-natal to age 5 and their families

		Budget FY 2018-19	Revised Budget FY 2018-19	Estimated FY 2018-19 Expenditures	Proposed Budget FY 2019-20	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	842,454	842,454	604,636	846,162	3,708
	Total Employee Benefits	241,847	241,847	180,000	229,547	(12,300)
	Total Personnel Services	**1,084,301**	**1,084,301**	**784,636**	**1,075,709**	**(8,592)**
Operating Services						
6205	ADP-Payroll	-	-	-		-
6210	Worker's Compensation Insurance	-	-	-		-
6215	Utilities	-	-	-		-
6220	Corporate Insurance	-	-	-		-
6225	Mileage, Parking and Other Trans	2,400	1,100	417	1,440	340
6230	Telephone	-	-	-		-
6235	Cell Phone & Mobile Devices	1,800	1,800	1,050	4,800	3,000
6240	Outside Printing & Publishing	-	-	-		-
6245	Other Supplies	-	-	-		-
6250	Postage & Delivery	-	-	-		-
6255	Educational Supplies	-	-	-		-
6260	Office Supplies	1,200	1,200	295	1,200	-
6265	Subscriptions & Publications	500	500	-	500	-
6270	Capital Outlay	-	-	-		-
6275	Equipment-Rents & Leases	-	-	-		-
6280	Building Repair & Maintenance	-	-	-		-
6285	Equipment Repairs & Maintenanc	-	-	-		-
6290	Offsite Storage	-	-	-		-
6295	Hardware & Software Maintenanc	-	-	-		-
6300	Miscellaneous/Contingency	-	-	-		-
6305	Stipend/Honorarium	-		-		-
6310	Internal Meetings	2,000	3,000	243	3,000	-
	Total Operating Services	**7,900**	**7,600**	**2,005**	**10,940**	**3,340**
Consultant Services						
6410	Consultant Fees	-	5,000	-	3,000	(2,000)
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**-**	**5,000**	**-**	**3,000**	**(2,000)**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	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**	**1,000**	**-**	**1,000**	**-**
Travel Expenses						
6610	Airfare	5,200	5,200	3,305	5,200	-
6620	Lodging	11,000	9,000	168	11,000	2,000
6640	Per Diem	4,200	4,200	4,200	4,200	-
6650	Other Travel Expense	-	1,800	1,274	1,800	-
	Total Travel Expenses	**20,400**	**20,200**	**8,946**	**22,200**	**2,000**
Professional Development						
6810	Training Materials & Supplies	-	-	2,795	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	19,600	16,100	11,500	17,000	900
6850	External Education/Training	-	-	-	-	-
	Total Professional Development	**19,600**	**16,100**	**14,295**	**17,000**	**900**
	Total OPERATING EXPENSES	**1,134,201**	**1,134,201**	**809,882**	**1,129,849**	**(4,352)**

Budget Fiscal Year: 2019 - 2020	Status: Proposed

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Health Systems	$1,134,201.00	$1,129,849.00	-0.38%
Benefits	$0.00	$0.00	

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Salaries & Wages	$842,454.00	$846,162.00	0.44%

Description

Social Security Tax	$241,847.00	$229,547.00	-5.08%

Description

Mileage, Parking and Other Transportation	$1,100.00	$1,440.00	30.90%

Description

Provides for cost related to travel (including parking and mileage) for local meetings with grantees/contractors and strategic partners as well as regional or local trainings and conferences. In addition, covers the cost of the monthly allowance for public transportation.

Cell Phone & Mobile Devices	$1,800.00	$4,800.00	166.66%

Description

Provides for $50 per month reimbursement to 8 staff for use of personal cell phone or mobile device to conduct First 5 LA business.

Office Supplies	$1,200.00	$1,200.00	0.00%

Description

Provides for general office supplies for 8 FTEs for 12 months. This comes out to approximately $12/month/FTE for the year.

Subscriptions & Publications	$500.00	$500.00	0.00%

Description

Provides for the purchase of resource books as well as journal articles related to Health Systems work.

Internal Meetings	$3,000.00	$3,000.00	0.00%

Description

Provides for meetings that may include Commissioners, staff, grantees/contractors and stakeholders including expenses tied to department retreats.

Consultant Fees	$5,000.00	$3,000.00	-40.00%

Description

Provides funding for departmental capacity building and content-specific workshops/trainings not covered through anticipated programmatic consultant support.

Professional Dues	$1,000.00	$1,000.00	0.00%

Description

Provides for staff to be members of professional organizations such as American Public Health Association and Collaborative Family Healthcare Association.

Airfare	$5,200.00	$5,200.00	0.00%

Description

Provides for airfare to and from professional conferences or meetings outside of Los Angeles area. Travel is expected to Northern California as well as the Mid-West/East Coast for national summits/forums/conferences. The amount is based on 18-19 budget expenditures.

Lodging	$9,000.00	$11,000.00	22.22%

Description

Provides for lodging at multi-day conferences or meetings outside of the Los Angeles area. Expected travel to Northern California and Mid-West (Help Me Grow 2020 National Forum location). The amount is based on FY18-19 expenditures.

Per Diem	$4,200.00	$4,200.00	0.00%

Description

Provides for various daily expenses incurred while attending professional conferences or meetings outside of the Los Angeles area. The amount is based on FY18-19 expenditures.

Other Travel Expenses	$1,800.00	$1,800.00	0.00%

Description

Provides for travel related expenses outside of LA County such as airport parking, cab/ride share, train/public transportation. Amount is based on FY18-19 expenditures.

Conference/Training Registrations	$16,100.00	$17,000.00	5.59%

Description

Provides for registration expenses for professional conferences and specialized in house training and workshops for the Health Systems staff to support the 2015-2020 Strategic Plan activities. Also provides for online and in-person professional development training specific to the Administrative Assistant role on a variety of department support topics. Activities may also complement organization-wide training, including focus on development of specific and general content knowledge, as needed. The amount is based on FY18-19 expenditures.

Initiative	Investment Category
Health Strategy 1 - Early Identification and Intervention	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Help Me Grow	$1,660,000	$3,865,000	132.83%

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. First 5 LA adopted the HMG framework in order to achieve health-related systems change outcomes as outlined in the 2015-2020 Strategic Plan. HMG includes 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.

First 5 LA and Los Angeles County Department of Public Health are co-implementing the Help Me Grow system in LA County. FY19-20 will focus on the development of strategic partnerships and release for proposals (RFPs) to implement the HMG core components. The HMG-LA Implementation Plan developed over the FY18-19 year, coupled with the HMG-LA Recommendation Report "Promoting Young Children's Optimal Development" from the early planning period in FY16-17/FY17-18, will inform LACDPH's implementation of the Centralized Access Point and Data Collection Analysis component. First 5 LA will be lead for Community and Family Engagement as well as Health Care Provider Outreach.

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 (released October 2017). They include: 1) Core Infrastructure, 2) Community Focused, 3) Policy and Systems Change, and 4) Evaluation. These categories were also used to inform the Board at multiple PPC and full board of commissioners meetings throughout 2017 and 2018.

The FY19-20budget is based on current trend and anticipated start-up costs, resulting from staffing and or infrastructure investment, to procure and implement HMG components and related activities. FY 19-20 estimates are also based on a 5-year spending projection completed in Fall 2017 and updated Fall 2018, which addresses need, timeline and proposed contract amounts. Additionally, the total budget is rounded up to the nearest thousand, per internal guidelines.

Core Infrastructure includes costs associated with HMG-LA Organizing Entity (LACDPH), three HMG-LA Advisory Committees (Leadership, Family, and Data), the Centralized Access Point component, the Data Collection and Analysis component, as well as, Child Health Provider Outreach component. Community Focused work includes the Community and Family Engagement component, L.A. County early identification and intervention resource mapping and alignment with other F5LA investments and the HMG-L.A. Demonstration Communities. Policy and Systems Change includes our partnership with HMG-National, HMG-CA, systems mapping, as well as other local and statewide advocacy efforts. Marketing and Communications is also included within this section. And last, Evaluation includes evaluation of the First Connection investment and other investments contributing to strengthening the early

Initiative	Investment Category
Health Strategy 1 - Early Identification and Intervention	2015-2020 Strategic Plan: Focusing for the Future

identification and intervention field.

1. CORE INFRASTRUCTURE

A. Organizing Entity (LACDPH lead) $1,440,312 - Board approval is anticipated in May 2019 with the contract continuing for a second year on July 1, 2019. (Initial Board approval for a 5-year Strategic Partnership with LACDPH to serve as the HMG organizing entity occurred in May 2018, total amount $10.1M) As the HMG Organizing Entity, LACDPH is responsible for planning and carrying out the implementation of the HMG Centralized Access Point and Data Collection and Analysis. Major costs include personnel, consultant support, space, program supplies and equipment. LACDPH's FY 19-20 deliverables will be informed by the HMG-LA Implementation Plan which is anticipated for completion in Spring 2019. Based on current planning, it is anticipated key activities for FY19-20 will include implementation of the Centralized Access Point component and Data & Collection Analysis component, which may include procurement and entering into contractual agreements with vendors. In addition, it is expected LACDPH will continue to maintain the three HMG-LA Advisory Committees (e.g.: consulting support, food, space, parent stipends for 4 meetings per year per Committee). Lastly, LACDPH is also responsible for continuing engagement with the City of Long Beach Department of Health and Human Services and the City of Pasadena Public Health Department, as well as, with key child and family serving agencies across LA County.

B. Child Health Provider Outreach (First 5 LA lead) $712,918- 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. Help Me Grow LA –Demonstration Communities (First 5 LA lead) $850,000- Costs include implementing the seven HMG-LA Demonstration Communities across LA County. Funding also includes support for a technical assistance to support each HMG-LA Demonstration Community collaborative. The HMG-LA Demonstration Communities will seek to include cross-sector agencies that are a part of the early identification and intervention continuum, including several F5LA investment areas (e.g.: Home Visiting, ECE –QRIS, Best Start Communities, etc.)

3. POLICY AND SYSTEMS CHANGE

A. HMG Policy and Advocacy (First 5 LA lead) $233,879- includes costs to 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.

B. Marketing and Communications (First 5 LA lead) $500,000- includes social media and web platform development, branding and marketing, etc.

4. EVALUATION

A. First Connection Evaluation (First 5 LA lead) $127,500 - costs include funding to contract with an independent evaluator to assess the First Connection program during FY19-20. Findings will inform strategy to sustain elements of the First Connection program beyond the life of the grant and implementation of HMG-LA.

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

The Health Systems 1: Early Identification and Intervention –Help Me Grow program budget FY 18-19 is considerably "lean" compared to subsequent years FY 19-23, largely due to continued emphasis on early implementation planning for HMG-LA with key partners including LACDPH and the L.A. Health Care during FY 18 -19.

The FY 19-20 budget anticipates a shift from this early planning phase to implementation, which includes launching several investments including the L.A. Care pilot and the HMG-LA Demonstration Communities. In addition, the FY 19-20 budget also includes anticipated start-up costs, such as staffing and or infrastructure investment necessary to procure and implement core components of HMG-LA HMG components and related activities.

Budget Fiscal Year: 2019 - 2020 Status: Proposed

Initiative	Investment Category
Health Strategy 1 - Early Identification and Intervention	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
First Connections	$950,000	$950,000	0.00%

Program Summary

The goal of First Connections is to address systemic barriers and reduce disparities in screening and care faced by young children with Autism Spectrum Disorders and other Developmental Delays and their families from culturally and linguistically diverse underserved communities with limited access to services. This project will also help to inform the implementation of Help Me Grow - LA (HMG-LA) with a focus on community engagement and service delivery.

Spending Plan and Funding Methodology

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). The resources will be utilized to continue to focus on the early identification of Autism and Other Developmental Delays to increase the number of children from underserved communities that are screened, receive referrals to early intervention services, if needed, and are integrated into Los Angeles County's various systems of care. First Connections costs are based on historical data and anticipated need for FY 19-20.

The program costs include seven contracts: one (1) Training and Technical Assistance (TA) Provider and six (6) community-based organizations (CBOs) to implement this program. The majority of contract/grant expenses include: personnel costs, screening materials, outreach, and training.

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

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

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

To support Sustainability, a Train-the-Trainer approach is being implemented at the agencies, with support from the TA Provider. Additionally, tools will be translated to Chinese – Mandarin, Japanese, Korean and Punjabi.

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

Initiative	Investment Category
Health Strategy 2 - Trauma-Informed Care	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Trauma-Informed Care	$827,000	$697,000	-15.71%

Program Summary

In FY 19-20, First 5 LA will continue to foster trauma and resiliency-informed systems change efforts across Los Angeles County. We will partner with County departments, foundations, and key stakeholders to explore opportunities for systems change 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 of engagement of systems leaders and facilitated discussions to determine readiness and commitment including dedicating resources, time, and energy necessary to successfully accomplish this work. In addition, the focus of FY 19-20 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) School Districts, County and City Partners: Resources to support partners - such as the Los Angeles County Office of Violence Prevention, Los Angeles County Department of Health Services, City of Long Beach Department of Health and Human Services, Los Angeles Unified School District, and Los Angeles County Department of Mental Health - 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

The following outlines the spending plan for supporting and implementing the trauma and resiliency-informed systems change work:

1) Countywide Exploration and Coordination: $160,000
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. This amount will be contributed to the pooled fund to support continued exploration of opportunities for trauma and resiliency-informed systems change. As we enter Year 3, pooled funds will also continue to support implementation of potential strategies identified in the Year 1 and Year 2 Reports. Potential strategies include funder convenings/summits to build awareness or commitment to movements in particular systems. Other funders, including California Community Foundation and the Ralph M. Parsons Foundation have contributed to the pooled fund to support this ongoing work and implementation.

2) Service Delivery System Improvement $151,500
Funds 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 and Resiliency-Informed Care. Funds will support the continuation of our partnership with the City of Long Beach Department of Health and Human Services and early implementation and capacity building of L.A. County Office of Violence Prevention (OVP). Additionally, there may be readiness for Los Angeles Unified School District (LAUSD) to embrace a trauma and resiliency informed approach in upcoming organizational and transformational change efforts in Re-Imagining LA Unified.

3) Alignment with other First 5 LA Investments $330,500
These funds will support the process of aligning and transforming other First 5 LA investments to be trauma informed. Specific investments identified for FY 19-20 are with our Communities department, leveraging resources within the Communities Department programmatic budget. In addition, this section may support First 5 LA's internal transformation to become trauma informed, with potential activities including organizational assessments and staff

Initiative	Investment Category
Health Strategy 2 - Trauma-Informed Care	2015-2020 Strategic Plan: Focusing for the Future

training.

4) Communications & Marketing: $50,000
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.

5) Policy: $5,000
These funds will support statewide policy and advocacy related activities through the California Campaign to Counter Childhood Adversity (4CA). It will also cover any emerging policy-related opportunities to further trauma and resilience-informed efforts.

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

Budget Fiscal Year: 2019 - 2020 Status: Proposed

Initiative	Investment Category
Health - Emerging Opportunities	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Emerging Opportunities - Health Outcome Area	$250,000	$185,000	-26.00%

Program Summary

In addition to the external countywide work, First 5 LA will explore internal and external emerging opportunities that may arise during FY 19-20 which align with the strategic plan desired outcomes and goals, with relation to the Health Outcome Area. Opportunities may include a partnership with LA County Department of Mental Health (DMH), LA County Department of Health Services (DHS) and other internal Early Identification and Intervention (EII) integration opportunities.

Spending Plan and Funding Methodology

A total of $185,000 has been identified for use in FY 19-20 to respond to emerging opportunities and partnerships that align with the organization's direction. First 5 LA will continue to monitor the external landscape for opportunities that may emerge during the year which align and promote First 5 LA's health-related goals and desired outcomes.

1) DMH Partnership: $10,000
Potential funding opportunities include sponsoring the upcoming DMH Birth to Five Symposium to cover costs such as translation or child care.

2) EII Integration: $120,000
Funds will support pilot opportunities at grantee sites prime to integrate EII and Trauma-Informed Care (TIC) efforts as well as Quality Rating and Improvement Systems (QRIS) and Help Me Grow (HMG-LA) efforts. Funds will also be used to support emerging opportunities to implement ACEs screening at managed care partner clinic sites.

3) DHS Partnership: $40,000
Funds will support training for Adverse Childhood Experience (ACE) screenings and referral pilot at DHS primary care sites with the potential to scale countywide. It is anticipated that multiple funders will support this pilot.

4) Sponsorship: $15,000
Funds will support potential sponsorship opportunities for TIC-related events, American Academy of Pediatrics (AAP) Chapter 2 Town Halls/Symposia and other opportunities.

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

Percent decrease from prior year reflects conservative estimates for promising emerging opportunities.

ATTACHMENT D:

POLICY & STRATEGY DIVISION

–

DETAIL BY PROGRAM AND OPERATING COSTS

POLICY & STRATEGY DIVISION SUMMARY FY 2019-20

		FY 2018-19	FY 2019-20						
		Revised Budget	Policy & Strategy Division	Communications	Community Relations	Public Policy and Government Affairs	Strategic Partnerships	Approved Budget	Variance from FY 2018-19
Personnel Services									
Salaries									
	Total Salaries	3,184,908	370,365	792,511	514,360	798,954	607,899	3,084,089	(100,819)
	Total Employee Benefits	920,443	89,222	248,352	178,899	204,088	193,247	913,808	(6,635)
				-					
	Total Personnel Services	**4,105,351**	**459,587**	**1,040,863**	**693,259**	**1,003,042**	**801,146**	**3,997,897**	**(107,454)**
Operating Services									
6205	ADP-Payroll	-	-	-	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-	-	-	-
6215	Utilities	-	-	-	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-	-	-	-
6225	Mileage, Parking and Other Transporation	16,500	2,500	3,000	4,900	4,500	1,600	16,500	-
6230	Telephone	-	-	-	-	-	-	-	-
6235	Cell Phone & Mobile Devices	15,600	1,200	2,400	3,000	4,800	4,200	15,600	-
6240	Outside Printing & Publishing	19,000	-	15,000	-	2,500	-	17,500	(1,500)
6245	Other Supplies	-	-	-	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-	-	-	-
6255	Educational Supplies	3,600	-	-	-	900	-	900	(2,700)
6260	Office Supplies	11,200	1,000	6,000	1,200	2,250	1,000	11,450	250
6265	Subscriptions & Publications	13,600	500	2,000	600	10,500	500	14,100	500
6270	Capital Outlay	-	-	-	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-	-	-	-
6285	Equipment Repairs & Maintenance	-	-	-	-	-	-	-	-
6290	Offsite Storage	18,900	-	23,652	-	-	-	23,652	4,752
6295	Hardware & Software Maintenance	3,500	-	3,000	-	-	-	3,000	(500)
6300	Miscellaneous/Contingency	-	-	-	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-	-	-	-
6310	Internal Meetings	38,500	5,000	11,500	4,000	12,500	3,000	36,000	(2,500)
6315	Divisional Capacity Building	25,000	25,000	-	-	-	-	25,000	-
	Total Operating Services	**165,400**	**35,200**	**66,552**	**13,700**	**37,950**	**10,300**	**163,702**	**(1,698)**
Consultant Services									
6410	Consultant Fees	15,000	-	-	15,000	-	-	15,000	-
6420	Other Professional Fees	-	-	-	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-	-	-	-
	Total Consultant Services	**15,000**	**-**	**-**	**15,000**	**-**	**-**	**15,000**	**-**
Professional Services									
6510	Audit	-	-	-	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-	-	-	-
6540	Professional Dues	5,472	-	1,500	2,000	-	700	4,200	(1,272)
6550	Staff Recruitment	-	-	-	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-	-	-	-
	Total Professional Services	**5,472**	**-**	**1,500**	**2,000**	**-**	**700**	**4,200**	**(1,272)**
Travel Expenses									
6610	Airfare	92,000	14,000	13,000	7,200	50,000	9,600	93,800	1,800
6620	Lodging	56,000	8,000	14,000	9,000	17,500	10,000	58,500	2,500
6640	Per Diem	28,500	5,500	7,000	2,500	12,500	4,500	32,000	3,500
6650	Other Travel Expense	9,000	-	-	2,000	5,000	2,000	9,000	-
	Total Travel Expenses	**185,500**	**27,500**	**34,000**	**20,700**	**85,000**	**26,100**	**193,300**	**7,800**
Professional Development									
6810	Training Materials & Supplies	2,600	-	2,600	-	-	-	2,600	-
6820	Internal Training	30,400	-	12,000	-	18,400	-	30,400	-
6830	Leadership Programs	-	-	-	-	-	-	-	-
6840	Conference Registrations	61,000	8,000	20,000	12,000	9,000	12,000	61,000	-
6850	External Education/Training	36,200	-	11,000	6,000	7,500	10,200	34,700	(1,500)
	Total Professional Development	**130,200**	**8,000**	**45,600**	**18,000**	**34,900**	**22,200**	**128,700**	**(1,500)**
	Total OPERATING EXPENSES	**4,606,923**	**530,287**	**1,188,515**	**762,659**	**1,160,892**	**860,446**	**4,502,799**	**(104,124)**

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.

		Budget FY 2018-19	Revised Budget FY 2018-19	Estimated FY 2018-19 Expenditures	Proposed Budget FY 2019-20	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	372,095	372,095	333,776	370,365	(1,730)
	Total Employee Benefits	85,329	85,329	75,327	89,222	3,893
	Total Personnel Services	**457,424**	**457,424**	**409,103**	**459,587**	**2,163**
Operating Services						
6205	ADP-Payroll	-	-	-		-
6210	Worker's Compensation Insurance	-	-	-		-
6215	Utilities	-	-	-		-
6220	Corporate Insurance	-	-	-		-
6225	Mileage, Parking and Other Trans	2,500	2,500	2,016	2,500	-
6230	Telephone	-	-	-		-
6235	Cell Phone & Mobile Devices	1,200	1,200	-	1,200	-
6240	Outside Printing & Publishing	-	-	-		-
6245	Other Supplies	-	-	-		-
6250	Postage & Delivery	-	-	261		-
6255	Educational Supplies	-	-	80		-
6260	Office Supplies	1,000	1,000	469	1,000	-
6265	Subscriptions & Publications	500	500	112	500	-
6270	Capital Outlay	-	-	-		-
6275	Equipment-Rents & Leases	-	-	-		-
6280	Building Repair & Maintenance	-	-	-		-
6285	Equipment Repairs & Maintenanc	-	-	-		-
6290	Offsite Storage	-	-	-		-
6295	Hardware & Software Maintenanc	-	-	-		-
6300	Miscellaneous/Contingency	-	-	-		-
6305	Stipend/Honorarium	-	-	-		-
6310	Internal Meetings	5,000	5,000	5,000	5,000	-
6315	Divisional Capacity Building	25,000	25,000		25,000	-
	Total Operating Services	**35,200**	**35,200**	**7,937**	**35,200**	**-**
Consultant Services						
6410	Consultant Fees	-	-	71,503	-	-
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**-**	**-**	**71,503**	**-**	**-**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	1,000	1,000	-		(1,000)
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**1,000**	**1,000**	**-**	**-**	**(1,000)**
Travel Expenses						
6610	Airfare	14,000	14,000	11,396	14,000	-
6620	Lodging	8,000	8,000	4,007	8,000	-
6640	Per Diem	5,500	5,500	5,564	5,500	-
6650	Other Travel Expense	-	-	1,821		-
	Total Travel Expenses	**27,500**	**27,500**	**22,787**	**27,500**	**-**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	8,000	8,000	7,838	8,000	-
6850	External Education/Training	-	-	-	-	-
	Total Professional Development	**8,000**	**8,000**	**7,838**	**8,000**	**-**
	Total OPERATING EXPENSES	**529,124**	**529,124**	**519,167**	**530,287**	**1,163**

Budget Fiscal Year: 2019 - 2020	Status: Proposed

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Policy & Strategy Division Support	$529,124.00	$530,287.00	0.22%
Benefits	$0.00	$0.00	

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Salaries & Wages	$372,095.00	$370,365.00	-0.46%

Description

Social Security Tax	$85,329.00	$89,222.00	4.56%

Description

Mileage, Parking and Other Transportation	$2,500.00	$2,500.00	0.00%

Description
Provides for mileage reimbursement and parking expenses when private vehicles are used in the course of conducting Commission business.

Cell Phone & Mobile Devices	$1,200.00	$1,200.00	0.00%

Description
Provides for reimbursement of cell phone charges including data plan for eligible employees, not to exceed $50.00 per month.

Office Supplies	$1,000.00	$1,000.00	0.00%

Description
Provides for general office supplies for department staff.

Subscriptions & Publications	$500.00	$500.00	0.00%

Description
Provides for subscription services and publications.

Internal Meetings	$5,000.00	$5,000.00	0.00%

Description
Provides for local meeting expenses.

Division Capacity Building	$25,000.00	$25,000.00	0.00%

Description

Airfare	$14,000.00	$14,000.00	0.00%

Description

Provides for airfare to and from professional conferences outside of the local area; increases funding by $3,000 from FY 18-19 to reflect high utilization of the FY 18-19 budget due to increased travel for advocacy trips and meetings to support policy and systems change. This budget is based on the following:
1) $350 per flight to Sacramento, CA two to three times per month - $11,400
2) Two flights to Washington, DC for federal advocacy - $1,000
3) Professional Conference flights - $1,600

Lodging	$8,000.00	$8,000.00	0.00%

Description

Provides for lodging at professional conferences outside of the local area. The average hotel room for frequent destinations averages at $250 per night. At this average rate, the budget would cover nearly 32 hotel nights for the division in FY 19-20.

Per Diem	$5,500.00	$5,500.00	0.00%

Description

Provides for daily expenses incurred while attending conferences outside of the local area. The Policy and Strategy Division frequently travels for meetings, conferences, and other events outside of LA County. The per diem rate for frequent destinations ranges from $64 to $69. Assuming an average per diem rate of $66, this budget would allow for approximately 83 days of travel.

Conference/Training Registrations	$8,000.00	$8,000.00	0.00%

Description

Provides for registration fees for professional conferences and local seminars.

Budget Fiscal Year: 2019 - 2020 Status: Proposed

Initiative	Investment Category
Policy & Strategy - Emerging Opportunities	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Emerging Opportunities - Policy & Strategy	$75,000	$50,000	-33.33%

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. In light of declining Proposition 10 Tobacco Tax revenues, the policy and strategy division will lead a critical role in helping to identify alternative sources of prospective revenue, e.g. cannabis tax dollars, to offset the Proposition 10 tax shortfall. These resources will allow First 5 LA to respond in a timely manner and seize time-critical opportunities as they arise.

Spending Plan and Funding Methodology

FY 19-20 resources will be utilized to support the policy & strategy division in identifying alternative revenue sources for the organization. The activities and costs associated with this venture have not yet been specifically identified. Funding estimates are based on past amounts funded to support emerging opportunities.

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

Resources needed to respond to emergent work varies from year to year and are dependent on the established priorities. The FY 19-20 priorities are focused on the identification of other potential revenue sources.

Communications

COMMUNICATIONS

Authorized Positions

Director	1
Communications Manager, Marketing Strategies	1
Communications Manager, Stakeholder Strategies	1
Communications Manager, Strategic Initiatives	1
Graphic Designer	1
Digital Content Specialist	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 19-20 these shifts include continued 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 partner organization and stakeholder groups.

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 19-20 budget includes $15,000 to pay these employees an average of $20 an hour. In FY 19-20, 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 2018-19	Revised Budget FY 2018-19	Estimated FY 2018-19 Expenditures	Proposed Budget FY 2019-20	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	867,176	867,176	736,426	792,511	(74,665)
	Total Employee Benefits	262,549	262,549	218,052	248,352	(14,197)
	Total Personnel Services	**1,129,725**	**1,129,725**	**954,478**	**1,040,863**	**(88,862)**
Operating Services						
6205	ADP-Payroll	-	-	-		-
6210	Worker's Compensation Insurance	-	-	-		-
6215	Utilities	-	-	-		-
6220	Corporate Insurance	-	-	-		-
6225	Mileage, Parking and Other Trans	3,000	3,000	46	3,000	-
6230	Telephone	-	-	-		-
6235	Cell Phone & Mobile Devices	2,400	2,400	414	2,400	-
6240	Outside Printing & Publishing	15,000	15,000	5,706	15,000	-
6245	Other Supplies	-	-	-		-
6250	Postage & Delivery	-	-			-
6255	Educational Supplies	-	-	855		-
6260	Office Supplies	5,000	5,000	1,442	6,000	1,000
6265	Subscriptions & Publications	1,500	1,500	779	2,000	500
6270	Capital Outlay	-	-	-		-
6275	Equipment-Rents & Leases	-	-	-		-
6280	Building Repair & Maintenance	-	-	-		-
6285	Equipment Repairs & Maintenanc	-	-	-		-
6290	Offsite Storage	18,900	18,900	3,942	23,652	4,752
6295	Hardware & Software Maintenanc	3,500	3,500	515	3,000	(500)
6300	Miscellaneous/Contingency	-	-	-		-
6305	Stipend/Honorarium	-	-	-		-
6310	Internal Meetings	11,500	11,500	209	11,500	-
	Total Operating Services	**60,800**	**60,800**	**13,908**	**66,552**	**5,752**
Consultant Services						
6410	Consultant Fees	10,000		-	-	-
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**10,000**	**-**	**-**	**-**	**-**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	1,472	1,472	270	1,500	28
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**1,472**	**1,472**	**270**	**1,500**	**28**
Travel Expenses						
6610	Airfare	13,000	13,000	1,734	13,000	-
6620	Lodging	14,000	14,000	5,186	14,000	-
6640	Per Diem	7,000	7,000	2,578	7,000	-
6650	Other Travel Expense	-	-	506	-	-
	Total Travel Expenses	**34,000**	**34,000**	**10,003**	**34,000**	**-**
Professional Development						
6810	Training Materials & Supplies	2,600	2,600	-	2,600	-
6820	Internal Training	12,000	12,000	-	12,000	-
6830	Leadership Programs	-	-	-		-
6840	Conference Registrations	20,000	20,000	6,528	20,000	-
6850	External Education/Training	11,000	11,000	673	11,000	-
	Total Professional Development	**45,600**	**45,600**	**7,201**	**45,600**	**-**
	Total OPERATING EXPENSES	**1,281,597**	**1,271,597**	**1,017,005**	**1,188,515**	**(83,082)**

Budget Fiscal Year: 2019 - 2020	Status: Proposed

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Communications	$1,271,597.00	$1,188,515.00	-6.53%
Benefits	$0.00	$0.00	

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Salaries & Wages	$867,176.00	$792,511.00	-8.61%

Description

Social Security Tax	$262,549.00	$248,352.00	-5.40%

Description

Mileage, Parking and Other Transportation	$3,000.00	$3,000.00	0.00%

Description

The Mileage & Parking Expense budget is based on an average annual per-person reimbursement of $300 for a 10 person department, for a total of $3,000.

Cell Phone & Mobile Devices	$2,400.00	$2,400.00	0.00%

Description

Outside Printing & Publishing	$15,000.00	$15,000.00	0.00%

Description

The outside printing and publications budget of $15,000 is based on historical averages and ongoing need of organization-wide printed stationery materials which include the following: Business Cards for an estimated 50% of First 5 LA staff, letterhead for all departments, envelopes of four sizes, and other branded holiday, thank you and birthday cards. Large-scale print production and publishing needs will be funded via the Communications and Marketing programmatic budget.

Office Supplies	$5,000.00	$6,000.00	20.00%

Description

The general office supplies budget is estimated at $3,000 for a team of 10 - averaging about $250 a month for the entire team based on historical average monthly spending. An additional $3,000 is being factored in to cover costs of specialty items for the design team to cover the cost of design work for the entire organization - including sprays/adhesives, foam boards, mounting materials, cutting supplies and mats, special inks, specialty papers of various sizes, batteries, such as headphones, phone headsets, along with a portable podium, microphones, and a "mult" box for media events, lighting equipment, replacement camera equipment, electronic storage devices, miscellaneous electronic accessories, and other supplies as needed for photo shoots.

Subscriptions & Publications	$1,500.00	$2,000.00	33.33%

Description

Anticipated costs for Subscriptions and Publications are estimated at $2000 for FY 19-20 to cover subscriptions to the following print and electronic publications:
1. LA Times ($87/ 8-weeks) - $522.00
2. New York Times ($15/month) - $180
3. SJ Mercury News ($9.95/month) - $119
4. Washington Post ($10/month) - $120
5. Education Week ($19/month) - $228
6. Grammarly ($140/yr/user) - $280
7. Wall St. Journal ($111/6 months) - $222
8. Associated Press Stylebook Online (7 users) - $200
9. Full Contact - $60/yr

Offsite Storage	$18,900.00	$23,652.00	25.14%

Description

Offsite storage unit rent has increased to $657 per month x 12 = $7,884. Currently, we have 3 storage spaces at First 5 LA fully stocked with collateral items that will likely require two additional units if moved offsite. $7,884 x 3 = $23,652. We anticipate these costs will be reduced in FY19-20 as storage space is consolidated and a RFV for the fulfillment of promotional items is enacted.

Hardware & Software Maintenance	$3,500.00	$3,000.00	-14.28%

Description

In FY 19-20 we anticipate spending $3,000 for hardware and software maintenance which includes:
1. Adobe Creative Cloud software suite ($49.99/user/month) - $1200 for 2 person design team
2. AirTable ($10/user/month) - $600 for 5 person content development team
3. Cloudflare ($20/month) - $240

In addition to software subscriptions, we anticipate spending $960 for parts and maintenance for photography and videography equipment.

Internal Meetings	$11,500.00	$11,500.00	0.00%

Description

The proposed amount $11,500 for Internal Meetings is based upon past needs and expenditures which includes room rentals, food and other side-related costs necessary for Communications Department staff training, planning and strategy sessions including $7,500 for 10 half-day strategic planning retreats (10 x $750), $2,000 for 4 quarterly event staff trainings (4 x $500) and $2,000 for 4 convenings of communications workgroups composed of internal First 5 LA staff (4 x $500).

Professional Dues	$1,472.00	$1,500.00	1.90%

Description

The FY 19-20 estimated Dues and Subscriptions budget of $1,500 will cover the costs associated with the monthly online dues for the department's e-newsletter and e-blast needs such as:
1. MailChimp ($100/month) - $1,200
2. Dropbox - $100/year (storage site for videos, photos, etc.)

Airfare	$13,000.00	$13,000.00	0.00%

Description

In FY 19-20 the Communications Department anticipates spending $9,500 to send several staff members to the conferences listed below. The recommended proposed airfare amount is based on average airfare costs for each conference location, based on historical information and current research.
1. AMA Nonprofit Marketing Conference - Washington, D.C. (1 staff)
2. Strategic Communications Summit - Washington. D.C. (2 staff)
3. Excellence in Journalism Conference - In State (1 staff)
4. ComNet 2019 - In State (4 Staff)
5. Digital Summit - Philadelphia (2 staff)
6. Content Marketing World - Cleveland, Ohio (2 staff)
7. Internal Communications Best Practices - Chicago, IL (1 staff)
8. PR and Media Relations Summit - New York, NY (1 staff)
9. Strategic Internal Communications Summit - West Coast - In State (2 staff)
10. Speech Writers Conference – Washington, D.C (1 staff)
11. Internal Communications Webinars and Conferences - West Coast - In State
12. Management Conferences (local LA)
13. Society of Professional Journalists conference (1 person)
14. PRSA Public Affairs and Government Summit – Detroit, MI (2 staff)

Additionally, the Communications Department anticipates spending $3,500 to send several staff members to Sacramento, and other areas of the state as needed, to support First 5 LA's advocacy efforts and to participate in First 5 network events and convenings, such as First 5 Association meetings, and First 5 Advocacy Day.

Lodging	$14,000.00	$14,000.00	0.00%

Description

In FY 19-20 the Communications Department anticipates spending $9000 to send several staff members to the conferences listed below. The recommended proposed lodging amount is based on average hotel costs for each conference location, based on historical information and current research.
1. AMA Nonprofit Marketing Conference - Washington, D.C. (1 staff)
2. Strategic Communications Summit - Washington. D.C. (2 staff)
3. Excellence in Journalism Conference - In State (1 staff)
4. ComNet 2019 - In State (4 Staff)
5. Digital Summit - Philadelphia (2 staff)
6. Content Marketing World - Cleveland, Ohio (2 staff)
7. Internal Communications Best Practices - Chicago, IL (1 staff)
8. PR and Media Relations Summit - New York, NY (1 staff)
9. Strategic Internal Communications Summit - West Coast - In State (2 staff)
10. Speech Writers Conference – Washington, D.C (1 staff)
11. Internal Communications Webinars and Conferences - West Coast - In State
12. Management Conferences (local LA)
13. Society of Professional Journalists conference (1 person)
14. PRSA Public Affairs and Government Summit – Detroit, MI (2 staff)

Additionally, the Communications Department anticipates spending $5000 for lodging for several staff members for trips to Sacramento, and other areas of the state as needed, to support First 5 LA's advocacy efforts and to participate in First 5 network events and convenings, such as First 5 Association meetings, and First 5 Advocacy Day.

Per Diem	$7,000.00	$7,000.00	0.00%

Description

Per Diem
The Communications Department anticipates spending $5,500 for per diems in FY 18-19. This calculation is based on per diem guidelines based on year and location for staff to attend the conferences listed below.
1. AMA Nonprofit Marketing Conference - Washington, D.C. (1 staff)
2. Strategic Communications Summit - Washington. D.C. (2 staff)
3. Excellence in Journalism Conference - In State (1 staff)
4. ComNet 2019 - In State (4 Staff)
5. Digital Summit - Philadelphia (2 staff)
6. Content Marketing World - Cleveland, Ohio (2 staff)
7. Internal Communications Best Practices - Chicago, IL (1 staff)
8. PR and Media Relations Summit - New York, NY (1 staff)
9. Strategic Internal Communications Summit - West Coast - In State (2 staff)
10. Speech Writers Conference – Washington, D.C (1 staff)
11. Internal Communications Webinars and Conferences - West Coast - In State
12. Management Conferences (local LA)
13. Society of Professional Journalists conference (1 person)
14. PRSA Public Affairs and Government Summit – Detroit, MI (2 staff)

Additionally, the Communications Department anticipates spending $1,500 in per diems to for staff members on trips to Sacramento, and other areas of the state as needed, to support First 5 LA's advocacy efforts and to participate in First 5 network events and convenings, including First 5 Association meetings, and First 5 Advocacy Day.

Training Materials and Supplies	$2,600.00	$2,600.00	0.00%

Description

The proposed amount of $2,600 for Training Materials and Supplies is based upon past needs and expenditures for Communications Department staff training, planning and strategy sessions including monthly strategic planning retreats, quarterly event staff training and convenings of various communications workgroups, and for books and other publications intended for professional development purposes.

Internal Training	$12,000.00	$12,000.00	0.00%

Description

Conference/Training Registrations	$0.00	$20,000.00	100.00%

Description

In FY 19-20 the Communications Department anticipates spending $20,000 to send several staff members to the conferences such as the ones listed below. The proposed amount is based on average costs for each conference registration, taking advantage of "early bird," and/or nonprofit rates, based on historical information and current research.

1. AMA Nonprofit Marketing Conference - Washington, D.C. (1 staff)
2. Strategic Communications Summit - Washington. D.C. (2 staff)
3. Excellence in Journalism Conference - In State (1 staff)
4. ComNet 2019 - In State (4 Staff)
5. Digital Summit - Philadelphia (2 staff)
6. Content Marketing World - Cleveland, Ohio (2 staff)
7. Internal Communications Best Practices - Chicago, IL (1 staff)
8. PR and Media Relations Summit - New York, NY (1 staff)
9. Strategic Internal Communications Summit - West Coast - In State (2 staff)
10. Speech Writers Conference – Washington, D.C (1 staff)
11. Internal Communications Webinars and Conferences - West Coast - In State
12. Management Conferences (local LA)
13. Society of Professional Journalists conference (1 person)
14. PRSA Public Affairs and Government Summit – Detroit, MI (2 staff)

External Education/Training	$11,000.00	$11,000.00	0.00%

Description

The Communications Department has responsibility for engaging staff across the organization. Funds will be used for training of department staff to establish baseline levels of knowledge around topics relevant to department functions, such as strategic thinking, the ability to source and use relevant data on the best way to communicate with First 5 LA's target audiences, and foundational skills required in communications work: marketing, writing, relationship building, branding and reputation, content creation, messaging, and social media engagement. All professional development within the Communications Department is to support the successful identification, creation, and execution of organization-wide communications strategies. Estimated training cost $2,000-3,500 per session/topic, with particular focus on department leadership. Budget is for $1,100 per staff of 10 ($1,100 x 10). $11,000 has been budgeted for professional development.

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Strategic Communications		$2,875,000	0.00%

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

During FY 19-20, the Communications Department will continue developing and implementing strategic communications and marketing plans that engage decision makers; build First 5 LA's brand; elevate awareness and create urgency; support internal communications to help advance the Strategic Plan's outcome and results 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, and research into the attitudes of the general public and parents on issues that affect early childhood development.

Funding for communications and marketing support 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 19-20 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 on an analysis of historical expenditures coupled with several years of First 5 LA marketing and communications experience. This includes costs associated with the utilization of a strategic communications and marketing firm, estimates to create and develop digital properties such as websites and blogs, and fees to freelance vendors and consultants to support staff in content creation and implementation of events.

The spending plan and methodology is also based on costs to support similar projects in FY 18-19 as well as unique scope of work estimates for activities planned in FY 19-20, including support for internal communications; analysis and refinements to First 5 LA's websites and digital properties; and qualitative and quantitative research on the public's perceptions of issues and First 5 LA's brand.

1) $1,875,000 GENERAL MARKETING AND COMMUNICATIONS SUPPORT FOR FIRST 5 LA PROGRAMS, EFFORTS, AND INITIATIVES:
During FY 19-20, the Communications Department will continue to support the work of other Departments and workgroups by providing strategic communications and marketing counsel to advance the programmatic and policy goals of the 2015-2020 Strategic Plan. The proposed budget request includes $1,120,000 for strategic communications and marketing services to engage decision makers; build First 5 LA's brand; elevate awareness and urgency; support staff-led internal communications efforts; and provide general communications support and coordination for County agency efforts aligned with First 5 LA's goals.

This budget also includes $625,000 for content creation to support public education campaigns and other communications objectives, as well as research, testing, and implementation, content development, and distribution to support Families Outcome Strategy 1. In addition, $325,000 has been allotted for editorial, translation, video production, website updates, and other content creation support services including article writing for the website, newsletter and social media channels. Finally, $250,000 is budgeted for event management and production for First 5 LA hosted events, external partner convenings, and consumer events.

Ogilvy, a world-wide advertising, marketing and public relations agency with offices in Los Angeles and Sacramento, will continue to be First 5 LA's agency of record. The primary cost components are personnel staff hours.

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

Building upon the work that was executed during FY 18-19, 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 19-20 scope of work will be comprised of public relations support to engage decision makers, parents, and the general public; additional brand building strategies; social media content creation; and paid media strategy implementation. Ogilvy also will support First 5 LA in the development and launch of a public education campaign on early childhood development issues; content distribution strategy across platforms; public affairs counsel and strategy supporting the Policy & Strategy Division; and communications support for community work.

Estimated spending is based on historical expenditures along with scope of work estimates for activities planned in FY 19-20.

2) $750,000 COMMUNICATIONS SUPPORT FOR DEPARTMENT-SPECIFIC PROGRAMS, EFFORTS AND INITIATIVES:
This funding will be used to provide communications and marketing support for Department-specific programs, efforts and initiatives, and in service of decision maker engagement and coalition building. Support includes the production of collateral materials, promotional items, and digital and video content; social media ad placements; and consultants and temporary staff to support and execute communications efforts. This also includes support to Best Start Regional Support Networks to develop distinct branding for the community partnerships, and support for the Help Me Grow LA effort.

3) $250,000 RESEARCH AND DEVELOPMENT OF COMMUNICATIONS AND MARKETING STRATEGIES:
In FY 18-19, the Communications Department initiated a research project to engage decision-makers, influencers, and families by learning about the attitudes the general public holds toward prioritizing young children in policy and budget decisions. In FY 19-20, the Communications Department will continue this research to help refine the portfolio of themes, words, talking points and calls-to-action developed previously. This ongoing work will help explain to the general public the importance and urgency of early childhood development issues.

The Communications Department will continue to share this research externally to engage decision makers and stakeholders, and to propel First 5 LA's legislative agenda and advocacy efforts. Additional efforts will include research into the experiences of parents of children ages 0-5 in Los Angeles County.

The budget for this program is based on previous spending on similar research projects in FY 18-19.

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

In order to increase the clarity of its spending plan, budgeting for the Communications and Marketing Initiative has been split into three distinct programs; Strategic Communication, Strategic Communication Partnerships, and Strategic Marketing. The proposed Strategic Marketing program for FY 19-20 includes a shift of $255,000 in funds that were previously included in the FY 18-19 department budgets of Public Policy and Government Affairs ($225,000 for Policymaker Education Efforts and Policy Events) and Strategic Partnerships ($30,000 for annual conference sponsorships).

After adding this shift of $225,000 from other departments within the Policy & Strategy Division, there is an overall $180,000 reduction in spending for the Communications and Marketing Initiative from FY 18-19 to FY 19-20.

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Strategic Communications Partnerships		$861,000	0.00%

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

During FY 19-20, the Communications Department will build upon previous investments in strategic communications partnerships to engage decision makers on early care and education and health care delivery systems. These investments include funding 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 this project also will include support for strategic partnerships with the First 5 Association and media outlets to engage decision makers, parents, and communities, along with support to elevate awareness and create urgency to support First 5 LA's policy and systems change strategies.

Spending Plan and Funding Methodology

The FY 19-20 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 past experience with managing grants similar in scope, and analyses of the costs associated with the development, implementation and evaluation of these strategic partnerships.

1) $200,000 STRATEGIC PARTNERSHIPS TO ENGAGE DECISION MAKERS, PARENTS AND COMMUNITIES ON EARLY CARE AND EDUCATION
This funding will support the next phase of 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 to fund the Early Childhood Alliance (formerly known as the Los Angeles Preschool Advocacy Initiative) is to partially fund its two-year, $1,400,000 effort 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 First 5 LA's Public Policy & Government Affairs and Community Relations Departments.

2) $536,000 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 with 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 FY16-17, but Year 1 funding did not begin until FY17-18.

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. A strategic partnership also was developed with Pacific Oaks College to create an early childhood reporting fellowship focused on helping establish consistent local and national media coverage of children's issues.

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 3 of a 3-year partnership)
- The USC Annenberg Center for Health Journalism's Children's Health Matters Blog: $61,000 (Year 3 of a 3-year

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

partnership)
• The USC Annenberg Center for Health Journalism National Health Journalism Fellowship: $36,000 (Year 3 of a 3-year partnership)
• The Pacific Oaks College Early Childhood Journalism Fellowship: $164,000 (Year 2 of a 2-year partnership)
• Fostering Media Connections: $75,000 (Year 2 of a 4-year partnership)
• CALmatters: $75,000 (Year 1 of a 4-year partnership)

All of these partnerships will be used to complement the advocacy efforts of the Public Policy and Government Affairs Department.

3) $125,000 STRATEGIC PARTNERSHIP WITH THE FIRST 5 ASSOCIATION FOR COORDINATED COMMUNICATIONS EFFORTS TO ENGAGE DECISION MAKERS, PARENTS AND COMMUNITIES ON EARLY CHILDHOOD DEVELOPMENT ISSUES
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. This strategic partnership will elevate awareness of early childhood development issues statewide, in order to engage decision makers, parents and communities, and support First 5 LA and the Association's advocacy efforts.

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

In order to increase the clarity of its spending plan, budgeting for the Communications and Marketing Initiative has been split into three distinct programs; Strategic Communication, Strategic Communication Partnerships, and Strategic Marketing. The proposed Strategic Marketing program for FY 19-20 includes a shift of $255,000 in funds that were previously included in the FY 18-19 department budgets of Public Policy and Government Affairs ($225,000 for Policymaker Education Efforts and Policy Events) and Strategic Partnerships ($30,000 for annual conference sponsorships).

After adding this shift of $225,000 from other departments within the Policy & Strategy Division, there is an overall $180,000 reduction in spending for the Communications and Marketing Initiative from FY 18-19 to FY 19-20.

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Strategic Marketing		$2,130,000	0.00%

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 19-20, the Communications Department will continue developing and implementing strategic marketing plans that build First 5 LA's brand and reputation among decision makers, parents and communities. This will help advance the Strategic Plan's outcome and priority focus areas, and support First 5 LA's policy and systems change strategies and the Family Outcomes programmatic work.

First 5 LA has learned from recent research that among adults without kids, helping children prenatal to age 5 is not perceived to be a key issue impacting society. It's not intuitive as something tangible they directly take into account; working with at-risk teens is a more immediate challenge to which some devote their efforts. This learning has crystalized the understanding for the need to continue with public education efforts to educate the general public on the importance of brain development to help set the stage for our broader advocacy efforts. The calls to action in these public education efforts are intended to motivate and empower both parents and non-parents to become advocates for the healthy development of all children, complementing First 5 LA's efforts to engage decision makers.

The proposed budget request includes funds for communications support for First 5 LA's programs, efforts, and initiatives. This includes paid media (advertising) for First 5 LA's public education campaigns and marketing sponsorships, and collateral materials to elevate awareness of First 5 LA's brand, to continue to educate the public about the importance of the First 5 years.

Spending Plan and Funding Methodology

The FY 19-20 budget reflects the role of marketing strategies in supporting the implementation of the 2015-2020 Strategic Plan to advance First 5 LA's programmatic and policy goals.

The methodology used to develop this budget is based upon an analysis of several years of successful marketing work associated with First 5 LA. This includes costs associated with solicitations and invoices from vendors and partners to participate in events that offer First 5 LA maximum exposure to Los Angeles audiences, and to produce branded promotional materials and educational giveaways and for costs associated with the development, implementation and evaluation of paid media placements (advertising.)

1) $700,000 STRATEGIC MARKETING AND ADVERTISING TO SUPPORT FIRST 5 LA'S PUBLIC EDUCATION CAMPAIGNS:
These funds support strategic planning and advertising placements as well as other logistical support services involved in public education campaigns and marketing efforts focused on the importance of brain development and the importance of the first 5 years. These efforts are intended to complement First 5 LA's broader advocacy efforts. Our calls to actions to parents will shift to focus on empowering them to be advocates for their children's healthy development.

Advertising platforms include: out-of-home (billboards, bus shelters, bus kings/interior cards, WIC centers and store signage); local television, radio, newspaper and digital platforms, as well as emerging 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 will also include targeted appeals and calls to action 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 reach broader audiences and extend 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. The Communications Department will continue to leverage its relationships with media partners to secure value added opportunities extending the reach

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

of the budget allocation.

This includes a line item for a media planning and buying consultant.

During fiscal year 18-19, this budget allocation was not completely used because the Communications department uncovered a need for research to help guide the strategy for the upcoming public education campaign. This did allow for First 5 LA to explore new and unique opportunities like sponsoring the Children's Play Zone at the LA Zoo.

2) $325,000 STRATEGIC MARKETING PARTNERSHIPS FOR PSAs AND CONTENT INTEGRATION TO SUPPORT COMMUNICATIONS EFFORTS
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. Content integration includes in-show segments focused on early childhood development, parent advocacy and opening the discussion on the shared responsibility and shared benefit of prioritizing young children in policy and budget decisions that will complement First 5 LA's public education campaigns. This amount is based on estimates and proposals from a variety of media outlets.

3) $605,000 STRATEGIC SPONSORSHIPS TO ELEVATE AWARENESS OF FIRST 5 LA'S MISSION AND BRAND
First 5 LA is offered multiple opportunities to sponsor events by organizations aligned with our mission, goals, and audience, and whose work complements First 5 LA's outcome areas. First 5 LA has historically supported 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, and its brand, and serve as a vehicle to engage parents and diverse audiences.

Based on event sponsorship expenditures in FY 18-19, the cost for each event varies depending on size and scope, ranging from $5,000 to $25,000 for table or gala sponsorships for a line item total of total of $250,000. This assumes an average contribution of $15,000 per event, and would allow First 5 LA to support up to 16 events in FY 19-20.

In addition to these event sponsorships, this line item includes $10,000 for Southern California Grantmakers (SCG) Annual conference in September, $10,000 for SCG's Policy Conference held in April (each of these conferences are held annually), and $10,000 for conference sponsorships for the Los Angeles Area Chamber of Commerce . This sponsorship support is based upon spending in FY18-19.

This line item also includes $325,000 to fund a renewal of our strategic marketing sponsorships and partnership agreement with the Dodgers; the LA Times Festival of Books; Los Angeles Zoo; Summer Children's Concert Series (Grand Performance, Levitt Pavilion, Ford Theatre Big World Fun); CicLAvia; the Los Angeles County Bicycle Coalition (LACBC) Riveride; and Zocalo Public Square (Year 1 of a 2-year partnership).

4) $200,000 POLICYMAKER EDUCATION EFFORTS AND POLICY EVENTS
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 efforts and events include annual First 5 advocacy trips to DC and Sacramento, 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. Spending for this line item is based upon spending from FY 18-19. The Communications Department, in coordination with the Policy Department, is anticipating to sponsor approximately 17 events in FY 19-20 at an average of $11,500 per event. This $200,000 budget represents a $100,000 reduction from FY18-19.

5) $300,000 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; as well as 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 for agency-wide. This includes printing needs to support First 5 LA-hosted events,

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

convenings and other meetings. The additional $150,000 is based upon estimates from previous spending to support the production of promotional items for “business-to-business” and “consumer” event needs and additional projected printing, postage, and mailing needs in FY 19-20.

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

In order to increase the clarity of its spending plan, budgeting for the Communications and Marketing Initiative has been split into three distinct programs; Strategic Communication, Strategic Communication Partnerships, and Strategic Marketing. The proposed Strategic Marketing program for FY 19-20 includes a shift of $255,000 in funds that were previously included in the FY 18-19 department budgets of Public Policy and Government Affairs ($225,000 for Policymaker Education Efforts and Policy Events) and Strategic Partnerships ($30,000 for annual conference sponsorships).

After adding this shift of $225,000 from other departments within the Policy & Strategy Division, there is an overall $180,000 reduction in spending for the Communications and Marketing Initiative from FY 18-19 to FY 19-20.

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Conference Funding	$275,000	$250,000	-9.09%

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. Approved conferences and events must align to the 2015-2020 Strategic Plan. More specifically, conferences/events supported by the Commission must relate to one or more of these priority 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 and used in the past three years. The timeline for the application process is the following, with each grant period awarding up to $125,000:

- April 2019: Open application submission period to fund conferences/events for the period of July 1 – December 31, 2019
- October 2019: Open application submission period to fund conferences/events for the period of January 1 – June 30, 2020

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: 2019 - 2020	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 civic/community organizations, municipalities, school districts 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 and school districts to increase First 5 LA's ability to drive and leverage its resources and partnerships to have greater influence and impact on policy related to our four outcome areas and organization-wide.**
    - The Community Relations Department is building its relationships with local municipalities (Mayors, city councilmembers, city managers, and city staff) to build awareness of and support for First 5 LA's work and broad policy/systems change agenda. This includes champion-building among local elected officials and administrators on early childhood issues, and advocacy for "kid friendly cities" by supporting the development of local policy and ordinances.
    - 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 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.

- **Establishing new and diverse relationships with civic organizations and parent/caregiver leaders that bring fuller and distinct voices to the early childhood narrative for purposes of advocacy and communications.**
    - Developing alliances with civic/community organizations, particularly those outside the early childhood sphere, by identifying points of intersections between their issues and early childhood as well as building new alliances.
    - Support parent/caregiver leaders including Best Start leadership in their capacity to inform and influence decision makers on early childhood well-being at the local, state and federal levels by strengthening their advocacy, communications and relationship building skills.
    - Create opportunities that allow for civic organizations and parent/caregiver leaders to serve as partners and spokespeople on issues relevant to First 5 LA's goals and policy agenda.

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.

COMMUNITY RELATIONS

		Budget FY 2018-19	Revised Budget FY 2018-19	Estimated FY 2018-19 Expenditures	Proposed Budget FY 2019-20	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	530,034	530,034	450,964	514,360	(15,674)
	Total Employee Benefits	174,269	174,269	159,198	178,899	4,630
	Total Personnel Services	**704,303**	**704,303**	**610,161**	**693,259**	**(11,044)**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
6215	Utilities	-	-	-		-
6220	Corporate Insurance	-	-	-		-
6225	Mileage, Parking and Other Trans	4,900	4,900	486	4,900	-
6230	Telephone	-	-	-		-
6235	Cell Phone & Mobile Devices	3,000	3,000	1,650	3,000	-
6240	Outside Printing & Publishing	-	-	-		-
6245	Other Supplies	-	-	-		-
6250	Postage & Delivery	-	-	-		-
6255	Educational Supplies	-	-	-		-
6260	Office Supplies	1,200	1,200	673	1,200	-
6265	Subscriptions & Publications	600	600	-	600	-
6270	Capital Outlay	-	-	-		-
6275	Equipment-Rents & Leases	-	-	-		-
6280	Building Repair & Maintenance	-	-	-		-
6285	Equipment Repairs & Maintenanc	-	-	-		-
6290	Offsite Storage	-	-	-		-
6295	Hardware & Software Maintenanc	-	-	-		-
6300	Miscellaneous/Contingency	-	-	-		-
6305	Stipend/Honorarium	-		-		-
6310	Internal Meetings	4,000	4,000	4,000	4,000	-
	Total Operating Services	**13,700**	**13,700**	**6,808**	**13,700**	**-**
Consultant Services						
6410	Consultant Fees	15,000	15,000	5,143	15,000	-
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**15,000**	**15,000**	**5,143**	**15,000**	**-**
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	4,455	7,200	-
6620	Lodging	9,000	9,000	6,520	9,000	-
6640	Per Diem	2,500	2,500	1,104	2,500	-
6650	Other Travel Expense	2,000	2,000	875	2,000	-
	Total Travel Expenses	**20,700**	**20,700**	**12,954**	**20,700**	**-**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	12,000	12,000	460	12,000	-
6850	External Education/Training	6,000	6,000	6,000	6,000	-
	Total Professional Development	**18,000**	**18,000**	**6,460**	**18,000**	**-**
	Total OPERATING EXPENSES	**773,703**	**773,703**	**641,527**	**762,659**	**(11,044)**

Budget Fiscal Year: 2019 - 2020	Status: Proposed

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Community Relations	$773,703.00	$762,659.00	-1.43%
Benefits	$0.00	$0.00	

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Salaries & Wages	$530,034.00	$514,360.00	-2.95%

Description

Social Security Tax	$174,269.00	$178,899.00	2.65%

Description

Mileage, Parking and Other Transportation	$4,900.00	$4,900.00	0.00%

Description

Provides for mileage and parking reimbursement for up to 5 staff that use their private vehicles in the course of conducting Commission business. Staff will be participating in a range of external meetings including those related to partnership development, Best Start activities, leveraging opportunities and professional development. The cost is based on an estimate of 150 miles per month for 5 staff

Cell Phone & Mobile Devices	$3,000.00	$3,000.00	0.00%

Description

Cell phone reimbursements will be paid to 5 full-time staff for Commission related business during the fiscal year. The budget is based on $50/month reimbursement per staff

Office Supplies	$1,200.00	$1,200.00	0.00%

Description

Provides for office supplies and provisions at an estimate to implement programmatic and general operations

Subscriptions & Publications	$600.00	$600.00	0.00%

Description

Provides important education to inform the implementation of First 5 LA's Strategic Plan, best practices in leadership and civic engagement, cultural literacy, strategic grantmaking and professional development of staff. These include Stanford Social Innovation Review and Harvard Business Review.

Internal Meetings	$4,000.00	$4,000.00	0.00%

Description

Provides for expenses related to internal and external meetings attended by Commissioners, staff, consultants, contractors, community members and other guests. Examples of meetings include off-site staff retreats and stakeholder convenings/meetings. Meeting expenses may include facility rentals, translation services, childcare, catering, materials, etc.

20 meetings x $200 (each meeting) = $4,000

Consultant Fees	$15,000.00	$15,000.00	0.00%

Description

Provides for consultant and contractors support directly with staff for work areas that have been identified as requiring expertise to implement Community Relations strategies. These include: Municipality Engagement and Parent Advocacy Engagement. The Community Relations department also anticipates using consultants or contractors to assist with providing individual and group coaching to staff, as well as facilitating at least two department and one manager's retreat annually.

Municipality Engagement = $5,000
Parent Advocacy Engagement = $5,000
Staff Retreats = $5,000
Total $15,000

Professional Dues	$2,000.00	$2,000.00	0.00%

Description

Provides for memberships to professional associations in support of organization-wide work and staff networking opportunities. These include: Neighborhood Funders Group, Advisory in Philanthropy and Public Relations Society of America

Airfare	$7,200.00	$7,200.00	0.00%

Description

Provides for airfare to and from trainings and professional development activities and work related conferences, summits, and meetings outside of the Los Angeles Area.

These professional knowledge and relationship building experiences support learning and growth of staff as well as promoting early childhood work in these forums creating leveraging and sustainability opportunities of First 5 LA's Strategic Plan. (Please see Conference/Training registration for breakdown on costs related to professional and work-related activities).

4 meetings/conferences/trainings x $600 roundtrip (average) = $2,400 for Professional Development
8 meetings/conferences/trainings x $600 roundtrip (average) = $4,800 for Work Related

Lodging	$9,000.00	$9,000.00	0.00%

Description

Provides for lodging at professional conferences, meetings and/or other business-related travel held outside of Los Angeles County and greater than 100 miles roundtrip from the employee's current commute to First 5 LA.

4 meetings/conferences/trainings x 3 nights (average) x $250 nightly = $3,000 for Professional Development
8 meetings/conferences/trainings x 3 nights (average) x $250 nightly = $6,000 for Work Related

Per Diem	$2,500.00	$2,500.00	0.00%

Description

Provides for various daily expenses incurred while attending professional conferences, meetings, and/or trainings outside of the Los Angeles County and greater than 100 miles roundtrip from the employee's current commute to First 5 LA.

4 meetings/conferences/trainings x 3 nights (average) x $64 (CA per diem rate) Professional Development
8 meetings/conferences/trainings x 3 nights (average x $64 (CA per diem rate) for Work Related

Other Travel Expenses	$2,000.00	$2,000.00	0.00%

Description

Provides for miscellaneous expenses when staff is traveling outside of LA County on First 5 LA's business. These expenses may include taxi, Uber, Lyft, or other travel expenses that doesn't fit into other travel categories.

$500 Professional Development
$1,500 Work Related

Conference/Training Registrations	$0.00	$12,000.00	100.00%

Description

Provides for registration expenses for professional conferences, meetings and/or trainings. Examples of organizations hosting professional development conferences, trainings, etc. include: Interaction Institute for Social Change, Institution for Education Leadership, CommNet, and Rockwood Leadership Institute.

Examples of organizations hosting work related conference include: National League of Cities, League of California Cities, Contract Cities, U.S. Conference of Mayors, American Association of School Administrators, Change Philanthropy, Neighborhood Funders Group, PolicyLink, First 5 California, National Family & Community Engagement Conference, Grantmakers for Effective Organizations, Alliance for Strong Families and Communities, Aspen Institute, NALEO, and Unidos US Specific examples of work-related activities include serving on panels re: municipality strategy development and parent engagement; benchmarking other coalitions in other parts of state (on issues such as cannabis and parent engagement).

12 registrations @ $500 (average) = $6,000 for Work Related

Provides for expenses related to individual and group professional development activities that are in alignment with department goals. Each staff member will have access to professional development opportunities to increase their competencies and capabilities to effectively implement their scope of work.

Budget is for $1,200 per staff of 5 ($1,200 x 5) - $6,000 for Professional Development

External Education/Training	$6,000.00	$6,000.00	0.00%

Description

Community Relations has responsibility for engaging staff across the organization and building new strategies within the three sections of Municipalities, Civic Organizations, and Parent Engagement. Funds will be used for training of department staff to establish baseline levels of knowledge around topics relevant to the department functions; such as management skills, build sector specific knowledge, technical skills needed to establish sector-related strategy development and internal supports to raise effectiveness across the organization. All professional development within the Community Relations department is to support the successful identification and creation of organization wide partnerships strategies to align First 5 LA's strategic plan mission and goals with other institutions and organizations to further increase the impact of First 5 LA's programmatic investments activate, potentials partnerships and establish new advocacy and communications champions. Estimated training cost $2,000-3,500 per session/topic, with particular focus on department leadership. Budget is for $1,200 per staff of ($1,200 x 5).

This item is 100% for Professional Development.

Initiative	Investment Category
Community Engagement and Advocacy	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Municipalities Engagement	$85,000	$170,000	100.00%

Program Summary

The Community Relations Department is implementing a Municipalities Engagement Strategy designed to work with city leaders to develop new champions for early childhood issues and to ensure local policies incorporate the perspectives of an early childhood framework. For First 5 LA, the Municipalities Engagement strategy will support First 5 LA's Programs and Policy priorities; promote and build upon First 5 LA's Strategic Plan and investments; create new opportunities to support the sustainability of early childhood services and programs; develop new alliances with local elected officials to advocate on the county, state, and federal levels; and identify opportunities to improve local and county systems coordination

The municipal engagement strategy focuses on developing relationships with local municipalities (mayors, city councilmembers, city managers, and city staff) to build awareness of and support for First 5 LA's work and broad policy/systems change agenda. Through this strategy, cities will be able to take action by adopting policies that are important to children and their families, minimizing barriers that children and families face in their communities, and supporting the sustainability of early childhood services and programs. It is anticipated that 3 to 4 cities will be engaged in FY 19-20.

This strategy is in service of organization-wide program and policy goals. Specifically, this strategy will serve to strengthen the goals of First 5 LA's Programs Division and the organization as a whole with particular emphasis on KRA opportunities. The municipality engagement strategy and its tactics are informed by national and local research, conversations with associations serving municipalities and local elected officials, and staff experiences in local government.

Spending Plan and Funding Methodology

Funds will be used to secure a government relations specialist for local elected official engagement, creation of a tool-kit to advance early childhood development in local cities, and activities that engage elected officials in early childhood development learning opportunities. These resources support the Programs Division's goal of engaging cities in programs including but not limited to KRA, Best Start, and the Built Environment. In addition, resources will be used to engage elected officials in our communities and to support policy efforts (i.e., serving as spokespeople, joining statewide advocacy visits, etc). The total projected cost for FY 19-20 is $170,000. These figures are based on the historical costs for similar activities across the organization. Funds will be used to conduct meetings with local elected officials, consultants, and Community Relations staff. Most of the costs are expected to be incurred in the latter part of the fiscal year.

The proposed budget for FY 19-20 represents a ramp up to a full programmatic year, whereas the FY 18-19 revised budget represented 50% of the budget -- for a 6 month period -- as the program kicked off later than originally anticipated. This shift in the timeline of activities was the result of learnings from meetings with public officials, and additional work on strategy development which included refining the criteria for the selection and prioritization of target cities.

Municipalities Engagement Program: $170,000

- Contractors (Research and Development, Logistical Support, Facilitator): $90,000
- Meeting Logistics (venue, food, translation, transportation, audio/visual): $23,000
- Meeting Materials (design, translation of materials, supplies, printing, off-site printing): $2,000
- Events/Activities: $30,000
- Lobbyist: $25,000

Total Municipalities Engagement Program cost: $170,000

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

Elements of the municipalities engagement program were executed in FY 18-19. Full implementation is projected for

Initiative	Investment Category
Community Engagement and Advocacy	2015-2020 Strategic Plan: Focusing for the Future

launch in Summer 2019 and is expected to continue through the life of the next Strategic Plan.

Budget Fiscal Year: 2019 - 2020 Status: Proposed

Initiative	Investment Category
Community Engagement and Advocacy	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Parent Advocacy and Engagement	$76,000	$153,000	101.31%

Program Summary

The Community Relations Department is implementing an Advocacy Fellows Program designed to support parent/caregiver leaders, including Best Start leadership, in their capacity to inform and influence decision makers on early childhood well-being at the local, state, and federal levels by strengthening their advocacy, communications, and relationship building skills. 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 advocacy to legislative district offices, and make themselves available to media opportunities.

This program is aligned with the 2015-2020 Strategic Plan Communities Outcome Area Strategy 1 goals and other priorities for the Programs Division, which emphasize shared vision and collective action to address the policies, systems and environments that impact families with children prenatal through age 5 (i.e., built environment, KRA, etc.). This program also complements the communications and policy and advocacy strategy work.

Spending Plan and Funding Methodology

Total projected cost during this phase 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 trainings for a total of 35 attendees - including participants, consultants, and Community Relations staff. Most of the expenditures are anticipated to be incurred in the latter part of the fiscal year following the necessary ramp up period.

The proposed budget for FY 19-20 represents ramp up to a full programmatic year. Funds will be used to contract an outside consultant who will be charged with developing and implementing the advocacy trainings for parents and caregivers.

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%)

The original budget for the Advocacy Fellows program was adjusted downward by 50% during the FY 18-19 mid-year adjustment process due to program implementation delays prompted by the need to complete additional assessments and avoid duplication of efforts with other areas of the organization. Full implementation is projected for launch in Fall 2019 and is expected to continue through the life of the next Strategic Plan. The request for FY 19-20 reflects a full-year of implementation costs.

Public Policy & Government Affairs

PUBLIC POLICY AND GOVERNMENT AFFAIRS

Authorized Positions

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

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

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

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

- A Senior Government Affairs Strategist, in partnership with a Government Affairs Strategist/Specialist, will develop strong relationships with public policymakers at the state and federal levels on behalf of First 5 LA, and coordinate contracts with state and federal advocates to represent First 5 LA's interests in Sacramento and Washington DC. The Government Affairs team will develop systems to monitor and promote policymaker relationship development, develop annual legislative agendas, monitor legislative activity, and highlight opportunities for policy and program staff

to engage with policymakers to advance First 5 LA's policy agenda. The Government Affairs team will also coordinate with other First 5 LA staff that work closely with government officials, and represent First 5 LA on various legislative committees.

- A Local Policy Specialist will proactively monitor county-level activity and communicate opportunities for First 5 LA staff to engage with county partners to advance priority program, system, and policy goals. In addition, the specialist will monitor municipal government activity related to First 5 LA's policy priorities, and support the Community Relations and Communities departments connection to local policy and government affairs opportunities.

- A Department Coordinator will provide direct support the Director, coordinate general administrative functions for the Policy Department, and support the development and execution of activities which support department-wide initiatives including the coordination of contracts, invoicing, financial reporting, and other department operations.

		Budget FY 2018-19	Revised Budget FY 2018-19	Estimated FY 2018-19 Expenditures	Proposed Budget FY 2019-20	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	790,219	790,219	694,676	798,954	8,735
	Total Employee Benefits	202,120	202,120	183,894	204,088	1,968
	Total Personnel Services	**992,339**	**992,339**	**878,570**	**1,003,042**	**10,703**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-		-
6225	Mileage, Parking and Other Trans	3,500	4,500	4,500	4,500	-
6230	Telephone	-	-	-		-
6235	Cell Phone & Mobile Devices	4,800	4,800	2,786	4,800	-
6240	Outside Printing & Publishing	5,000	4,000	282	2,500	(1,500)
6245	Other Supplies	-	-	-		-
6250	Postage & Delivery	-	-	-		-
6255	Educational Supplies	3,600	3,600	-	900	(2,700)
6260	Office Supplies	3,000	3,000	1,554	2,250	(750)
6265	Subscriptions & Publications	10,500	10,500	110	10,500	-
6270	Capital Outlay	-	-	-		-
6275	Equipment-Rents & Leases	-	-	-		-
6280	Building Repair & Maintenance	-	-	-		-
6285	Equipment Repairs & Maintenanc	-	-	-		-
6290	Offsite Storage	-	-	-		-
6295	Hardware & Software Maintenanc	-	-	-		-
6300	Miscellaneous/Contingency	-	-	-		-
6305	Stipend/Honorarium	-		-		-
6310	Internal Meetings	15,000	15,000	1,577	12,500	(2,500)
	Total Operating Services	**45,400**	**45,400**	**10,809**	**37,950**	**(7,450)**
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	50,000	50,000	36,460	50,000	-
6620	Lodging	15,000	15,000	19,152	17,500	2,500
6640	Per Diem	11,000	11,000	11,660	12,500	1,500
6650	Other Travel Expense	5,000	5,000	3,979	5,000	-
	Total Travel Expenses	**81,000**	**81,000**	**71,251**	**85,000**	**4,000**
Professional Development						
6810	Training Materials & Supplies	-	-	-		-
6820	Internal Training	18,400	18,400	-	18,400	-
6830	Leadership Programs	-	-	-		-
6840	Conference Registrations	9,000	9,000	778	9,000	-
6850	External Education/Training	9,000	9,000	-	7,500	(1,500)
	Total Professional Development	**36,400**	**36,400**	**778**	**34,900**	**(1,500)**
	Total OPERATING EXPENSES	**1,155,139**	**1,155,139**	**961,408**	**1,160,892**	**5,753**

Budget Fiscal Year: 2019 - 2020	Status: Proposed

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Public Policy & Government Affairs	$1,155,139.00	$1,160,892.00	0.50%
Benefits	$0.00	$0.00	

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Salaries & Wages	$790,219.00	$798,954.00	1.10%

Description

Social Security Tax	$202,120.00	$204,088.00	0.97%

Description

Mileage, Parking and Other Transportation	$4,500.00	$4,500.00	0.00%

Description

Holds FY 18-19 funding constant for FY 19-20. Using the 2019 mileage rate of 54.5 cents per mile, this budget would cover mileage for up to 150 trips at 30 miles per trip ($2,450) plus $10 for parking per trip ($1,500). An additional $550 is included for longer than average trips, like meetings in the Antelope Valley, or higher than average parking rates. This budget allows for approximately $30 per trip, which could cover cab fare and public transportation for trips not taken in personal cars. All travel funds are anticipated to be spent on policy-related work.

Cell Phone & Mobile Devices	$4,800.00	$4,800.00	0.00%

Description

Holds FY 18-19 funding constant for FY 19-20. The Policy Department will continue to have 8 staff spending 25% or more of their time outside of the office who will need to be accessible remotely to meet business needs: Director, Senior Policy Strategist (2), Senior Government Affairs Strategist, Government Affairs Strategist, Local Policy Specialist, and Policy Analyst (2). This budget assumes $50/month for 12 months per position.

Outside Printing & Publishing	$4,000.00	$2,500.00	-37.50%

Description

Reduces FY 18-19 budget based on historic underspending. The Policy Department occasionally needs to produce external facing documents and make copies while outside the office. This budget would allow the Department to produce 10 large color posters ($250 each) or 2,400 double sided color handouts ($1.78 each). Prices based on historic spending and quotes from FedEx.

Educational Supplies	$3,600.00	$900.00	-75.00%

Description

The Policy Department occasionally purchases supplies to advance the team's knowledge of leading policy research, recommendations, and issues, as well as for professional development. This budget assumes $100 per person for educational supplies (9 staff total), 50% of which will be allocated for professional development ($50) and 50% to advance policy work ($50). This reflects a reduction of $300 per person from FY 18-19 based on historic underspending.

Office Supplies	$3,000.00	$2,250.00	-25.00%

Description

Reduces FY 19-20 spending based on historic underspending. This budget will provide up to $250 per person for office supplies through FY 19-20, a decrease from $330 per person in FY 18-19.

Subscriptions & Publications	$10,500.00	$10,500.00	0.00%

Description

Holds FY 18-19 funding constant for FY 19-20. The Policy Department's primary expense in this category is a subscription to Politico Pro California, a California-specific political and policy news service ($8.265). The Department also subscribes to GovBuddy, a legislative monitoring service; the Capitol Morning Report; and other publications including the Stanford Social Innovation Review and Harvard Business Review.

Internal Meetings	$15,000.00	$12,500.00	-16.66%

Description

Reduces FY 19-20 funding by $2,500 from FY 18-19. Though the Policy Department frequently hosts working meetings, and has historically spent the majority if its meeting expense budget, the Department is focused on reducing meeting expenses. This budget will allow the Department to host 100 meetings at an average cost of $125 per meeting.

Airfare	$50,000.00	$50,000.00	0.00%

Description

Holds FY 18-19 funding constant for FY 19-20. Policy staff frequently travel for advocacy events, meetings, and conferences including: First 5 Advocacy Day, advocacy coalition and planning meetings, legislative hearings, partner advocacy events like Access LA and DC, meetings with other First 5 Commissions including the First 5 Association, and other key partners like First 5 California, the Heising Simons and Packard Foundations, the Ounce of Prevention, and others. The most common destinations for Policy staff travel are Sacramento, Washington DC, and the San Francisco Bay Area. Assuming an average cost of $400 per roundtrip flight, this budget would allow 125 trips in FY 19-20, or an average of two trips per week for the department. All travel funds are anticipated to be spent on policy-related work and not professional development.

Lodging	$15,000.00	$17,500.00	16.66%

Description

Increases funding by $2,500 from FY 18-19 to reflect high utilization of the FY 18-19 budget due to increased travel for advocacy trips and policy meetings. The average hotel room for frequent destinations ranges from $200 to $400 per night, or an average of $300 per night. At this average rate, the budget would cover nearly 60 hotel nights for the department in FY 19-20, or approximately 12 hotel nights for the 5 staff which travel most frequently. All travel funds are anticipated to be spent on policy-related work, and not on professional development.

Per Diem	$11,000.00	$12,500.00	13.63%

Description

Increases FY 18-19 budget by $1,500 to reflect an increased number of travel days and high utilization of the budget in FY 18-19. The Policy Department frequently travels for meetings, conferences, and other events outside of LA County. The per diem rate for frequent destinations ranges from $64 to $69. Assuming an average per diem rate of $66, this budget would allow for approximately 190 days of travel.

Other Travel Expenses	$5,000.00	$5,000.00	0.00%

Description

Holds FY 18-19 funding constant for FY 19-20. The Policy Department frequently travels outside of LA County and includes parking at airports, cab rides to meetings and hotels, and train trips. Assuming each cab or train ride or day of airport parking is an average of $25, this budget would allow for 200 individual trips or parking days outside of LA County. All travel funds are anticipated to be spent on policy-related work and not on professional development.

Internal Training	$18,400.00	$18,400.00	0.00%

Description

Holds FY 18-19 funding constant for FY 19-20. The Policy Department plans to hold a series of team development and learning retreats with facilitators. The budget assumes each retreat will require up to 24 hours of consultant time at a $150 hourly rate, that venue and ancillary serviecs will cost up to $1,000 per retreat, and that the department will host four retreats through FY 19-20. The budget assumes that 50% of internal trainings will support policy work ($9,200) and 50% will support professional development ($9,200). The Policy Department released a solicitation for team development facilitation in FY 18-19 and plans to have it executed for implementation by FY 19-20.

Conference/Training Registrations	$0.00	$9,000.00	100.00%

Description

Holds FY 18-19 funding constant for FY 19-20. This budget assumes an average conference registration of $500/person and up to two conferences per person. All costs for conference/training registrations will be for policy-related work and not professional development opportunities.

External Education/Training	$9,000.00	$7,500.00	-16.66%

Description

Decreases FY 18-19 funding for FY 19-20 due to historic underspending. The Policy Department plans to help staff develop certain skills associated with individual development goals, such as policy analysis and professional skills for the workplace. Training costs vary by program. This budget assumes that up to five members of the Policy team will participate in an external training program at up to $1,500 per program. All of this budget is anticipated to be spent on professional development.

Budget Fiscal Year: 2019 - 2020 Status: Proposed

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 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: 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 cost 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 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	2018 - 2019 Revised Budget	2019 - 2020 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: 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 19-20 is based on $26,000 per month, which is the same rate utilized in FY 18-19. 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: developing and implementing First 5 LA's legislative agenda; monitoring the state's policy and political landscape; representing First 5 LA at key meetings including legislative hearings, meetings with key government officials, and priority coalitions; planning advocacy events like the First 5 Association Advocacy Day and ACCESS Sacramento events; monitoring tobacco tax revenues and exploring alternative revenues for First 5 LA and its priorities strategies; 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 18-19 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%)

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

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Strategic Plan Advocacy Strategies	$2,145,000	$1,800,000	-16.08%

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 19-20 budget includes costs related to the following activities:

(1) Strategic Plan Related Policy and Advocacy Projects ($1,100,000) - The Policy Department strategically contracts with key partners to advocate for First 5 LA's policy and systems change priorities, add capacity to First 5 LA's goals as an early childhood advocate, and support the capacity of the early childhood advocacy field. Existing contracts expected to be renewed in FY 19-20 include:

Children Now ($175,000) to provide state technical assistance and support related to home visiting and early identification. This represents a 50% reduction from FY 18-19 funding to reflect the shifting of ECE policy work to the ECE Policy Advocacy Fund operated by the ECE Department. In addition, this reflects a more narrow scope of work focused on First 5 LA's priorities related to home visiting and early identification, and the opportunity for Children Now to partner more closely on statewide policy work with the First 5 Association in FY 19-20. FY 19-20 is the final year of the Children Now technical assistance contract, and it is not expected to be renewed in future fiscal years.

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 ($75,000), to conduct nonpartisan education and research efforts to support implementation of the Governor's early childhood development agenda. This contract is anticipated to end by December 1, 2019.

In addition to these existing contracts, the Policy Department plans to amend and augment First 5 LA's Early Care and Education Policy Advocacy Fund (ECE PAF, administered by the Early Care and Education Department) to include a fund for child health and family strengthening advocacy priorities ($600,000), including opportunities which identify alternative revenues for early childhood development priorities. In FY 16-17, First 5 LA launched the ECE PAF with the support of Community Partners, a nonprofit organization serving as the fiscal intermediary, facilitator, and capacity builder for the initiative. The focus of the initiative was early care and education, reflecting First 5 LA's pivot from funding direct ECE services to focusing on policy and systems change. Since the launch of ECE PAF, First 5 LA has developed a strong advocacy focus on child health and family strengthening priorities, like home visiting and developmental services. In addition, the opportunities to advance policy and systems change focused on child health and family strengthening priorities have accelerated as a result of new leadership in Sacramento prioritizing these critical early childhood priorities.

To maximize the impact of First 5 LA's early childhood development advocacy agenda, the Policy Department proposes expanding First 5 LA's existing agreement with Community Partners by $600,000 to pilot funding focused on child health and family strengthening policy as well as on alternative revenue development opportunities. The majority of the funds will be distributed as grants to child health and family strengthening advocacy organizations and to projects which will advance child development advocacy priorities. Organization and project-based grants will follow the guidelines established for the rapid response and field building components of the ECE PAF. A portion of the funds will support fund administration and technical assistance.

(2) Staff Policy Development, Technical Assistance, and Training ($150,000) - The Policy Department currently holds a contract with Masters Policy Consulting ($90,000) to provide technical assistance to staff and First 5 LA leadership

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

regarding our evolution as a grantmaker and advocate focused on policy and systems change. This contract expires in 2020, and is expected fully spent in FY 19-20. The Policy Department is also in the process of executing a procurement to solicit a legal firm specializing in local, state, and federal lobbying compliance and estimates the contract will cost up to $60,000 in FY 19-20.

3) First 5 Association and the First 5 Child Policy Center Support ($550,000) - The Policy Department provides significant support to the First 5 Association to ensure the development and execution of a coordinated, proactive statewide policy and legislative agenda informed by the network of First 5 organizations throughout California. 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 initiatives, 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 accelerate in FY 19-20 with a particular focus on a few critical initiatives: 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) strong coordination with First 5 California and support for the further development and engagement with the network of 58 county First 5 commissions; 3) support for First 5 network engagement with Governor Newsom and his early childhood development leadership team; 4) the integration and development of an early childhood development policy agenda inclusive of family strengthening, early intervention, and early learning priorities.

In addition, the Policy Department proposes to expand First 5 LA's partnership with the First 5 Association with a focus on the development of its 501c3 arm, the California Children and Families Foundation. In FY 18-19, the Foundation received a planning grant from the Pritzker Children's Initiative to support the development of a coordinated statewide policy agenda focused on child health and development. The Foundation is expected to receive additional resources from the Pritzker Children's Initiative and other statewide early childhood development policy funders to coordinate policy development and advocacy activities with a particular focus on child health and development priorities including home visiting and developmental screening. The Foundation, a project of the First 5 Association, is in the process of re-branding as the First 5 Center for Child Policy and will provide a critical network-oriented platform for state policy development.

First 5 LA proposes augmenting its master agreement with the First 5 Association to support the capacity of the First 5 Center for Child Policy. Specifically, First 5 LA's additional contributions would:

First, support the capacity of the Center to play a critical field coordination, convening, and collaboration role with child health and development advocates. Since January 2019, the Center and the Packard Foundation have co-convened a group of child health advocacy organizations and created a child health policy working group to coordinate policy development and advocacy activities related to the Governor's budget proposal. In addition, the Center has developed critical relationships with organizations like The Children's Partnership, Children's Trust, Children Now, Early Learning Lab, and other organizations. The Center is well-positioned to continue to develop this collaborative approach to child development policy, and provides a platform for First 5 LA to advance health and development policy driven by our work in LA County.

Second, match funding from the Heising-Simons Foundation to the Center to support and develop an early childhood communications hub for California, along with messaging specifically tailored to advancing early childhood policy goals.

Policy staff recommends committing $550,000 to the First 5 Association through First 5 LA's master agreement, and assumes $350,000 will support the activities of the Association's 501c4 activities and $200,000 will support the activities of the First 5 Child Policy Center, the Association's 501c3. This reflects a $150,000 increase over the Policy Department's contributions to the Association in FY 18-19.

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

Strategic Partnerships

STRATEGIC PARTNERSHIPS

Authorized Positions

Director, Strategic Partnerships	1
Manager, Strategic Partnerships	3
Specialists, Strategic Partnerships (One Specialists position - pending)	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 being the catalytic bridge to the three sectors of Business, Philanthropy and Institutions of Higher Education to create or strengthen partnerships that in turn:

1. Advance, support or accelerate the current strategies in the four First5LA programmatic outcome areas
2. Build usual and unexpected advocates in each of the three sectors to champion First5LA's policy agenda
3. Establish sustainable partnerships in each sector that build lifelong champions of young children and their families.

Strategic Partnerships Department includes the following roles:

The Director of Strategic Partnerships serves as the department leader with management and supervision of department staff. The Director strategically and proactively identifies organization wide partnerships to strengthen and further First 5 LA's Strategic Plan outcomes. The Director collaborates across the organization and with external partners to leverage resources, build allies, 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 partnerships that includes catalyzing, building, and maintaining relationships with leaders in the arenas of Philanthropy, Business, or Higher Education. The Strategic Partnerships Manager promotes First 5 LA's Strategic Plan priorities in network and collaborative forums with other potential partnership leaders, communicates linkages with First 5 LA goals and vision, and identifies program staff needs to building external relationships to support the work of program outcome workgroups.

The 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.

		Budget FY 2018-19	Revised Budget FY 2018-19	Estimated FY 2018-19 Expenditures	Proposed Budget FY 2019-20	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	625,384	625,384	519,622	607,899	(17,485)
	Total Employee Benefits	196,176	196,176	172,455	193,247	(2,929)
	Total Personnel Services	**821,560**	**821,560**	**692,077**	**801,146**	**(20,414)**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Trans	1,600	1,600	873	1,600	-
6230	Telephone	-	-	-		-
6235	Cell Phone & Mobile Devices	4,200	4,200	2,000	4,200	-
6240	Outside Printing & Publishing	-	-	-		-
6245	Other Supplies	-	-	-		-
6250	Postage & Delivery	-	-	-		-
6255	Educational Supplies	-	-	-		-
6260	Office Supplies	1,000	1,000	527	1,000	-
6265	Subscriptions & Publications	500	500		500	-
6270	Capital Outlay	-	-	-		-
6275	Equipment-Rents & Leases	-	-	-		-
6280	Building Repair & Maintenance	-	-	-		-
6285	Equipment Repairs & Maintenanc	-	-	-		-
6290	Offsite Storage	-	-	-		-
6295	Hardware & Software Maintenanc	-	-	-		-
6300	Miscellaneous/Contingency	-	-	-		-
6305	Stipend/Honorarium	-		-		-
6310	Internal Meetings	3,000	3,000	2,981	3,000	-
	Total Operating Services	**10,300**	**10,300**	**6,381**	**10,300**	**-**
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	1,000	700	(300)
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**1,000**	**1,000**	**1,000**	**700**	**(300)**
Travel Expenses						
6610	Airfare	7,800	7,800	5,307	9,600	1,800
6620	Lodging	10,000	10,000	361	10,000	-
6640	Per Diem	2,500	2,500	2,464	4,500	2,000
6650	Other Travel Expense	2,000	2,000	1,205	2,000	-
	Total Travel Expenses	**22,300**	**22,300**	**9,338**	**26,100**	**3,800**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-		-
6830	Leadership Programs	-	-	-		-
6840	Conference Registrations	12,000	12,000	6,327	12,000	-
6850	External Education/Training	10,200	10,200	8,663	10,200	-
	Total Professional Development	**22,200**	**22,200**	**14,990**	**22,200**	**-**
	Total OPERATING EXPENSES	**877,360**	**877,360**	**723,786**	**860,446**	**(16,914)**

Budget Fiscal Year: 2019 - 2020	Status: Proposed

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Strategic Partnerships	$877,360.00	$860,446.00	-1.93%
Benefits	$0.00	$0.00	

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Salaries & Wages	$625,384.00	$607,899.00	-2.79%

Description

Social Security Tax	$196,176.00	$193,247.00	-1.49%

Description

Mileage, Parking and Other Transportation	$1,600.00	$1,600.00	0.00%

Description

Strategic Partnerships staff will be participating in a range of external meetings that relate to the strategic development of partnerships and will require mileage reimbursement and parking expenses when private vehicles are used in the course of conducting Commission business. This budget would cover mileage for 75 trips to local meetings with an average round trip of 20 miles at an IRS rate of 58 cents per mile, plus parking for each trip of $10.

Cell Phone & Mobile Devices	$4,200.00	$4,200.00	0.00%

Description

The Director, three Strategic Partnership Managers, and two Strategic Partner Specialists will be reimbursed for use of their cell phones for commission related business use during the fiscal year. The budget is based on $50/month reimbursement per staff.

Office Supplies	$1,000.00	$1,000.00	0.00%

Description

The budgeted amount provides for office materials and provisions to implement Board-approved programmatic activities, including general operations.

Subscriptions & Publications	$500.00	$500.00	0.00%

Description

The Strategic Partnerships Department subscribes to relevant publications and services to inform the strategic development of partnerships to advance the policy and systems change agenda of First 5 LA. The following are examples of memberships and subscriptions:

- Stanford Social Innovation Review - $55.00 yearly
- PRI Network – Mission Investors Exchange – Newsletter updates (individuals) (no fees)
- The Chronicle of High Education - $100.00 yearly
- Harvard Business Review - $99.00 yearly

Internal Meetings	$3,000.00	$3,000.00	0.00%

Description

This line item provides for Strategic Partnership expenses related to meetings attended by Commissioners, staff and guests. Highlights of ongoing local meetings include local funders groups: Affinity Funders Group Meetings and in-person meetings with potential and existing partners within the three sectors of philanthropy, business and higher education.

Professional Dues	$1,000.00	$700.00	-30.00%

Description

Strategic Partnerships staff is the primary cultivator of external relationships of First 5 LA's organization-wide partnership development and may elect to join additional professional organizations related to, but not limited to, philanthropy, business and higher education.

Airfare	$7,800.00	$9,600.00	23.07%

Description

The Strategic Partnerships department activities require frequent air travel for participation in professional conferences, trainings, or meetings outside of the Los Angeles area due to the organization wide role of the department to build relationships and secure partnerships in support of programmatic objectives, and build advocates in support of First 5 LA policy goals. Examples of events this year may include: First 5 CA/Association Annual Summits or meetings, ACCESS LA/Sacramento/DC, Chamber business networking events, the Annual Council on Foundations, Conferences for Business Chambers, Philanthropy California Grantmakers, Collective Impact/Social Impact Conference or meetings for Funders, Grantmakers for Education, and Grantmakers for Effective Organizations (GEO). In addition there is a need to represent First 5 LA in several policy or partnership building meetings that require one day travel. In FY 19-20 this may include travel for one day meetings around immigration, census, building the economic case to invest in young children, or broader efforts to engage potential partners in the sectors of higher education, philanthropy, or business.

12 meetings/conferences/trainings x $600.00 roundtrip (average) = $7,200 Work Related
4 meetings/conferences/trainings x $600.00 roundtrip (average) = $2,400 Professional Development

Lodging	$10,000.00	$10,000.00	0.00%

Description

The Strategic Partnerships department activities require frequent travel and will necessitate lodging at multi-day professional conferences, trainings or meeting outside of the Los Angeles area.

9 meetings/conferences/trainings x 3 nights (average) x $255 nightly = $6,750 Work Related
4 meetings/conferences/trainings x 3 nights (average) x $255 nightly = $3,000 Professional Development

Per Diem	$2,500.00	$4,500.00	80.00%

Description

Provides for various daily expenses incurred while attending professional conferences, trainings or meetings outside of the Los Angeles area

9 meetings/conferences/trainings x 3 nights (average) x $66.00 (CA per diem rate) for Work Related
4 meetings/conferences/trainings x 3 nights (average) x $66.00 (CA per diem rate) for Professional Development

Other Travel Expenses	$2,000.00	$2,000.00	0.00%

Description

Provides for miscellaneous expenses when staff is traveling outside of LA County on First 5 LA's business. These expenses may include taxi, Uber, Lyft, or other travel expenses that doesn't fit into other travel categories

Conference/Training Registrations	$12,000.00	$12,000.00	0.00%

Description

Strategic Partnerships department work requires attending conferences and trainings to establish levels of knowledge around topics relevant to the department, such as management skills, sector specific knowledge, technical skills needed to establish sector-related strategy development, and internal support to raise effectiveness across the organization. All professional development within the Strategic Partnerships department is to support the successful identification and creation of organization wide partnership strategies, aligned with First 5 LA's strategic Plan mission and goals. Estimated cost is determined per session/topic, with particular focus on department leadership.

12 registration @ $500 (average) = $6,000 for Work Related
Budget is for $1,200 per staff of 5 (average) = $6,000 for Professional Development

External Education/Training	$10,200.00	$10,200.00	0.00%

Description

The Strategic Partnerships department is responsible for engaging staff across the organization and building new strategies within the three sectors of Philanthropy, Business, and Higher Education. Funds will be used for training of department staff to establish baseline levels of knowledge around topics relevant to the department functions; such as management skills, build sector specific knowledge, technical skills needed to establish sector-related strategy development and internal supports to raise effectiveness across the organization. All professional development within the Strategic Partnerships department is to support the successful identification and creation of organization wide partnerships strategies to align First 5 LA's strategic plan mission and goals with other institutions and organizations to further increase the impact of First 5 LA's programmatic investments activate potentials partnerships and establish new policy and communication champions. Estimated training cost $2,000-3,500 per session/topic, with particular focus on building sector expertise and department leadership. Budget is for $1,450 per staff of 7.
This item is 100% for Professional Development

Budget Fiscal Year: 2019 - 2020 Status: Proposed

Initiative	Investment Category
County Partnerships	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Bold Vision		$150,000	0.00%

Program Summary

Bold Vision 2028 is a philanthropic-led effort of grant makers and civic leaders which seeks to leverage the opportunity of the upcoming 2028 Olympics being hosted by Los Angeles, by creating a cross-sector collaboration to significantly expand economic vitality and shared prosperity for all Angelenos by 2028.

Spending Plan and Funding Methodology

In order to achieve the goal of significantly expanding economic vitality and shared prosperity for all Angelenos by 2028, this initiative will address the root causes of persistent social problems, such as juvenile justice, homelessness, poor educational opportunities and outcomes for children, and large disparities in health outcomes. Across these four key systems, Bold Vision 2028 will focus on improving outcomes for youth of color living in Los Angeles County because the same children and families are vulnerable to the four issue areas. In addition, the project will address systems change through an equity lens, inclusiveness in economic growth, systems' effectiveness, civic engagement and community organizing, and an overall cradle to career orientation.

Resources to support this initiative are consistent with contributions made by other similar-sized partners.

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

In FY 18-19, First 5 LA's contribution to the Bold Vision Initiative was $51,285.05. The California Community Foundation serves as the backbone organization to this initiative and estimated roughly $500,000 for the initial phase of work.

In FY 19-20, First 5 LA is expected to increase its overall investment by $100,000.

Initiative	Investment Category
County Partnerships	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
County Partnership Fund	$165,000	$165,000	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.).

This year's budget also includes resources to support programs that are still in development, such as the DMH Incubation Academy. The program costs identified for these activities are subject to change based on actual neeed as more information is made available.

Spending Plan and Funding Methodology

$13,000 - Foster Together Network
This is the last quarterly payment (begun in December 2018) to support the consultants of the Foster Together Network (amount rounded up to $13,000)

$25,000 - CSP Operating Support
An initiative of Southern California Grantmakers, the Center for Strategic Partnerships (CSP or Center) is a collaboration between government and philanthropy that is located within the Los Angeles County Chief Executive Office. (SCG is the fiscal agent for CSP, although it is a permanent office under CEO within Los Angeles County government) CSP unites government, nonprofits, business, and philanthropy around common systems change goals. $25,000 per year (total of $75,000 over three years, FY 19-20, FY 20-21 and FY 21-22) for core operating support. 55 % of CSP's total operating budget will come from County Departments and the remaining 45% will come from philanthropic organizations (including First 5 LA).

$50,000 - DMH Incubation Academy
This will be part of shared philanthropy fund to bolster the Department of Mental Health's $5 million investment. The project will help support a consultant team who will build administrative capacity of community based organization in order for them to compete for county contracts. Part of this investment could increase the number of CBOs admitted to the Academy (currently capped at 5 per Supervisorial District).

$77,000 - Emerging Opportunities
Flexibility fund to respond to significant county partnerships that align with our Strategic Plan

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

The FY 18-29 County Partnership fund was $165,000 (revised up from $50,000 initially budgeted). Additional program costs have been built into the FY 19-20 budget, most notably the DMH Incubation Academy ($100,000). Operating support for the Center, which was previously a standalone budget item has also been rolled up into the County Partnership Fund. Because several emerging opportunity funds have been eliminated in this year's budget, we have slightly increased our flexibility fund in order to participate in important partnerships with the County that align to our Strategic Plan.

Initiative	Investment Category
Strategic Partnerships - Cross-Cutting Funder Partnerships	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Sector Partnership Development	$450,000	$380,000	-15.55%

Program Summary

This fund supports organization-wide efforts to develop and catalyze relationships and partnerships in the areas of philanthropy, business, and higher education that contribute to the advancement of First 5 LA's Strategic Plan. Efforts 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 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. In addition, efforts may include forums to inform planning efforts for the future First 5 LA 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 philanthropy, institutions of higher education, and business collaboratives and networks aligns with the Commission's adopted investment guidelines, specifically to "engage partners at the earliest possible stage of activity and/or investment."

Funds are included in FY 19-20 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

The FY 19-20 budget is based on estimated resources needed to support 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. The total amounts proposed per sector includes: $150,000 each for partnerships within the sectors of Philanthropy and Business; and $80,000 for partnerships with Institutions of Higher Education. Specific partnership opportunities, and level of investment, will be determined throughout the fiscal year. Prior experience in joining Philanthropic collaboratives or networks have ranged from $15,000 to $25,000 annually.

Experience to date in FY 18-19 has provided information to inform the FY 19-20 budget for the business strategy.
- Los Angeles County Business Federation (BizFed) - $5,000
- Valley Industry & Commerce Association (VICA) - $1,760

In addition, one new Business Strategic Partnership with Ready Nation was formalized - $74,500

Establishing new partnerships and collaboratives are estimated to be between $50,000 to $100,000 annually, depending on the level of engagement within the sector. Resources for FY 19-20 in support of the three identified sectors are estimated based on these ranges. Actual use of funds by sector may vary depending on need.

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

The decrease of $70,000 from FY 18-19 is impacted by the Higher Education strategy being the newest in formation and reflects a lower amount for the Higher Education strategy. In future years, as the Higher Education strategy expands, funds may shift to support partnerships to engage Institutions of Higher Education that support the programmatic outcomes of the strategic plan.

Initiative	Investment Category
Strategic Partnerships - Cross-Cutting Funder Partnerships	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
LA Funders Collaborative	$20,000	$25,000	25.00%

Program Summary

First 5 LA will continue to support and participate in the LA Funders Collaborative, as goals of the Collaborative are aligned with First 5 LA's 2015-2020 Strategic Plan Communities Outcome Area and Built Environment 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 historically underserved people and communities through collaboration, investments, grantmaking, and convening. In addition, in FY 19-20 the First 5 LA Built Environment investment strategy will receive direct support from the LA Funders Collaborative through informative sessions with grantmakers, assistance in establishing new relationships, and technical expertise support.

Spending Plan and Funding Methodology

Funds are included in FY 19-20 to ensure staff have the ability to take advantage of immediate strategic partnership opportunities, such as the LA Funders Collaborative. In FY 19-20, members increased the contribution rate to $25,000 to support the increase in collaboration activities. These activities include transitioning to a more active systems and policy role in LA county through the 2019 LA Funders Collaborative strategic planning process. In addition, this increase is reflective of additional anticipated activities due to the advocacy efforts around Measure M and Measure A through the Collaboratives' report in FY 18-19 Measures Matter.

Funding level of $25,000 is consistent with the other 11 grant making members of the collaborative: the California Community Foundation, The California Endowment, Enterprise Foundation, Resources Legacy Fund, and the Liberty Hill Foundation.

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

The membership rate increased from $20,000 in FY 18-19 to $25,000 in FY 19-20. This revised rate is consistent with support from other members of the collaborative: the California Community Foundation, The California Endowment, Liberty Hill Foundation, and the Enterprise Foundation.

Budget Fiscal Year: 2019 - 2020 Status: Proposed

Initiative	Investment Category
Strategic Partnerships - Cross-Cutting Funder Partnerships	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2018 - 2019 Revised Budget	2019 - 2020 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 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 within 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

Funds are included in FY 19-20 to ensure staff have the ability to take advantage of immediate strategic partnership opportunities, such as participation in LA-N-Sync.

The $25,000 level of funding for FY 19-20 will remain the rate of membership and is equal to the support provided by other members such as the California Community Foundation, The California Endowment, and the Weingart Foundation.

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	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Los Angeles Area Chamber of Commerce	$40,000	$30,000	-25.00%

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.

In FY 19-20, First 5 LA will continue to expand our leadership role in the Chamber and continue to elevate our early childhood agenda among Chamber Board and policy committee members. As an active member of the Chamber, First 5 LA participates in and champions 0-5 issues at Chamber Board and policy committee meetings, advocacy events, and other member events. First 5 LA staff also engage individually with Chamber members who are interested in early education, health, and workforce issues.

Spending Plan and Funding Methodology

The FY 19-20 budget includes $11,000 for annual membership and board dues for the First 5 LA Executive Director, and $19,000 to support the Chamber's efforts to promote work-life balance policies, and practices with a 0-5 lens.

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 (ACCESS DC, ACCESS Sacramento and ACCESS City of LA) are included in the Communications Department Sponsorship budget.

First 5 LA will continue to support the Chamber's Employee Champion Award in FY 19-20 and will dedicate resources to fund planning and implementation. Additionally, First 5 LA will collaborate with the Chamber to inform the award and related event, with greater efforts in FY 19-20 to engage the awardees in potential advocacy activities related to the First 5 LA policy agenda.

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

Conference sponsorship support is based on prior year's investment level. $10,000 for conference sponsorships for the LA Chamber was redirected to the Communications& Marketing - Strategic Marketing budget under Strategic Sponsorships. An increase of $7,500 has been made to support the annual inaugural LA Chamber conference at the bronze level, and of $2,500 to sponsor the event introducing the "work life harmony award".

Initiative	Investment Category
Strategic Partnerships - Cross-Cutting Funder Partnerships	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Los Angeles Partnership for Early Childhood Investment	$25,000	$30,000	20.00%

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 areas, 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 the promotion of innovations that advance policy and systems change to benefit LA County children age 0-5 and their families. Funds for FY 19-20 are included to ensure staff has the ability to take advantage of immediate strategic partnership opportunities as they emerge throughout the year.

Spending Plan and Funding Methodology

The FY 19-20 resources in support of this investment are consistent with commitments by similar funder collaborators. Other funders who support the LA Partnership for Early Childhood Investment include: The Atlas Family Foundation - $35,000; The Deutsch Family Foundation - $50,000; and the Packard Foundation - $25,000.

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

The membership rate increased from $25,000 in FY 18-19 to $30,000 in FY 19-20. This revised membership rate is consistent with the support provided by other members as: the California Community Foundation, The Dwight Stuart Youth Fund, and the Packard Foundation.

Initiative	Investment Category
Strategic Partnerships - Cross-Cutting Funder Partnerships	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Southern California Grantmakers	$85,000	$67,000	-21.17%

Program Summary

First 5 LA will continue to support and participate in Southern California Grantmakers (SCG), which is the regional association for philanthropy and other grantmakers. SCG provides First 5 LA staff opportunities to network, inform 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 giving programs, individuals, and government agencies.

Furthermore, Southern California Grantmakers will support First 5 LA by serving as the fiscal agent for partnership funding. First 5 LA has been engaged in supporting the work of the Office Child Protection (OCP) and the County/philanthropic efforts of the Center for Strategic Partnerships (CSP, formerly the Center for Strategic Public Private Partnerships or CSPPP). To date, the support has included active participation in County meetings and workgroups, and 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 through staff leaders moving forward significant projects like the drafting of the County's prevention plan for 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 CSP as it implements the emerging work of OCP. CSP 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. (Note: details regarding the funds dedicated to CSP, under the fiscal agent SCG are found within the SCG/CSP program budget).

Spending Plan and Funding Methodology

First 5 LA's annual membership fee to Southern California Grantmakers is calculated based on a formula established by SCG that takes into account First 5 LA's prior year total competitive Grantmaking and the location of the organization. First 5 LA member rate has increased to $16,500 (previously $15,000).

General Operating Support of $50,000 is consistent with contribution made by other peer funding organizations.

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

The First 5 LA membership fee was increased from $15,000 in FY 18-19, to $16,500 in FY 19-20.

The $25,000 funds for core operating support to CSP was built into this project in FY 17-18; in FY 18-19 funds were moved into the SCG/CSP project.

$20,000 in sponsorships ($10,000 for the annual SCG conference and $10,000 for the annual SCG Policy conference) have been moved to the Communications Department under Strategic Partnerships Department sponsorships. Conference sponsorship support is based on prior year's investment level of $10,000 per conference event x 2 events.

Initiative	Investment Category
Strategic Partnerships - Grantmaking Memberships	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Grantmaking Memberships	$41,000	$41,000	0.00%

Program Summary

The 2015-2020 Strategic Plan outlines the Commission's investment guidelines which include engaging partners at the earliest possible stage of activity and/or investment. Grantmaking Organizations offer a place to learn and engage with potential partners in an effort to build partnerships that support First 5 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 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. Memberships included as part of the total budget are as follows:

• 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 $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: 2019 - 2020 Status: Proposed

Initiative	Investment Category
Strategic Partnerships - Partnership Development	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Consulting	$100,000	$80,000	-20.00%

Program Summary

In FY 19-20, 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; relationship management; and providing technical expertise for innovative approaches to partnership related to the agency's focus on the philanthropic, higher education, and business sectors.

Spending Plan and Funding Methodology

Consulting costs are estimated based on previous consulting fees for similar activities, anticipated needs (estimated between 550 to 700 hours at $150/hour) to support the exploration of emerging and innovative approaches to partnership, and ongoing technical assistance needs. The actual scope of work and budget will be determined as needs arise.

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

The FY 18-19 $100,000 budget to advance this work was reduced to $80,000 in FY 19-20 due to information gathered to inform the strategies and required pace of building partnerships in the three sectors of Philanthropy, Business, and Institutions of Higher Education.

Budget Fiscal Year: 2019 - 2020 Status: Proposed

Initiative	Investment Category
Strategic Partnerships - Partnership Development	2015-2020 Strategic Plan: Focusing for the Future

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Convenings	$60,000	$40,000	-33.33%

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 Strategic Plan priority outcome areas. Actual convenings will be designed (and budgets determined) as needs and opportunities are identified by First 5 LA staff and external partnerships.

In FY 19-20, staff anticipate funds will be used to support the launch and quarterly convening of a local early childhood business council; sessions with institutions of higher education to support the development and planning of the strategic plan programmatic outcome areas; and sessions to inform broad philanthropic organizations on developing programmatic work across the organization.

Spending Plan and Funding Methodology

Based on the costs of other convenings, FY 19-20 funds will support about 6 business council convenings (between $5,000 to $10,000 estimated cost per convening) and 2-4 additional cross-sector convenings (estimated between $5,000 to $10,000 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%)

ATTACHMENT E:

INTEGRATION & LEARNING DIVISION –

DETAIL BY PROGRAM AND OPERATING COSTS

INTEGRATION & LEARNING DIVISION SUMMARY FY 2019-20

		FY 2018-19	FY 2019-20				
		Revised Budget	Integration & Learning Division	Integration & Learning	Measurement, Learning & Evaluation	Approved Budget	Variance from FY 2018-19
Personnel Services							
Salaries							
	Total Salaries	1,545,644	377,935	601,680	571,446	1,551,061	5,417
	Total Employee Benefits	386,586	85,734	141,410	157,885	385,029	(1,557)
	Total Personnel Services	**1,932,230**	**463,669**	**743,090**	**729,331**	**1,936,090**	**3,860**
Operating Services							
6205	ADP-Payroll	-	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-	-
6215	Utilities	-	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-	-
6225	Mileage, Parking and Other Transporation	2,500	300	950	1,000	2,250	(250)
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	5,400	3,000	700	1,700	5,400	-
6265	Subscriptions & Publications	2,500	700	500	1,000	2,200	(300)
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	15,000	7,000	4,000	4,000	15,000	-
6315	Divisional Capacity Building	25,000	25,000	-	-	25,000	-
	Total Operating Services	**51,000**	**36,000**	**6,150**	**8,300**	**50,450**	**(550)**
Consultant Services							
6410	Consultant Fees	210,000	35,500	110,000	39,900	185,400	(24,600)
6420	Other Professional Fees	-	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-	-
	Total Consultant Services	**210,000**	**35,500**	**110,000**	**39,900**	**185,400**	**(24,600)**
Professional Services							
6510	Audit	-	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-	-
6540	Professional Dues	12,850	10,000	1,350	1,500	12,850	-
6550	Staff Recruitment	-	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-	-
	Total Professional Services	**12,850**	**10,000**	**1,350**	**1,500**	**12,850**	**-**
Travel Expenses							
6610	Airfare	18,300	6,800	6,500	4,500	17,800	(500)
6620	Lodging	34,000	11,000	13,000	9,000	33,000	(1,000)
6640	Per Diem	13,200	5,000	4,600	3,200	12,800	(400)
6650	Other Travel Expense	9,600	5,000	2,600	1,800	9,400	(200)
	Total Travel Expenses	**75,100**	**27,800**	**26,700**	**18,500**	**73,000**	**(2,100)**
Professional Development							
6810	Training Materials & Supplies	-	-	-	-	-	-
6820	Internal Training	1,000	-	-	1,000	1,000	-
6830	Leadership Programs	-	-	-	-	-	-
6840	Conference Registrations	40,700	16,300	9,300	14,300	39,900	(800)
6850	External Education/Training	20,800	5,200	7,200	7,200	19,600	(1,200)
	Total Professional Development	**62,500**	**21,500**	**16,500**	**22,500**	**60,500**	**(2,000)**
	Total OPERATING EXPENSES	**2,343,680**	**594,469**	**903,790**	**820,031**	**2,318,290**	**(25,390)**

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 approaches to continuous quality improvement to improve organizational efficiency and effectiveness
- Provide guidance on data collection, analysis, and interpretation for the benefit of the entire organization
- Share best practices about research, evaluation, measurement, continuous quality improvement, and grantmaking
- 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.

INTEGRATION & LEARNING DIVISION SUPPORT

		Budget FY 2018-19	Revised Budget FY 2018-19	Estimated FY 2018-19 Expenditures	Proposed Budget FY 2019-20	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	438,679	438,679	349,885	377,935	(60,744)
	Total Employee Benefits	93,419	93,419	77,399	85,734	(7,685)
	Total Personnel Services	**532,098**	**532,098**	**427,284**	**463,669**	**(68,429)**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Trans	550	550	118	300	(250)
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	2,160	3,000	-
6265	Subscriptions & Publications	1,000	1,000	343	700	(300)
6270	Capital Outlay	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-
6285	Equipment Repairs & Maintenanc	-	-	-	-	-
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Maintenanc	-	-	-	-	-
6300	Miscellaneous/Contingency	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	7,000	7,000	1,640	7,000	-
6315	Division Capacity Building	25,000	25,000	-	25,000	-
	Total Operating Services	**36,550**	**36,550**	**4,261**	**36,000**	**(550)**
Consultant Services						
6410	Consultant Fees	50,000	50,000	-	35,500	(14,500)
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**50,000**	**50,000**	**-**	**35,500**	**(14,500)**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	10,000	10,000	10,000	10,000	-
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**10,000**	**10,000**	**10,000**	**10,000**	**-**
Travel Expenses						
6610	Airfare	6,800	6,800	2,824	6,800	-
6620	Lodging	11,000	11,000	1,529	11,000	-
6640	Per Diem	5,000	5,000	304	5,000	-
6650	Other Travel Expense	5,000	5,000	-	5,000	-
	Total Travel Expenses	**27,800**	**27,800**	**4,657**	**27,800**	**-**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	16,300	16,300	2,540	16,300	-
6850	External Education/Training	5,200	5,200	440	5,200	-
	Total Professional Development	**21,500**	**21,500**	**2,980**	**21,500**	**-**
	Total OPERATING EXPENSES	**677,948**	**677,948**	**449,181**	**594,469**	**(83,479)**

Budget Fiscal Year: 2019 - 2020	Status: Proposed

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Integration & Learning Division Support	$677,948.00	$594,469.00	-12.31%
Benefits	$0.00	$0.00	

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Salaries & Wages	$438,679.00	$377,935.00	-13.84%

Description

Social Security Tax	$93,419.00	$85,734.00	-8.22%

Description

Mileage, Parking and Other Transportation	$550.00	$300.00	-45.45%

Description
Mileage costs for local and regional meetings supporting executive functions as well as the Integration and Learning Division work. Used FY 17-18 and 18-19 expenditures to determine this figure.

Office Supplies	$3,000.00	$3,000.00	0.00%

Description
These costs support the work of the VP and the division broadly. Used data from FY 17-18 and FY 18-19 to determine this amount.

Subscriptions & Publications	$1,000.00	$700.00	-30.00%

Description
Subscriptions and publications related to evaluation, learning organizations, systems building and knowledge management. Used data from FY 17-18 and FY 18-19 to determine this amount.

Internal Meetings	$7,000.00	$7,000.00	0.00%

Description
Expenses related to both internal working meetings and org-wide convenings as well as external-facing events that support the Division's work, including knowledge Management-related activities. Covers costs for catering and venue rental and other meeting-related expenses. Used data from FY 18-19 expenditures to determine this amount, which stays the same.

Division Capacity Building	$25,000.00	$25,000.00	0.00%

Description
Provide funds for divisional/departmental team building including fees for venue, catering and facilitator fee.

Consultant Fees	$50,000.00	$35,500.00	-29.00%

Description

Consultant fees to develop the building blocks of a learning organization, including scans of best practices, organizational capacity building, facilitation services, meeting planning and execution, and partnership building across the organization. Assumes 333 total consultant hours at average rate of $150/hr.

Professional Dues	$10,000.00	$10,000.00	0.00%

Description

Dues and subscriptions for learning organization associations and networks. Includes American Productivity and Quality Center (APQC) organizational membership {$9,000) for access to their database for Knowledge Management work and individual memberships for AEA and other organizations.

Airfare	$6,800.00	$6,800.00	0.00%

Description

Includes costs for Home Visitation summit, F5 Staff Summit, American Evaluators Association Conference, American Public Health Association Conference, Learning Conferences and Meetings, American Education Research Association, and Society for Research in Early Childhood Development, Statewide Evaluation Workgroups, GEO Conference, APQC Annual KM Conference, KM World, KM Connect, Open Data Science Conference, OD Network Conference, and professional development training. Professional Development budget is $400 per employee (4 when fully staffed) for a total of $1,600. This assumes one round-trip airfare per employee ($400) for one professional development opportunity.

Lodging	$11,000.00	$11,000.00	0.00%

Description

Includes costs for Home Visitation summit, F5 Staff Summit, American Evaluators Association Conference, American Public Health Association Conference, Learning Conferences and Meetings, American Education Research Association, and Society for Research in Early Childhood Development, Statewide Evaluation Workgroups, GEO Conference, APQC Annual KM Conference, KM World, KM Connect, Open Data Science Conference, OD Network Conference, and professional development training. This estimate includes a professional development budget of $1,100 per employee (4 when fully staffed) based on a historical average hotel stay of $275 per night for four nights for one professional development opportunity for a total of $4,400.

Per Diem	$5,000.00	$5,000.00	0.00%

Description

Includes costs for Home Visitation summit, F5 Staff Summit, American Evaluators Association Conference, American Public Health Association Conference, Learning Conferences and Meetings, American Education Research Association, and Society for Research in Early Childhood Development, Statewide Evaluation Workgroups, GEO Conference, APQC Annual KM Conference, KM World, KM Connect, Open Data Science Conference, OD Network Conference, and professional development training. The professional development budget for this line item is $280 per employee (4) for a total of $1,120. This number is based on a historical average of $70 per day for a four-day business trip related to one professional development opportunity.

Other Travel Expenses	$5,000.00	$5,000.00	0.00%

Description

Includes costs for ground transportation associated with approved business travel submitted on a Travel Authorization Form. Includes costs for Home Visitation summit, F5 Staff Summit, American Evaluators Association Conference, American Public Health Association Conference, Learning Conferences and Meetings, American Education Research Association, and Society for Research in Early Childhood Development, Statewide Evaluation Workgroups, GEO Conference, APQC Annual KM Conference, KM World, KM Connect, Open Data Science Conference, OD Network Conference, and professional development training. The professional development budget for this line item is $200 per employee (4) for a total of $800 based on historical data of ground transportation and/or airport parking costs for one business trip. This budget assumes one professional development trip per employee.

Conference/Training Registrations	$16,300.00	$16,300.00	0.00%

Description

Includes costs for Home Visitation summit, F5 Staff Summit, American Evaluators Association Conference, American Public Health Association Conference, Learning Conferences and Meetings, American Education Research Association, and Society for Research in Early Childhood Development, Statewide Evaluation Workgroups, GEO Conference, APQC Annual KM Conference, KM World, KM Connect, Open Data Science Conference, OD Network Conference and other conferences. Costs include: KM Connect Conference ($1,195), KM World ($2,000 x 2 employees), Open Data Science Conference ($1,000 x 1 employee), OD Network ($1,500 x 2 employees), and APQC KM Conference ($1,300 x 2 employees).

External Education/Training	$5,200.00	$5,200.00	0.00%

Description

This entire budget line item is for registrations for professional development opportunities. It includes a registration budget of $1200 per employee (4 total) for one conference/seminar/workshop/training for professional development for a total of $4,800. This figure is based on an average of historical costs of conferences and seminars. This line item also includes $100 per employee (4) for enrollment in one course at the annual Claremont Graduate University professional development seminars for a total of $400. The grand total for professional development registrations is $5,200.

Initiative	Investment Category
Impact Framework	Integration & Learning

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Impact Framework	$112,000	$400,000	257.14%

Program Summary

First 5 LA is using a tailored approach to the development of a measurement, evaluation and learning framework, grounded in the strategic plan that identifies, measures and monitors our progress and impact on our systems change strategies. First 5 LA is shifting from extensive evaluation of programs to examining systems change and policy change. The Impact Framework is an organization-wide, measurement, evaluation and learning project. The project includes three distinct phases of development that are led by the Integration & Learning Division and supported by a third-party consultant.

Phase 1 work was on the identification of the progress made on strategies outlined in the strategic plan to accomplish First 5 LA's mission. This phase of work included data collection in Programs Division, analysis and sense-making engagements with staff across the organization. Phase 2 involves creating and implementing a measurement plan for all of the work. It includes both primary and secondary 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. Phase 3 of the project includes developing a reporting plan and system. This phase will include designing a system to report out progress and help build internal staff capacity to use the system.

Spending Plan and Funding Methodology

Estimates were developed by analyzing the project's FY 18-19 burn rate and identifying the needs for FY 19-20. Current project management best practices were used to determine the timeline for reaching milestones for the next two phases of the Impact Framework development and the amount of resources needed to reach those milestones by the approved timelines. Funds for initial implementation and subsequent maintenance of the Impact Framework project work are anticipated to break down into four categories of work in FY 19-20:

1) Data: The costs associated with county-wide primary data collection which may include survey development, validation, etc. Secondary data collection may include costs associated with securing data sharing agreements, MOUs, and acquisition of specialized data files such as aggregated census track data for L.A. County. $200,000.

2) Reporting Tools & Practices: includes costs associated with tool(s) used for storing, showcasing, and exporting data. This also includes miscellaneous costs of producing and sharing reporting materials. Additionally, these estimates include any costs associated with updates to the tool over time. $125,000.

3) Staff Capacity Building: includes costs associated with staff training for the selected tool (onsite and offsite depending on what is needed). This also includes miscellaneous costs for additional training pending any updates to the tool over time. $50,000.

4) Organization Wide & External Stakeholder Engagement: This includes costs for events and supplies and possibly some consultant (facilitation) support to engage staff in the data use and interpretation of the IF data. The inclusion of external stakeholders considers sharing and support for County agencies, the First 5 Association, First 5 CA and other entities who are interested or may benefit from using the data and reporting being produced as part of the First 5 LA Impact Framework. $25,000.

The three development phases of the Impact Framework consist of identifying and measuring data and information, and then learning to use the information as a tool for organizational effectiveness. FY 18-19 completed the first phase (identification) and launched the second phase (measurement) which will continue into FY 19-20.

In order to ensure that the chosen measures are relevant and the most accurate for the field, experts will be identified and engaged to vet and contribute to the measurement phase work products. These strategic partnerships will aid not only the impact framework effort, but contribute to the field and may be of assistance at other projects at First 5 LA. Sufficient resources are included to ensure that this can take place by way of stipends and coordination efforts. Estimates were determined by reviewing the cost of previous similar efforts at the organization.

Initiative	Investment Category
Impact Framework	Integration & Learning

Additionally, the third phase of the Impact Framework development will require the creation of a computer program or application that displays data. Staff researched the price range of products and connected with the internal IT Department to ensure that the budget range is accurate for this type of program or application. These details were used to determine the final estimated resource need for the project's advancement in FY 19-20.

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

The total budget for FY 18-19 for Impact Framework was actually $377,000, drawn from this line item and two others: Indicator Development and Cross Outcome Strategy Area. The FY 18-19 budget included Phase 1 Data Collection activities and associated consultant fees. Going into the next fiscal year, the increased budget reflects setting up infrastructure for Phases 2 and 3. This includes case studies, development of the data reporting tool, staff training and associated reporting activities.

Budget Fiscal Year: 2019 - 2020 Status: Proposed

Initiative	Investment Category
Knowledge Management	Integration & Learning

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Knowledge Management	$178,000	$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.

Although originally slated for full implementation in December 2019, due to key staffing vacancies the timeline for completion has been extended.

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. This rate is consistent with costs incurred by historical specialized IT-related services. 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. This body of work is being coordinated with the IT Department as we anticipate that from IT we will obtain systems requirements. This budget does not include the cost f of implementation.

- 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%)

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, and 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 implements various learning practices, such as reflective learning sessions, before action reviews and after action reviews, as well as offers specialized technical assistance to staff that are using data and research to inform their work. This also includes using continuous improvement principles and tools to make staff's work more efficient and effective. I&L also develops, implements and monitors 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 First 5 LA's reporting plan for the Impact Framework. The Impact Framework is an effort by the organization to define and communicate a shared understanding of the organization's systems change work and the desired results of that work. This reporting plan entails developing plans to assess and enhance First 5 LA's current data infrastructure and learning practices, focused on supporting the tracking and reporting of the Impact Framework. This includes the selection and implementation of a reporting tool (or set of tools) to track and assess progress towards the monitoring measures, system-level outcomes and Results for Children and Families. The I&L team will develop a learning and capacity building plan to enhance staff's

ability to use the Impact Framework. I&L will also create guidelines to modify any elements within the Impact Framework. This includes supporting the development of indicators for the second phase of the Impact Framework.

This department also shepherds the sustainability/expiring initiatives process by providing analysis and rationale for ending or providing extensions 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.

		Budget FY 2018-19	Revised Budget FY 2018-19	Estimated FY 2018-19 Expenditures	Proposed Budget FY 2019-20	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	557,680	557,680	410,782	601,680	44,000
	Total Employee Benefits	137,499	137,499	98,806	141,410	3,911
	Total Personnel Services	**695,179**	**695,179**	**509,588**	**743,090**	**47,911**
Operating Services						
6205	ADP-Payroll	-	-	-		-
6210	Worker's Compensation Insurance	-	-	-		-
6215	Utilities	-	-	-		-
6220	Corporate Insurance	-	-	-		-
6225	Mileage, Parking and Other Trans	950	950	55	900	(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	687	600	(100)
6265	Subscriptions & Publications	500	500	-	500	-
6270	Capital Outlay	-	-	-		-
6275	Equipment-Rents & Leases	-	-	-		-
6280	Building Repair & Maintenance	-	-	-		-
6285	Equipment Repairs & Maintenanc	-	-	-		-
6290	Offsite Storage	-	-	-		-
6295	Hardware & Software Maintenanc	-	-	-		-
6300	Miscellaneous/Contingency	-	-	-		-
6305	Stipend/Honorarium	-		-		-
6310	Internal Meetings	4,000	4,000	571	4000	-
	Total Operating Services	**6,150**	**6,150**	**1,312**	**6,000**	**(150)**
Consultant Services						
6410	Consultant Fees	110,000	110,000	-	110,000	-
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**110,000**	**110,000**	**-**	**110,000**	**-**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	1,350	1,350	-	1,350	-
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**1,350**	**1,350**	**-**	**1,350**	**-**
Travel Expenses						
6610	Airfare	7,000	7,000	4,227	6,500	(500)
6620	Lodging	14,000	14,000	4,789	13,000	(1,000)
6640	Per Diem	5,000	5,000	2,160	4,600	(400)
6650	Other Travel Expense	2,800	2,800	469	2,600	(200)
	Total Travel Expenses	**28,800**	**28,800**	**11,645**	**26,700**	**(2,100)**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-		-
6830	Leadership Programs	-	-	-		-
6840	Conference Registrations	10,100	10,100	-	9,300	(800)
6850	External Education/Training	8,400	8,400	750	7,200	(1,200)
	Total Professional Development	**18,500**	**18,500**	**750**	**16,500**	**(2,000)**
	Total OPERATING EXPENSES	**859,979**	**859,979**	**523,294**	**903,640**	**43,661**

Budget Fiscal Year: 2019 - 2020	Status: Proposed

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Integration & Learning	$859,979.00	$903,640.00	5.08%
Benefits	$0.00	$0.00	

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Salaries & Wages	$557,680.00	$601,680.00	7.88%

Description

Social Security Tax	$137,499.00	$141,410.00	2.84%

Description

Mileage, Parking and Other Transportation	$950.00	$900.00	-5.26%

Description

Provides costs related to travel for local meetings with grantees, contractors, strategic partners, as well as local trainings and meetings with other philanthropic organizations and learning organizations. The cost is 20 miles per month for 12 months for 6 staff at 58 cents per mile, rounded up to $900.

Office Supplies	$700.00	$600.00	-14.28%

Description

Provides general office supplies for 6 full-time staff for 12 months. This cost is based on last year's average cost of $100 per year per FTE.

Subscriptions & Publications	$500.00	$500.00	0.00%

Description

Provides cost for purchasing resource books and journal articles related to research, effective grantmaking and learning organizations. This cost is consistent with the previous year's cost for this line item.

Internal Meetings	$4,000.00	$4,000.00	0.00%

Description

Provides expenses related to the Integration and Learning projects, as well as support of the 2015-2020 Strategic Plan. These include meetings with Commissioners, legal counsel, staff, grantees and contractors. Estimate based on previous year expenditures.

Consultant Fees	$110,000.00	$110,000.00	0.00%

Description

The consulting support will assist with the development of the infrastructure for Phase III of the Impact Framework, assist with the building blocks of a learning organization, and provide organizational capacity building on various topics, such as continuous quality improvement and emergent learning. These fees will also assist with facilitation services, including planning and meeting execution. This assumes that consultants will have a total 626 hours at the average rate of $150/hour.

Professional Dues	$1,350.00	$1,350.00	0.00%

Description

Provides staff with membership to professional philanthropic organizations, evaluation associations, as well as learning organizations. An annual $100 membership fee for 6 staff members to organizations like the Society of Organizational Learning North America, totaling $600. An annual subscription to American Evaluation Association for the two I&L Managers at $109 per membership, totaling $218 and an additional $400 for additional dues and subscriptions. This cost is rounded up to $1,300.

Airfare	$7,000.00	$6,500.00	-7.14%

Description

Provides airfare to and from professional conferences, such as Grantmakers for Effective Philanthropy, PEAK, Council of Foundations, and American Evaluation Association. This cost was calculated using a per-person amount of $500 for 6 staff members for a total of $3,000. An additional travel cost of three External Partner Learning at $500 for a total of $1,500.
Professional Development budget is $500 per employee for 4 employees for a total of $2,000. This assumes one round-trip airfare per employee (not-to-exceed the $500 limit from the First 5 LA Travel Guidelines) for one professional development opportunity. This calculation assumes that not all professional development for staff will require travel.

Lodging	$14,000.00	$13,000.00	-7.14%

Description

Provides lodging for multi-day professional conferences or meetings outside of the Los Angeles area, such as Grantmakers for Effective Philanthropy, PEAK, Council of Foundations, American Evaluation Association, and Society for Organizational Learning. The cost is based on 6 FTE's having $1,000 for lodging outside the LA area, totaling $6,000. An additional lodging cost of the three External Partner Learning at $1,000 for a total of $3,000. This estimate includes a professional development budget of $1,000 per employee for 4 employees based on a historical average hotel stay of $250 per night for four nights for one professional development opportunity for a total of $4,000. This calculation assumes that not all professional development for staff will require travel.

Per Diem	$5,000.00	$4,600.00	-8.00%

Description

Provides for various daily expenses incurred while attending professional conferences or meetings outside the Los Angeles area, such as Grantmakers for Effective Philanthropy, PEAK, Council of Foundations and American Evaluation Association. The cost is based on historical average daily per diem rate ($69) for 5 days, and assumes 6 FTE's will have approximately $345/year, for a total of $2,070, rounded up to $2,100. An additional per diem cost for the three External Partner Learning at $345 for a total of $1,035, rounded up to $1,100.
The professional development budget for this line item is $345 for 4 employees for a total of $1,380, rounded up to $1,400. This calculation assumes that not all professional development for staff will require travel.

Other Travel Expenses	$2,800.00	$2,600.00	-7.14%

Description

The cost assumes 6 FTE's will have approximately $200/year, totaling $1,200. Additional travel expenses cost for the three External Partner Learning at $200 for a total of $600.This cost is based on I&L's prior year expenditures.
The professional development budget for this line item is $200 per employee for 4 employees for a total of $800. This calculation assumes that not all professional development for staff will require travel.

Conference/Training Registrations	$10,100.00	$9,300.00	-7.92%

Description

Provides registration expenses for professional conferences, such as Grantmakers for Effective Philanthropy, PEAK, Council of Foundations and American Evaluation Association. This cost is based on 6 FTE's having $800 to cover the cost of registration fees (totaling $4,800) and an additional $4,500 for training, such as Emergent Learning.

External Education/Training	$8,400.00	$7,200.00	-14.28%

Description

This entire budget line item is for registrations for professional development opportunities. It includes training on evaluation, data visualization, and synthesizing information. Budget is for $1,200 per staff of 6 ($1,200 X 6) for one conference/seminar/workshop/training for professional development for a total of $7,200. This figure is based on an average of historical costs of conferences and seminars.

Budget Fiscal Year: 2019 - 2020 Status: Proposed

Initiative	Investment Category
Communities of Practice	Integration & Learning

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
External Partner Learning	$93,000	$93,000	0.00%

Program Summary

The External Partner Learning sessions will allow First 5 LA to establish a network of organizations and partners who are advancing learning work and culture change within their institutions. They 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 as the I&L division supports the implementation of the strategic plan. These sessions will be spearheaded and led by an external consultant initially and eventually facilitated by staff.

Additionally, First 5 LA staff will participate in Left Coast Evaluation gatherings and other similar groups as applicable. The Left Coast Evaluator is composed of 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 19-20 costs were estimated by using Best Start's historical expenditure data to host similar meetings.

- The three (3) External Partner Learning Sessions ($3,000) - $1,000 for a half-day venue rental, three times per year.
- The Learning Session provisions ($1,125) - $15 per person for approximately 25 people per session, three times per year.
- The Left Coast Evaluation gatherings ($2,500) - annual cost to participate in the evaluation gathering.
- Consultant (460 hours at $150/hour for a total of $69,000) - to assist in establishing and facilitating the Learning Cohort. This includes developing collateral, conducting outreach of potential cohort members, preparing and facilitating the cohort, following up on items and developing processes for ongoing engagement. An additional $2,000 will be given to the consultant for developing and printing collateral and $5,000 to cover the cost of site rental and food for the cohort's convening.
- Grantmakers for Effective Organization's annual sponsorships - $10,000

The total cost has been rounded up to $93,000, per internal guidelines.

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

Budget Fiscal Year: 2019 - 2020 Status: Proposed

Initiative	Investment Category
Communities of Practice	Integration & Learning

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Learning Advisory Committee	$20,000	$20,000	0.00%

Program Summary

The Learning Advisory Committee will allow First 5 LA to convene an advisory group, comprised of experts in the field of learning and organizational development. The quarterly 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 and support implementation of the strategic plan.

Spending Plan and Funding Methodology

The cost includes honorariums to five (5) members of the Learning Advisory Committee. Each honorarium will be $1,000 four times a year, 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 quarterly Learning Advisory Committee meetings that are anticipated for FY 19-20.

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

Budget Fiscal Year: 2019 - 2020 Status: Proposed

Initiative	Investment Category
Communities of Practice	Integration & Learning

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Organization-wide Learning	$18,000	$18,000	0.00%

Program Summary

The Organization-wide Learning Sessions provide 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 continuously reflect, learn and incorporate lessons learned into their work so that they can become more effective, efficient and innovative.

Spending Plan and Funding Methodology

The FY 19-20 budget is based on historical expenditures for Best Start Communities to host similar meetings, as well as historical data from the I&L Division. Costs include:

- Venue ($3,000) - $1,000 for a half-day venue rental, three times a year.
- The Learning Session ($6,075) – $15 for food for 135 staff members per session, three times per year.
- Honorariums ($3,000) - each honorarium will be $1,000 per session for three sessions.
- Materials ($5,000) - will assist with the development of materials to share organization-wide learnings.

The total cost has been rounded up to $18,000, per internal guidelines.

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

Budget Fiscal Year: 2019 - 2020 Status: Proposed

Initiative	Investment Category
Grantee Assessment	Integration & Learning

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Grantee Perception Report	$75,000	$40,000	-46.66%

Program Summary

The Center for Effective Philanthropy, or similar partner, will administer the Grantee Perception Report and Stakeholder Perception Report with First 5 LA's grantees, contractors and partners. The Grantee Perception Report will allow us to solicit critical feedback from various partners through an online platform to promote ongoing improvement and increase internal and external effectiveness. Perspectives from grantees, contractors and partners 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 and stakeholder survey. The intent is to have these reports conducted every other year so that we can track our progress and effectiveness.

Spending Plan and Funding Methodology

The cost for contracting with an organization to develop the grantee perception survey and the stakeholder perception survey, monitor the project, find comparison groups to compare with our organization and develop reports based upon each survey is approximately $70,000. This is based upon on the negotiated contract with the Center for Effective Philanthropy (CEP). Given that half of those of funds were provided to CEP in FY 18-19, the remaining $35,000 will be needed for FY 19-20. An additional $2,000 will be set aside for travel expenses incurred by CEP to present the findings from the grantee and stakeholder survey at First 5 LA. CEP will have 20 additional hours at $150 to provide technical assistance and guidance on prioritizing areas of improvement, totaling $3,000.

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

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 19-20 programmatic

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.

		Budget FY 2018-19	Revised Budget FY 2018-19	Estimated FY 2018-19 Expenditures	Proposed Budget FY 2019-20	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	549,285	549,285	468,072	571,446	22,161
	Total Employee Benefits	155,668	155,668	115,631	157,885	2,217
	Total Personnel Services	**704,953**	**704,953**	**583,703**	**729,331**	**24,378**
Operating Services						
6205	ADP-Payroll	-	-	-		-
6210	Worker's Compensation Insurance	-	-	-		-
6215	Utilities	-	-	-		-
6220	Corporate Insurance	-	-	-		-
6225	Mileage, Parking and Other Trans	1,000	1,000	881	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	1,700	632	1,700	-
6265	Subscriptions & Publications	1,500	1,000	-	1,000	-
6270	Capital Outlay	-	-	-		-
6275	Equipment-Rents & Leases	-	-	-		-
6280	Building Repair & Maintenance	-	-	-		-
6285	Equipment Repairs & Maintenanc	-	-	-		-
6290	Offsite Storage	-	-	-		-
6295	Hardware & Software Maintenanc	-	-	-		-
6300	Miscellaneous/Contingency	-	-	-		-
6305	Stipend/Honorarium	-		-		-
6310	Internal Meetings	4,000	4,000	1,132	4,000	-
	Total Operating Services	**8,300**	**8,300**	**2,645**	**8,300**	**-**
Consultant Services						
6410	Consultant Fees	50,000	50000	66,300	39,900	(10,100)
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**50,000**	**50,000**	**66,300**	**39,900**	**(10,100)**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	1,500	1,500	196	1,500	-
6550	Staff Recruitment	-	-	-		-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**1,500**	**1,500**	**196**	**1,500**	**-**
Travel Expenses						
6610	Airfare	4,500	4,500	1,766	4,500	-
6620	Lodging	9,000	9,000	729	9,000	-
6640	Per Diem	3,200	3,200	1,568	3,200	-
6650	Other Travel Expense	1,800	1,800	357	1,800	-
	Total Travel Expenses	**18,500**	**18,500**	**4,420**	**18,500**	**-**
Professional Development						
6810	Training Materials & Supplies	-	-			-
6820	Internal Training	1,000	1,000		1,000	-
6830	Leadership Programs	-	-			-
6840	Conference Registrations	14,300	14,300	550	14,300	-
6850	External Education/Training	7,200	7,200	300	7,200	-
	Total Professional Development	**22,500**	**22,500**	**850**	**22,500**	**-**
	Total OPERATING EXPENSES	**805,753**	**805,753**	**658,115**	**820,031**	**14,278**

Budget Fiscal Year: 2019 - 2020	Status: Proposed

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Measurement, Learning & Evaluation	$805,753.00	$820,031.00	1.77%
Benefits	$0.00	$0.00	

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Salaries & Wages	$549,285.00	$571,446.00	4.03%

Description

Social Security Tax	$155,668.00	$157,885.00	1.42%

Description

Mileage, Parking and Other Transportation	$1,000.00	$1,000.00	0.00%

Description
Mileage and parking for local meetings, events, and other associated work. Used the Research and Evaluation 3 year average expenditures for this item and applied it proportionally to the Measurement, Learning and Evaluation Department staffing level. In addition, MLE department 2018-2019 expenditures were also used to create the 2019-2020 estimate.

Cell Phone & Mobile Devices	$600.00	$600.00	0.00%

Description
Provide a budget for at least one staff member to receive cell phone reimbursement up to $50/month.

Office Supplies	$1,700.00	$1,700.00	0.00%

Description
Office supplies in support of Measurement, Learning, and Evaluation (MLE) department work. Used the Research and Evaluation 3 year's and last MLE department FY year operating cost expenditure average for this item and applied it proportionally to the MLE staffing level.

Subscriptions & Publications	$1,000.00	$1,000.00	0.00%

Description
Subscriptions and publications related to measurement, evaluation, and data based on the previous 3 year average, with the addition of several learning based subscriptions and publications.

Internal Meetings	$4,000.00	$4,000.00	0.00%

Description

Estimate based on previous years expenditure data and activity. These meeting costs will support the evaluation and learning work across outcomes, grantees and partners. Covers costs for catering and venue rental and other meeting related
expenses.

Consultant Fees	$50,000.00	$39,900.00	-20.20%

Description

Consultant support for the design and development of Measurement, Learning and Evaluation activities in the areas of systems change, policy/advocacy and capacity building evaluations, continuous quality improvement and emergent learning.
The total $50,000 budget is broken down by the following activities:
1) Place based evaluation methods (100 hours at $100 per hour = $10,000)
2) Policy and Systems Change evaluation methods (100 hours at $100 per hour = $10,000)
3) Evaluation workgroup consultant support (99 hours at $150 per hour = $14,900)
4) Specialized statistical software training (eg. Tableau) ($5000)
The hour and cost estimates are based on previous experience conducting similar activities.

Professional Dues	$1,500.00	$1,500.00	0.00%

Description

Based on costs for evaluation and learning associations and organizations and networks, including American Evaluation Association, Society for Research in Child Development, American Public Health Association, Evaluation Roundtable and Society for Organizational Learning.

Airfare	$4,500.00	$4,500.00	0.00%

Description

Includes costs for events such as Home Visitation Summit, F5 Staff Summit, American Evaluators Association Conference, American Public Health Association Conference, Learning Conferences and Meetings, American Education Research Association, and Society for Research in Early Childhood Development, Statewide Evaluation Workgroups, and the annual Society of Organizational Learning Meeting. Costs were calculated using a per-person amount of $500 for 6 staff members for a total of $3,000.
Professional Development budget is $500 per employee for 3 employees for a total of $1500. This assumes one round-trip airfare per employee (not-to-exceed the $500 limit from the First 5 LA Travel Guidelines) for one professional development opportunity.

Lodging	$9,000.00	$9,000.00	0.00%

Description

Includes costs for Home Visitation Summit, F5 Staff Summit, American Evaluators Association Conference, American Public Health Association Conference, Learning Conferences and Meetings, American Education Research Association, and Society for Research in Early Childhood Development, Statewide Evaluation Workgroups and the Society of Organizational Learning meeting. Costs were calculated at a per-person amount of $1000 for 6 staff members for a total of $6,000.
This estimate includes a professional development budget of $1,000 per employee for 3 employees based on a historical average hotel stay of $250 per night for four nights for one professional development opportunity for a total of $3000.

Per Diem	$3,200.00	$3,200.00	0.00%

Description

Includes costs for events such as Home Visitation Summit, F5 Staff Summit, American Evaluators Association Conference, American Public Health Association Conference, Learning Conferences and Meetings, American Education Research Association, and Society for Research in Early Childhood Development, Statewide Evaluation Workgroups and the Society of Organizational Learning meetings. The cost is based on historical average daily per diem rate ($69) for 5 days, and assumes 6 FTE's will have approximately $345/year, for a total of $2,070, rounded up to $2,100.
The professional development budget for this line item is $345 for 3 employees for a total of $1,035, rounded up to $1,100.

Other Travel Expenses	$1,800.00	$1,800.00	0.00%

Description

Includes costs ground transportation while on travel for events such as Home Visitation summit, F5 Staff Summit, American Evaluators Association Conference, American Public Health Association Conference, Learning Conferences and Meetings, American Education Research Association, and Society for Research in Early Childhood Development, Statewide Evaluation Workgroups and the Society of Organizational Learning meetings. Costs were calculated based on prior year's cost per FTE at a per-person rate of $200 at 6 staff members.
The professional development budget for this line item is $200 per employee for 3 employees for a total of $600 based on historical data of ground transportation and/or airport parking costs for one business trip. This budget assumes one professional development trip per employee.

Internal Training	$1,000.00	$1,000.00	0.00%

Description

Internal training cost related to measurement and data topics. Professional development budget is 10 hours at $100 per hour to total $1000.00.

Conference/Training Registrations	$0.00	$14,300.00	100.00%

Description

Includes costs for Home Visitation Summit, F5 Staff Summit, American Evaluators Association Conference, American Public Health Association Conference, Learning Conferences and Meetings, American Education Research Association, and Society for Research in Early Childhood Development, Statewide Evaluation Workgroups, and the Society of Organizational Learning ($4500) and the Emergent Learning Cohort training ($5000) and a per-person amount of $800 at 6 staff members ($4800).

External Education/Training	$7,200.00	$7,200.00	0.00%

Description

This entire budget line item is for registrations for professional development opportunities. It includes costs for advanced training in evaluation, data visualization, ArcView GIS and the Society of Organizational Learning Program. Budget is for $1,200 per staff of 6 ($1,200 x 6) for conference/seminar/workshop/training for professional development for a total of $7,200. This figure is based on an average of historical costs of conferences and seminars.

Budget Fiscal Year: 2019 - 2020 Status: Proposed

Initiative	Investment Category
Data Development and Integration	Research & Evaluation

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Data Analytics	$25,000	$25,000	0.00%

Program Summary

The purpose of the Data Analytics project is to apply the methodological approach of "predictive analytics" to advance prevention efforts at First 5 LA and within LA County broadly. The project will work to collaborate across the organization and directly support all four 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. This work will partner with, and leverage the existing knowledge of The Children's Data Network (CDN). 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, The Department of Children and Families Services (DCFS) 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%)

Initiative	Investment Category
Data Development and Integration	Research & Evaluation

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Data Consultant	$90,000	$90,000	0.00%

Program Summary

The purpose of the Data Consultant item in the FY 19-20 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. In addition, the consultant will also address other data needs as they surface. This work will be conducted in partnership with the Programs and Administrative Division to ensure that there are benefits across strategies and throughout the entire organization.

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/FERPA-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 as well as future strategic plan work.

Spending Plan and Funding Methodology

FY 19-20 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 breakdown of consultant time and priorities is as follows:

• The HIPAA and FERPA, and data sharing agreement contract language 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: 2019 - 2020 Status: Proposed

Initiative	Investment Category
Data Development and Integration	Research & Evaluation

Program Name	2018 - 2019 Revised Budget	2019 - 2020 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 Impact Framework (Phase II) measurement work, 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 or other demographic data extracts
2) Working with the CEO's Geographic Information Systems division to geocode large data files
3) Purchasing boundary files for our mapping software
4) Other data needs as they surface

Spending Plan and Funding Methodology

FY 19-20 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: 2019 - 2020 Status: Proposed

Initiative	Investment Category
Data Development and Integration	Research & Evaluation

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
First 5 LA Contracts and Grants Program Reporting Database	$75,000	$50,000	-33.33%

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 such as the First 5 Association. 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 19-20 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 ($45,000). This cost was based on 300 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%)

Funding was reduced since the majority of the work to gather, compile, synthesize, analyze and report will be completed by internal staff.

Budget Fiscal Year: 2019 - 2020 Status: Proposed

Initiative	Investment Category
Data Development and Integration	Research & Evaluation

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Indicator Development	$165,000	$165,000	0.00%

Program Summary

This budget item will support: 1) ongoing development of measures and indicators 2) acquisition of data (both quantitative and qualitative), 3) refinement of data and 4) analysis and interpretation of data supporting the overall work of First 5 LA and our partners.

The objective of this work is to identify and develop measurable indicators, data sources, analytic approaches to track the context and progress of First 5 LA's current and future work. In addition, this work will emphasize identifying and utilizing disaggregated data for First 5LA's indicators and measures to support a programmatic focus on equity. Finally, this work will allow First 5 LA to support "real time" learning using mixed methods approaches such as case studies, chronicling, focus groups and document reviews.

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.

Total is rounded up to the nearest thousand, per internal guidelines.

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

Budget Fiscal Year: 2019 - 2020 Status: Proposed

Initiative	Investment Category
Data Development and Integration	Research & Evaluation

Program Name	2018 - 2019 Revised Budget	2019 - 2020 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 annual survey and annual administrative data are available to help answer specific questions that may come up during the coming fiscal year.

In FY 19-20, WIC data and the WIC platform will play a critical role in the piloting of measures that will serve the Impact Framework (Phase II) and also support LA County partnerships such as Office of Child Protection (OCP).

Spending Plan and Funding Methodology

The FY 19-20 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 required for FY 19-20: $590,000 ($310,000 for data collection, $290,000 for data management, analysis, dissemination activities)
- Contingency: $10,000

Funding estimates were based on five previous years cost expenditure data implementing administrative data collection and analysis and implementing parent surveys of WIC clients.

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

Initiative	Investment Category
Data Partnership with Funders	Research & Evaluation

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Children's Data Network (CDN)	$850,000	$850,000	0.00%

Program Summary

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.

The broad goals of the Children's Data Network are to drive policy and systems change through:

1) Building a Statewide data linkage infrastructure that allows major service systems to share data, develop more informed policy, and improve systems that serve children and families in our target population.
2) Support the development of an LA County data linkage infrastructure that will work to help integrate services for children and families and improve prevention efforts of key LA County Departments.
3) Enable expedient, cost effective, and policy relevant research and evaluation of investments aimed at improving outcomes for children and families and understand the long term benefits of early childhood investments.
4) Contribute knowledge to the field of early childhood development.
5) Support specific efforts to contribute to First 5 LA's measurement and tracking of progress.

First 5 LA will continue to utilize the Children's Data Network (CDN) as an anchor partner to complete various data linkage projects throughout the year that are part of the emerging strategic planning refinement efforts.

CDN has become a valued and trusted partner with the State of California, LA County, and various community based agencies. First 5 LA and CDN have partnered in a way that looks to leverage, build capacity, focus on policy relevant research, and share findings broadly.
CDN has achieved recognition locally, across the State of California, at the national level, and even has been recognized internationally for their groundbreaking work.

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.

More recently, CDN has partnered with the First 5 Association and the Heising Simons Foundation to develop the California Strong Start Index (CASSI) that highlights a strength based measure that is available for nearly all zip codes in the State. CDN will continue their work in promoting and refining the CASSI in partnership with other stakeholders. First 5 LA will also collaborate with CDN to leverage data, knowledge and relationships as we continue our work on the Impact Framework measurement plan and the Strategic Plan Refinement Process (SPR4).

In addition to the data and analytic work, CDN will devote resources in FY 19-20 to further developing their strategic vision and plan, refine their business and operating model, and build relationships within the new Governors administration.

FY 18-19 is the final year of the resources allocated by the Commission in October 2010. Currently, CDN receives funds through a funding allocation approved by the First 5 LA Board of Commissioners in 2010.

The funds requested this year will allow for the work to continue beyond the initial allocation, and eventually work toward a sustainable data infrastructure at the State of California and LA County level.

Spending Plan and Funding Methodology

FY 19-20 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

Initiative	Investment Category
Data Partnership with Funders	Research & Evaluation

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 19-20 are based on average annual expenditures from the beginning of the contract in 2012. The work and goals of the Children's Data Network (CDN) have remained constant over the past 5 years. This upcoming year CDN will expand their efforts to work with California Health and Human Services Agency to lead statewide efforts to link data across large systems and develop a cloud base Research Data Hub that will promote policy relevant research in several areas that involve children and families. CDN will prioritize the delivery of technical assistance and training at the State level to create a data linkage infrastructure that will be sustained by the State of California.

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%)

Initiative	Investment Category
Learning Plan Development	Research & Evaluation

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Cross Outcomes/Strategy Area	$100,000	$500,000	400.00%

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 (OCP) to implement several key work groups that are part of the LA County Prevention Plan. The primary goal of these funds are to partner with OCP and other County agency stakeholders to continue work of the Data and Evaluation workgroup which was outlined in the OCP prevention plan.

The secondary goal of this work will be to align the following work streams to the First 5 LA Impact Framework (IF) and inform the measurement and reporting plans outlined during the initial implementation of the Impact Framework at First 5 LA. The following efforts will serve to inform case studies documenting our progress implementing systems change and policy advocacy.

The primary charge of the OCP Prevention Plan Data workgroup was to:

1) Continue working to 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) Create a sustainable approach to tracking data and evaluation prevention plan progress.
3) Improve coordination and data sharing among county and non county agencies around prevention efforts.
4) Align with County efforts led by the Chief Information Office (CIO) to create performance management systems within major county departments.

The FY 19-20 funds will be used for:
1) refinement of county department specific prevention measures, 2) development of community-level measures, 3) partnering on Prevention Plan evaluation efforts that link with First 5 LA investments (Home Visitation, community-based prevention services, e.g., PANs) which includes technical assistance with measurement, analysis and data capacity building activities, and 4) pilot prevention-oriented cost benefit analysis.

Spending Plan and Funding Methodology

The FY 19-20 budget will include the following cost categories:

1) Refinement of county department specific prevention measures - $25,000 which includes 133 hours of consultant support at $150 per hour ($20,000) and 10 partner meetings at $500 per meeting ($5,000)

2) Development of community-level measures - $300,000 - which includes the piloting of population-based protective factor survey within service platforms such as WIC, or other agencies which serve children and families 0-5. These costs would include development and piloting of the tool, survey design, data collection (sample of approximately 500-1000 families), analysis and report development. In addition these costs would include 4 expert panel meetings with key county stakeholders to assemble publicly available community indicators and measures.

3) Partnering on Prevention Plan evaluation efforts that link with First 5 LA investments (Home Visitation, community-based prevention services, e.g., PANs). $100,000 - These resources supplement investments by the Casey Family Programs to use existing data being collected by prevention service providers to evaluate program effectiveness and understand barriers to implementation and coordination. Estimates include: 633 hours at $150 per hour ($95,000) of contractor/consultant support for data collection, data cleaning and analysis and $5,000 for software grantee partner training.

4) Pilot prevention-oriented cost benefit analysis - includes 500 hours of consultant/contractor time at $150 per hour for a total of $75,000. The hours will be devoted to collection of financial data, literature reviews focusing on randomized control trials, building of the cost benefit models and developing analysis plan.

The costs were determined based on experience implementing similar efforts by the MLE department.

Budget Fiscal Year: 2019 - 2020	Status: Proposed

Initiative	Investment Category
Learning Plan Development	Research & Evaluation

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

The increase represents additional support for Data Committee work in collaboration with OCP and other key county agency stakeholders. During FY 18-19, First 5 LA has acted as a co-lead for the OCP Prevention Plan Data Committee. The work of the committee will continue in FY 19-20 and will involve more data/evaluation related activities.

Budget Fiscal Year: 2019 - 2020 Status: Proposed

Initiative	Investment Category
Learning Plan Development	Research & Evaluation

Program Name	2018 - 2019 Revised Budget	2019 - 2020 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. In addition, this work will also inform continued strategy refinement outlined during the Strategic Plan Refinement (SPR4) process.

The objective of this work is to develop a broad learning portfolio and accompanying learning plans that are specific to the ECE Outcome area. The learning portfolio will consist of 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, Early Development Index (EDI) implementation and early Impact evaluation work. The work will be done in partnership with ECE program staff and external partners.

The costs outlined here identify resources that are need to support the work; implementation of the work will be spearheaded by internal staff.

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

Budget Fiscal Year: 2019 - 2020 Status: Proposed

Initiative	Investment Category
Learning Plan Development	Research & Evaluation

Program Name	2018 - 2019 Revised Budget	2019 - 2020 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. In addition, this work will inform continued strategy refinement that will be outlined in the Strategic Plan Refinement (SPR4) process.

The objective of this work is to develop a broad learning portfolio and accompanying learning plans that are specific to the Health Systems work in Early Identification (e.g. Help Me Grow). The learning portfolio will consist of a set of 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.

This effort also incorporates examining research, evaluation and data work being done by the Health Systems team and their key partners.

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: 2019 - 2020 Status: Proposed

Initiative	Investment Category
Program Evaluation	Research & Evaluation

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Best Start Learning Agenda	$540,000	$540,000	0.00%

Program Summary

The Measurement, Learning and Evaluation Department has been working with the Communities Department and key stakeholders to develop the Best Start Learning Agenda (BSLA). The BSLA focuses on the Best Start community networks and regions and is framed by five learning questions that will guide First 5 LA's learning. Implementation of the Best Start Learning Agenda 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 Learning Agenda activities focused on data collection, convening stakeholders for meaning making activities, and communication and sharing. The primary expense will be support from a contractor for primary and secondary data collection and analysis. Anticipated data collection efforts include surveys, interviews, focus groups, observations, and document review. There will be additional data-related expenses, for example meeting transcriptions, that will assist in answering the learning questions. 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 costs identified below do not include resources committed by the Communities department to implement their program oriented learning and capacity building work.

The total cost will be broken down into three areas:

1. Data Collection and Analysis ($375,000) - These funds will support primary and secondary data collection and analysis needed to answer the learning questions. This amount is based on an estimate of $65,000 per region, which includes 433 hours @ $150 per hour of consultant time for data collection, analysis and report writing across the five regions (5 x $65,000 = $325,000). The remaining funds in this area ($50,000) will be used to support other activities such as meeting audio transcription and data collection incentives among other things.

2. Meaning Making ($105,000) - These funds will support efforts to make meaning of data and information with the appropriate Best Start stakeholder groups and document shared learning and understanding. This amount is based on an estimate of 600 hours @ $150 per hour of consultant time, as well as the projected cost for 12 meaning making meetings with various stakeholders @ $1,250 per meeting.

3. Communication & Sharing ($60,000) - These funds will support communication and sharing efforts that will promote awareness of progress made on the Learning Agenda as well as development and implementation of a sharing plan for findings, products, and collateral materials. This amount is based on an estimate of 300 hours @ $150 per hour of consultant time for the development and implementation of a sharing plan and product and material development ($45,000). This amount also includes funds for sharing and dissemination activities such as publishing costs and conference/convening fees ($15,000).

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

Budget Fiscal Year: 2019 - 2020 Status: Proposed

Initiative	Investment Category
Program Evaluation	Research & Evaluation

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Early Identification and Intervention - Autism and Other Developmental Delays Evaluation	$100,000	$100,000	0.00%

Program Summary

Early Identification and Intervention (EII) is a primary strategy outlined in the 2015-2020 Strategic Plan. As part of this work, First 5 LA will implement the Help Me Grow model in partnership with the Los Angeles County Department of Public Health as well as partnering with other agencies such as LA Care to identify more streamlined and cost effective ways to integrate early screening into various practice settings (such as pediatrician offices and other primary care settings).

The goals of this investment are to:
1) Assess early implementation of EII work within LA County
2) Inform expansion of pilots projects throughout LA County
3) Inform future measurement work for specific Children and Family results approved by the Commission
4) Inform future effort to understand the contribution we are making towards results in early screening and identification.

Spending Plan and Funding Methodology

The following funds are needed to support the evaluation of initial early identification program efforts, the build out of Help Me Grow and to inform Impact Framework Phase II work.

Evaluation Plan (50 hrs x $150/hr) = $7500
Tool/Protocol Development (50 hrs x $150/hr) =$7500
Data Collection (450 hrs x $150/hr) = $67500
Data Analysis (50 hrs x $150/hr) = $7500
Project oversight (56 hrs x $150/hr) = $8400
Software ($2600)

Hour estimates are based on previous experience conducting MLE evaluation projects.

These resources will supplement resources being contributed by other funders and stakeholders such LA County Department of Public Health and LA Care.

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

Budget Fiscal Year: 2019 - 2020 Status: Proposed

Initiative	Investment Category
Program Evaluation	Research & Evaluation

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Quality Rating and Improvement System Evaluation	$560,000	$1,018,000	81.78%

Program Summary

This evaluation is being conducted as part of the Test Phase of Quality Start LA's new countywide QRIS model (designed by the LA QRIS Architects). The purpose of this evaluation is (a) to ensure that components of the model are feasible, appropriate and acceptable and (b) to determine whether components are being implemented as designed. Real-time, actionable information is being generated to inform modifications to the model and/or implementation. In addition, this evaluation will provide data and information for State reporting requirements from First 5 California and the California Department of Education (CDE).

Spending Plan and Funding Methodology

The vast majority of funds are being spent on a 3rd party evaluation through a contract with the RAND Corporation. Through this deliverables-based contract members of the RAND Developmental Evaluation Team are expected to expend nearly 5,000 hours in labor and just over $50,000 in direct costs for expenses such as publications, interview and focus group incentives, and mileage. The evaluation is contracted through First 5 LA but is implemented through guidance provided in collaboration with the Quality Start Los Angeles partner agencies. A portion of the funds will be expended on the development of a codebook and a data quality assessment for the ECE Workforce Registry, the data system used to assess the qualifications of ECE provider staff as a component of the QSLA quality rating.

The costs were based on a negotiated and approved budget, contract, and scope of work with RAND for the period of time covering FY 19-20. The cost basis for developmental evaluation activities were derived from previous experience implementing developmental evaluation for the Best Start initiative.

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

The increase in funding level for this program from the prior year is primarily because the work began in November 2018 so the amount in the FY18-19 budget at mid-year represents only a period of 8-months including a significant planning period, whereas the amount for 19-20 represents a full-year and includes costs associated with data collection and dissemination. This evaluation will inform the expansion of QRIS in L.A. County. This one-time evaluation does not require a sustainability strategy. The board approved this project for a period of 20 months in November 2018. We currently have a 20-month contract with the RAND Corporation through June 2020. We do not anticipate requests for additional funding beyond FY 19-20.

Initiative	Investment Category
Program Evaluation	Research & Evaluation

Program Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Welcome Baby Impact Study	$1,520,000	$1,420,000	-6.57%

Program Summary

Welcome Baby and Select Home Visiting are key strategies in the Families Outcome Area of the 2015-2020 Strategic Plan. The Welcome Baby Impact Study is an integral part of the portfolio of evaluations being used to build an evidence-base for Welcome Baby. The Board of Commissioners approved the Welcome Baby Impact Study as part of an evaluation framework for the Welcome Baby program. In addition, the Welcome Baby Impact study is a major source of information to answer questions outline in the broad Welcome Baby Learning Agenda. Finally, the Welcome Baby Impact Study Findings will inform further development of the LA County Universal Home Visiting system in partnership with several County Departments.

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 19-20: 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: $68,000
- 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/Welcome Baby Learning Agenda Support: $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

Initiative	Investment Category
Program Evaluation	Research & Evaluation

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 to FY 18-19, with only an increase in hours.

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

ATTACHMENT F:

ADMINISTRATION DIVISION – DETAIL BY PROGRAM AND OPERATING COSTS

ADMINISTRATION DIVISION SUMMARY FY 2019-20

		FY 2018-19	FY 2019-20							
		Revised Budget	Administration	Contract Admin. & Purchasing	Facilities Management	Finance	Human Resources	Information Technology	Approved Budget	Variance from FY 2018-19
Personnel Services										
Salaries										
	Total Salaries	3,073,470	448,342	819,521	-	748,658	721,980	466,765	3,205,266	131,796
	Total Employee Benefits	886,389	114,421	266,308	-	248,076	139,638	117,863	886,306	(83)
	Total Personnel Services	**3,959,859**	**562,763**	**1,085,829**	**-**	**996,734**	**861,618**	**584,628**	**4,091,572**	**131,713**
Operating Services										
6205	ADP-Payroll	38,000	-	-	-	38,000	-	-	38,000	-
6210	Worker's Compensation Insurance	65,000	-	-	-	65,000	-	-	65,000	-
6215	Utilities	165,000	-	-	138,000	-	-	-	138,000	(27,000)
6220	Corporate Insurance	75,000	-	-	-	75,000	-	-	75,000	-
6225	Mileage, Parking and Other Transporation	3,150	750	500	-	400	300	500	2,450	(700)
6230	Telephone	67,000	-	-	-	-	-	55,800	55,800	(11,200)
6235	Cell Phone & Mobile Devices	17,100	600	-	-	1,200	600	2,500	4,900	(12,200)
6240	Outside Printing & Publishing	3,000	-	-	-	3,000	-	-	3,000	-
6245	Other Supplies	20,000	-	-	20,000	-	-	-	20,000	-
6250	Postage & Delivery	13,200	-	-	13,200	-	-	-	13,200	-
6255	Educational Supplies	1,500	-	1,000	-	-	-	-	1,000	(500)
6260	Office Supplies	54,500	2,500	3,500	30,000	2,000	4,500	8,000	50,500	(4,000)
6265	Subscriptions & Publications	2,350	1,000	1,000	-	-	850	-	2,850	500
6270	Capital Outlay	191,000	-	-	-	-	-	134,500	134,500	(56,500)
6275	Equipment-Rents & Leases	119,000	-	-	-	-	-	55,000	55,000	(64,000)
6280	Building Repair & Maintenance	192,000	-	-	182,000	-	-	-	182,000	(10,000)
6285	Equipment Repairs & Maintenance	22,000	-	-	10,000	-	-	1,000	11,000	(11,000)
6290	Offsite Storage	15,500	-	-	11,500	-	-	-	11,500	(4,000)
6295	Hardware & Software Maintenance	240,800	20,000	-	-	-	-	429,480	449,480	208,680
6300	Miscellaneous/Contingency	25,000	-	-	20,000	-	-	-	20,000	(5,000)
6305	Stipend/Honorarium	-	-	-	-	-	-	-	-	-
6310	Internal Meetings	28,600	1,500	6,000	-	600	11,500	500	20,100	(8,500)
	Total Operating Services	**1,358,700**	**26,350**	**12,000**	**424,700**	**185,200**	**17,750**	**687,280**	**1,353,280**	**(5,420)**
Consultant Services										
6410	Consultant Fees	737,800	100,000	50,000	-	90,000	183,500	309,800	733,300	(4,500)
6420	Other Professional Fees	315,000	-	-	342,000	-	-	-	342,000	27,000
6430	External Reviewers	2,500	-	1,000	-	-	-	-	1,000	(1,500)
	Total Consultant Services	**1,055,300**	**100,000**	**51,000**	**342,000**	**90,000**	**183,500**	**309,800**	**1,076,300**	**21,000**
Professional Services										
6510	Audit	80,000	-	-	-	80,000	-	-	80,000	-
6520	Legal Fees	-	-	-	-	-	-	-	-	-
6540	Professional Dues	23,130	1,200	3,000	15,000	1,000	2,300	1,150	23,650	520
6550	Staff Recruitment	25,000	-	-	-	-	20,000	-	20,000	(5,000)
6560	Commissioners Stipends	-	-	-	-	-	-	-	-	-
6570	Web-Based Services	75,000	-	-	-	-	50,000	-	50,000	(25,000)
6580	Bank & Other Service Charges	32,000	-	-	-	32,000	-	-	32,000	-
	Total Professional Services	**235,130**	**1,200**	**3,000**	**15,000**	**113,000**	**72,300**	**1,150**	**205,650**	**(29,480)**
Travel Expenses										
6610	Airfare	13,100	2,500	5,000	-	2,500	2,000	1,200	13,200	100
6620	Lodging	21,700	3,000	9,000	-	3,500	2,000	2,400	19,900	(1,800)
6640	Per Diem	11,300	1,500	3,000	-	2,000	1,500	1,000	9,000	(2,300)
6650	Other Travel Expense	2,750	500	1,500	-	750	500	-	3,250	500
	Total Travel Expenses	**48,850**	**7,500**	**18,500**	**-**	**8,750**	**6,000**	**4,600**	**45,350**	**(3,500)**
Professional Development										
6810	Training Materials & Supplies	9,000	-	-	-	-	6,000	-	6,000	(3,000)
6820	Internal Training	60,000	-	-	-	-	60,000	-	60,000	-
6830	Leadership Programs	106,000	-	3,000	-	-	60,000	-	63,000	(43,000)
6840	Conference Registrations	34,200	5,000	8,000	-	5,000	6,250	16,500	40,750	6,550
6850	External Education/Training	75,000	-	5,000	-	-	20,000	-	25,000	(50,000)
	Total Professional Development	**284,200**	**5,000**	**16,000**	**-**	**5,000**	**152,250**	**16,500**	**194,750**	**(89,450)**
	Total OPERATING EXPENSES	**6,942,039**	**702,813**	**1,186,329**	**781,700**	**1,398,684**	**1,293,418**	**1,603,958**	**6,966,902**	**24,863**

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 2018-19	Revised Budget FY 2018-19	Estimated FY 2018-19 Expenditures	Proposed Budget FY 2019-20	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	465,240	446,240	394,106	448,342	2,102
	Total Employee Benefits	109,696	109,696	104,590	114,421	4,725
	Total Personnel Services	**574,936**	**555,936**	**498,696**	**562,763**	**6,827**
Operating Services						
6205	ADP-Payroll	-	-	-		-
6210	Worker's Compensation Insurance	-	-	-		-
6215	Utilities	-	-	-		-
6220	Corporate Insurance	-	-	-		-
6225	Mileage, Parking and Other Trans	750	750	-	750	-
6230	Telephone	-	-			-
6235	Cell Phone & Mobile Devices	600	600	550	600	-
6240	Outside Printing & Publishing	-	-	-		-
6245	Other Supplies	-	-	-		-
6250	Postage & Delivery	-	-	-		-
6255	Educational Supplies	-	-	-		-
6260	Office Supplies	2,500	2,500	1,466	2,500	-
6265	Subscriptions & Publications	-	-	-	1,000	1,000
6270	Capital Outlay	-	-	-		-
6275	Equipment-Rents & Leases	-	-	-		-
6280	Building Repair & Maintenance	-	-	-		-
6285	Equipment Repairs & Maintenanc	-	-	-		-
6290	Offsite Storage	4,000	4,000	-		(4,000)
6295	Hardware & Software Maintenanc	26,000	26,000	541	20,000	(6,000)
6300	Miscellaneous/Contingency	-	-	-		-
6305	Stipend/Honorarium	-		-		-
6310	Internal Meetings	7,000	7,000	434	1,500	(5,500)
	Total Operating Services	**40,850**	**40,850**	**2,992**	**26,350**	**(14,500)**
Consultant Services						
6410	Consultant Fees	100,000	100,000	58,444	100,000	-
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-		-	-
	Total Consultant Services	**100,000**	**100,000**	**58,444**	**100,000**	**-**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	1,200	1,200	278	1,200	-
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**1,200**	**1,200**	**278**	**1,200**	**-**
Travel Expenses						
6610	Airfare	2,500	2,500		2,500	-
6620	Lodging	3,000	3,000		3,000	-
6640	Per Diem	1,500	1,500		1,500	-
6650	Other Travel Expense	500	500	-	500	-
	Total Travel Expenses	**7,500**	**7,500**	**-**	**7,500**	**-**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	5,000	5,000	2,186	5,000	-
6850	External Education/Training	-	-	-	-	-
	Total Professional Development	**5,000**	**5,000**	**2,186**	**5,000**	**-**
	Total OPERATING EXPENSES	**729,486**	**710,486**	**562,595**	**702,813**	**(7,673)**

Budget Fiscal Year: 2019 - 2020	Status: Proposed

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Administration Division Support	$729,486.00	$702,813.00	-3.66%
Benefits	$0.00	$0.00	

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Salaries & Wages	$465,240.00	$448,342.00	-3.63%

Description

Social Security Tax	$109,696.00	$114,421.00	4.30%

Description

Mileage, Parking and Other Transportation	$750.00	$750.00	0.00%

Description

Provides for mileage reimbursement and parking expenses when private vehicles are used in the course of conducting First 5 LA's business.

Cell Phone & Mobile Devices	$600.00	$600.00	0.00%

Description

Provides for up to $50 per month for personnel working in the field to cover expenses related to data and message.

Office Supplies	$2,500.00	$2,500.00	0.00%

Description

Provides for general supplies for division staff and also scanner cleaning supplies, tape, and rubber bands.

Subscriptions & Publications	$0.00	$1,000.00	100.00%

Description

These funds will cover subscriptions needed for the department including Grammarly.

Hardware & Software Maintenance	$26,000.00	$20,000.00	-23.07%

Description

Provides funding for the following:
1) Records Retention Software maintenance renewal - $9,250.00
2) Mass notification software and annual maintenance fee - $10,750.00

Internal Meetings	$7,000.00	$1,500.00	-78.57%

Description

These funds will cover light snacks for department and/or division sponsored trainings for staff as well as retreat sites and food, and other meetings as needed.

Consultant Fees	$100,000.00	$100,000.00	0.00%

Description

These funds are allocated for consulting services to implement the Enterprise Risk Management (ERM) framework. In addition, funds have been included for other department/division needs.

Professional Dues	$1,200.00	$1,200.00	0.00%

Description

These funds are allocated for professional dues for administrative, operational excellence and records retention related associations for department and/or division staff (e.g. Certified Records Manager, ARMA, Association for Information and Image Management "AIM", etc.

Airfare	$2,500.00	$2,500.00	0.00%

Description

Provides for airfare to attend professional conferences outside of the Los Angeles area.

Lodging	$3,000.00	$3,000.00	0.00%

Description

Provides for lodging at multi-day professional conference outside of the Los Angeles area.

Per Diem	$1,500.00	$1,500.00	0.00%

Description

Provides for various daily expenses incurred while attending professional conferences outside of the Los Angeles area.

Other Travel Expenses	$500.00	$500.00	0.00%

Description

Provides funds for other travel expenses not covered in other travel categories including transportation to and from airport.

Conference/Training Registrations	$5,000.00	$5,000.00	0.00%

Description

These funds will cover conference/training for staff for professional development (e.g. Association of Record Managers and Administrators "ARMA", Managing Electronic Records "MER", Project Management Institute: Managing Multiple Projects, APQC Process & Performance Management Conference, etc.)

Contract Administration & Purchasing

CONTRACT ADMINISTRATION & PURCHASING

Authorized Positions

Director	1
Contract Compliance Manager	1
Contract Operations & Purchasing Manager	1
Contract Operations & Compliance Officer	2
Contract Compliance Officer	4
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 independent 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

- Supporting the organization's purchasing needs.

		Budget FY 2018-19	Revised Budget FY 2018-19	Estimated FY 2018-19 Expenditures	Proposed Budget FY 2019-20	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	798,459	698,459	591,908	819,521	121,062
	Total Employee Benefits	261,537	261,537	198,638	266,308	4,771
	Total Personnel Services	**1,059,996**	**959,996**	**790,546**	**1,085,829**	**125,833**
Operating Services						
6205	ADP-Payroll	-	-	-		-
6210	Worker's Compensation Insurance	-	-	-		-
6215	Utilities	-	-	-		-
6220	Corporate Insurance	-	-	-		-
6225	Mileage, Parking and Other Trans	1,000	1,000	10	500	(500)
6230	Telephone	-	-	-		-
6235	Cell Phone & Mobile Devices	-	-	-		-
6240	Outside Printing & Publishing	-	-	-		-
6245	Other Supplies	-	-	-		-
6250	Postage & Delivery	-	-	-		-
6255	Educational Supplies	1,500	1,500	-	1,000	(500)
6260	Office Supplies	3,500	3,500	2,019	3,500	-
6265	Subscriptions & Publications	1,500	1,500	560	1,000	(500)
6270	Capital Outlay	-	-	-		-
6275	Equipment-Rents & Leases	-	-	-		-
6280	Building Repair & Maintenance	-	-	-		-
6285	Equipment Repairs & Maintenanc	-	-	-		-
6290	Offsite Storage	-	-	-		-
6295	Hardware & Software Maintenanc	-	-	-		-
6300	Miscellaneous/Contingency	-	-	-		-
6305	Stipend/Honorarium	-	-	-		-
6310	Internal Meetings	4,000	4,000	1,216	6,000	2,000
	Total Operating Services	**11,500**	**11,500**	**3,805**	**12,000**	**500**
Consultant Services						
6410	Consultant Fees	52,000	45,000	4,125	50,000	5,000
6420	Other Professional Fees	-	-	-		-
6430	External Reviewers	2,500	2,500	-	1,000	(1,500)
	Total Consultant Services	**54,500**	**47,500**	**4,125**	**51,000**	**3,500**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	3,000	3,000	1,976	3,000	-
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**3,000**	**3,000**	**1,976**	**3,000**	**-**
Travel Expenses						
6610	Airfare	4,000	5,000	2,636	5,000	-
6620	Lodging	9,000	10,000	1,384	9,000	(1,000)
6640	Per Diem	4,000	5,000	472	3,000	(2,000)
6650	Other Travel Expense	1,000	1,000	48	1,500	500
	Total Travel Expenses	**18,000**	**21,000**	**4,540**	**18,500**	**(2,500)**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	2,000	6,000	-	3,000	(3,000)
6840	Conference Registrations	12,000	12,000	5,380	8,000	(4,000)
6850	External Education/Training	7,500	7,500	-	5,000	(2,500)
	Total Professional Development	**21,500**	**25,500**	**5,380**	**16,000**	**(9,500)**
	Total OPERATING EXPENSES	**1,168,496**	**1,068,496**	**810,372**	**1,186,329**	**117,833**

Budget Fiscal Year: 2019 - 2020	Status: Proposed

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Contract Administration & Purchasing	$1,168,496.00	$1,186,329.00	1.53%
Benefits	$0.00	$0.00	

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Salaries & Wages	$798,459.00	$819,521.00	2.63%

Description

Social Security Tax	$261,537.00	$266,308.00	1.82%

Description

Mileage, Parking and Other Transportation	$1,000.00	$500.00	-50.00%

Description

Funds will cover transportation/mileage for staff travel to local meetings and trainings in LA County. This may include local travel to Association meetings or seminars.

Educational Supplies	$1,500.00	$1,000.00	-33.33%

Description

The funds are allocated for course materials for staff professional development and related courses. Approximately $166 is budgeted for six staff to provide for course materials.

Office Supplies	$3,500.00	$3,500.00	0.00%

Description

Funds will cover general office supplies for the department. Approximately $200 is allocated per staff for 9 staff members in the department for supplies and the remaining amount will go towards file folders and other supplies needed for the department.

Subscriptions & Publications	$1,500.00	$1,000.00	-33.33%

Description

Funds will cover subscriptions needed for the department including Grammarly. Approximately $111 is budgeted for each staff to have a subscription to Grammarly.

Internal Meetings	$4,000.00	$6,000.00	50.00%

Description

These funds are expected tol cover the following:
$300 for light snacks for 8 department sponsored trainings for staff
retreat sites and food, and other meetings as needed.
$4,000 for two team building retreats for staff
The remainder will go towards miscellaneous staff related expenses including a Renewals Lessons Learned luncheon and quarterly Managers Lunches.

Consultant Fees	$45,000.00	$50,000.00	11.11%

Description

These funds are allocated for the following:

Procurement Consultant: $30,000
Other Legal/CM trainings: $9,300
Dept. Retreat and follow-up: $10,000

External Reviewers	$2,500.00	$1,000.00	-60.00%

Description

These funds will cover external reviewers needed by the organization for review of the consultant pool and other solicitations.

Professional Dues	$3,000.00	$3,000.00	0.00%

Description

These funds are allocated for professional dues for procurement and contracts related associations for department staff (e.g. NIGP, CAPPO, and NCMA)

Airfare	$5,000.00	$5,000.00	0.00%

Description

Budgeted $450 per staff for eleven conferences.

Lodging	$10,000.00	$9,000.00	-10.00%

Description

Budgeted $818 per staff for eleven conferences.

Per Diem	$5,000.00	$3,000.00	-40.00%

Description

Budgeted $272 per staff for eleven conferences.

Other Travel Expenses	$1,000.00	$1,500.00	50.00%

Description

Budgeted $100 per staff per conference for travel when attending conferences outside of LA County.

Leadership Programs	$6,000.00	$3,000.00	-50.00%

Description

Budgeted for staff participation in leadership programs like NCMA or SCG.

Conference/Training Registrations	$12,000.00	$8,000.00	-33.33%

Description

Budgeted for approximately 10 conferences/trainings for department staff (e.g. NCMA, CAPPO, NIGP, Peak Grantmaking)
These funds will cover conferences/trainings for staff for professional development (e.g. NCMA, CAPPO, NIGP). Examples of conference registration includes:

3 NIGP conferences at $1,000 each
2 Peak Grantmaking conferences at $825 each
2 NCMA conferences at $975 each
3 CAPPO conferences at $395 each
1 NIGP course conference at $900

External Education/Training	$7,500.00	$5,000.00	-33.33%

Description

This will cover professional development training for staff in the department (e.g. contract management extension courses, NIGP courses). This includes approximately six courses that are budgeted at $765 each and a $150 candidacy fee for certification.

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.

FACILITIES MANAGEMENT

		Budget FY 2018-19	Revised Budget FY 2018-19	Estimated FY 2018-19 Expenditures	Proposed Budget FY 2019-20	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	153,702	138,000	(27,000)
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	9,381	20,000	-
6250	Postage & Delivery	13,200	13,200	13,200	13,200	-
6255	Educational Supplies	-	-	594		-
6260	Office Supplies	30,000	30,000	30,000	30,000	-
6265	Subscriptions & Publications	-	-	-		-
6270	Capital Outlay	-	-	-		-
6275	Equipment-Rents & Leases	64,000	64,000	2,405	-	(64,000)
6280	Building Repair & Maintenance	192,000	192,000	192,000	182,000	(10,000)
6285	Equipment Repairs & Maintenance	20,000	20,000	6,000	10,000	(10,000)
6290	Offsite Storage	11,500	11,500	11,500	11,500	-
6295	Hardware & Software Maintenance	-	-	-		-
6300	Miscellaneous/Contingency	25,000	25,000	-	20,000	(5,000)
6305	Stipend/Honorarium	-	-	-		-
6310	Internal Meetings	-	-	-		-
	Total Operating Services	**540,700**	**540,700**	**418,783**	**424,700**	**(116,000)**
Consultant Services						
6410	Consultant Fees	-	-	-	-	-
6420	Other Professional Fees	315,000	315,000	315,000	342,000	27,000
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**315,000**	**315,000**	**315,000**	**342,000**	**27,000**
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	**870,700**	**870,700**	**748,783**	**781,700**	**(89,000)**

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Facilities Management	$870,700.00	$781,700.00	-10.22%
Benefits	$0.00	$0.00	

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Utilities	$165,000.00	$138,000.00	-16.36%

Description

Provides funding for building utilities including water and electricity.

Other Supplies	$20,000.00	$20,000.00	0.00%

Description

Provides funding for supplies for facilities use in day-to-day operations including ergonomic equipment and/or furniture for staff.

Postage & Delivery	$13,200.00	$13,200.00	0.00%

Description

Provides funding for USPS mailings, courier services and FedEx delivery services.

Office Supplies	$30,000.00	$30,000.00	0.00%

Description

Funding for general office supplies for the Facilities Department as well as white and color paper for the entire organization. This budget also includes funds for general supplies for the break room including coffee, condiments, forks, spoons, paper plates, and Zee Medical supplies.

Building Repair & Maintenance	$192,000.00	$182,000.00	-5.20%

Description

Funding for general repairs and maintenance of the building including janitorial services, air conditioning, plumbing, painting, carpet cleaning, electric systems maintenance, and building security systems. This budget also include funds for HVAC filters, bathroom faucet heads, janitorial (toilet paper, toilet seat covers, cleaning solutions, air fresheners, hand soap, paper towels, disinfectant, drain enzymes), lamp fixtures, electrical ballasts, and paint supplies.

Equipment Repairs & Maintenance	$20,000.00	$10,000.00	-50.00%

Description

Funding for general maintenance of office equipment, including unanticipated repairs including:
1) Access card upgrades
2) File cabinets
3) Cubicle changes
4) Office mini blinds

Offsite Storage	$11,500.00	$11,500.00	0.00%

Description

Provides funding for offsite long-term storage for office files and furniture.

Miscellaneous/Contingency	$25,000.00	$20,000.00	-20.00%

Description
Funding for unforeseen facility related expenses.

Other Professional Fees	$315,000.00	$342,000.00	8.57%

Description
Provides funds for contracted services of the building management company and other services as needed including building security: 1) $246,000 - Salaries/Wages of Morlin staff assigned to First 5 LA. 2) $36,000 - Morlin's management fee 3) $60,000 - Building security for 12 months

Professional Dues	$15,000.00	$15,000.00	0.00%

Description
Funding for the payment of CC&R's for yearly assessment of common area expenses shared by the Union Station tenants and for the payment of the Los Angeles city Lighting Bureau.

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.

		Budget FY 2018-19	Revised Budget FY 2018-19	Estimated FY 2018-19 Expenditures	Proposed Budget FY 2019-20	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	746,777	746,777	604,177	748,658	1,881
	Total Employee Benefits	244,546	244,546	209,803	248,076	3,530
	Total Personnel Services	**991,323**	**991,323**	**813,980**	**996,734**	**5,411**
Operating Services						
6205	ADP-Payroll	38,000	38,000	30,793	38,000	-
6210	Worker's Compensation Insurance	85,000	65,000	65,000	65,000	-
6215	Utilities	-	-	-		-
6220	Corporate Insurance	75,000	75,000	61,354	75,000	-
6225	Mileage, Parking and Other Transpora	400	400	32	400	-
6230	Telephone	-	-	-		-
6235	Cell Phone & Mobile Devices	1,200	1,200	550	1,200	-
6240	Outside Printing & Publishing	3,000	3,000	3,000	3,000	-
6245	Other Supplies	-	-	-		-
6250	Postage & Delivery	-	-	-		-
6255	Educational Supplies	-	-	-		-
6260	Office Supplies	2,000	2,000	539	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	-	600	-
	Total Operating Services	**205,200**	**185,200**	**161,268**	**185,200**	**-**
Consultant Services						
6410	Consultant Fees	90,000	90,000	21,305	90,000	-
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**90,000**	**90,000**	**21,305**	**90,000**	**-**
Professional Services						
6510	Audit	80,000	80,000	80,000	80,000	-
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	32,000	32,000	32,000	-
	Total Professional Services	**93,000**	**113,000**	**113,000**	**113,000**	**-**
Travel Expenses						
6610	Airfare	2,500	2,500	1,483	2,500	-
6620	Lodging	3,500	3,500	-	3,500	-
6640	Per Diem	2,000	2,000	1,568	2,000	-
6650	Other Travel Expense	750	750	393	750	-
	Total Travel Expenses	**8,750**	**8,750**	**3,444**	**8,750**	**-**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	5,000	5,000	-	5,000	-
6850	External Education/Training	-	-	-	-	-
	Total Professional Development	**5,000**	**5,000**	**-**	**5,000**	**-**
	Total OPERATING EXPENSES	**1,393,273**	**1,393,273**	**1,112,997**	**1,398,684**	**5,411**

Budget Fiscal Year: 2019 - 2020	Status: Proposed

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Finance	$1,393,273.00	$1,398,684.00	0.39%
Benefits	$0.00	$0.00	

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Salaries & Wages	$746,777.00	$748,658.00	0.25%

Description

Social Security Tax	$244,546.00	$248,076.00	1.44%

Description

ADP-Payroll	$38,000.00	$38,000.00	0.00%

Description

Provides for all related payroll activities including bi-weekly payroll processing, quarterly earnings reporting and annual W-2 preparing and filing.

Workers' Compensation Insurance	$65,000.00	$65,000.00	0.00%

Description

Provides for annual workers' compensation insurance premium.

Corporate Insurance	$75,000.00	$75,000.00	0.00%

Description

Provides for insurance coverage including general and auto liability, property and fiduciary.

Mileage, Parking and Other Transportation	$400.00	$400.00	0.00%

Description

Provides for mileage reimbursement and parking expenses when private vehicles are used in the course of conducting Commission business.

Cell Phone & Mobile Devices	$1,200.00	$1,200.00	0.00%

Description

Provides for reimbursement of cell phone charges including data plan for two eligible staff, not to exceed $50 per month.

Outside Printing & Publishing	$3,000.00	$3,000.00	0.00%

Description

Provides for professional printer services of budget books and accounts payable checks.

Office Supplies	$2,000.00	$2,000.00	0.00%

Description

Provides for general office supplies for department staff.

Internal Meetings	$600.00	$600.00	0.00%

Description

Provides for expenses including catering and supplies related to meetings attended by Commissioners, legal counsel, staff and guests.

Consultant Fees	$90,000.00	$90,000.00	0.00%

Description

Provides funds for anticipated needs for technical assistance and implementation of Advance Budget Module. In addition, these funds will be used for anticipated needs for consultant support to assist the Finance Department to enhance and/or improve its processes.

Audit	$80,000.00	$80,000.00	0.00%

Description

Provides for the annual independent audit fees.

Professional Dues	$1,000.00	$1,000.00	0.00%

Description

Provides for annual membership dues to the Government Finance Officers Association (GFOA) and other professional organization.

Bank & Other Service Charges	$32,000.00	$32,000.00	0.00%

Description

Provides for Los Angeles County fees for Investment Portfolio Administration and other County related accounting services. Also provides for annual banking charges for the Commission's credit cards.

Airfare	$2,500.00	$2,500.00	0.00%

Description

Provides for airfare to and from professional conferences outside of the Los Angeles area.

Lodging	$3,500.00	$3,500.00	0.00%

Description

Provides for lodging at multi-day professional conferences outside of the Los Angeles area.

Per Diem	$2,000.00	$2,000.00	0.00%

Description

Provides for various daily expenses incurred while attending professional conferences outside of the Los Angeles area.

Other Travel Expenses	$750.00	$750.00	0.00%

Description
Provides for miscellaneous expenses when staff is travelling outside of LA County on First 5 LA's business. Expenses may include taxi, Uber, Lyft and other travel expenses that doesn't fit into other travel categories.

Conference/Training Registrations	$0.00	$5,000.00	100.00%

Description
Provides for registration expenses for professional conferences including the Government Finance Officers Association (GFOA) annual conference and other professional conferences that the staff may attend.

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. Our goal is to invest in human capital and development to ensure that First 5 LA is poised to effectively advance the strategies and outcomes of our Strategic Plan. In addition, we strive for continuous improvement, so that First 5 LA continues to function as 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 on Key HR Metrics
- Benefit Management (including COBRA Administration)
- Compensation Management
- Legal Compliance (with local, state and federal labor regulations)
- Coordination of SDI Claims
- Development and Maintenance of Job Descriptions
- Development, Implementation and Administration of employee policies and 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, Unemployment Insurance Claims, etc.
- Performance Management
- Recordkeeping, including Management of HRIS Electronic Records
- Recruitment, Hiring and Onboarding of new employees
- Separations of employment, including conducting exit interviews
- Talent Management (includes the creation, delivery and tracking of Professional Development Training Classes (under the banner of First 5 LA University) and Leadership Development Classes
- Workers' Compensation Management

		Budget FY 2018-19	Revised Budget FY 2018-19	Estimated FY 2018-19 Expenditures	Proposed Budget FY 2019-20	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	739,537	739,537	679,049	721,980	(17,557)
	Total Employee Benefits	148,959	148,959	134,187	139,638	(9,321)
	Total Personnel Services	**888,496**	**888,496**	**813,236**	**861,618**	**(26,878)**
Operating Services						
6205	ADP-Payroll	-	-	-		-
6210	Worker's Compensation Insurance	-	-	-		-
6215	Utilities	-	-	-		-
6220	Corporate Insurance	-	-	-		-
6225	Mileage, Parking and Other Trans	300	300	-	300	-
6230	Telephone	-	-	-		-
6235	Cell Phone & Mobile Devices	600	600	300	600	-
6240	Outside Printing & Publishing	-	-	-		-
6245	Other Supplies	-	-	-		-
6250	Postage & Delivery	-	-	-		-
6255	Educational Supplies	-	-	-		-
6260	Office Supplies	4,500	4,500	1,356	4,500	-
6265	Subscriptions & Publications	850	850	-	850	-
6270	Capital Outlay	-	-	-		-
6275	Equipment-Rents & Leases	-	-	-		-
6280	Building Repair & Maintenance	-	-	-		-
6285	Equipment Repairs & Maintenanc	-	-	-		-
6290	Offsite Storage	-	-	-		-
6295	Hardware & Software Maintenanc	-	-	-		-
6300	Miscellaneous/Contingency	-	-	-		-
6305	Stipend/Honorarium	-	-	-		-
6310	Internal Meetings	16,000	16,000	16,000	11,500	(4,500)
	Total Operating Services	**22,250**	**22,250**	**17,656**	**17,750**	**(4,500)**
Consultant Services						
6410	Consultant Fees	189,500	189,500	2,100	183,500	(6,000)
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**189,500**	**189,500**	**2,100**	**183,500**	**(6,000)**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	2,400	2,400	2,400	2,300	(100)
6550	Staff Recruitment	25,000	25,000	4,356	20,000	(5,000)
6560	Commissioners Stipends		-	-		-
6570	Web-Based Services	75,000	75,000	13,985	50,000	(25,000)
6580	Bank & Other Service Charges	-	-	-		-
	Total Professional Services	**102,400**	**102,400**	**20,741**	**72,300**	**(30,100)**
Travel Expenses						
6610	Airfare	2,500	2,500	474	2,000	(500)
6620	Lodging	4,000	4,000	-	2,000	(2,000)
6640	Per Diem	2,000	2,000	-	1,500	(500)
6650	Other Travel Expense	500	500	500	500	-
	Total Travel Expenses	**9,000**	**9,000**	**974**	**6,000**	**(3,000)**
Professional Development						
6810	Training Materials & Supplies	9,000	9,000	-	6,000	(3,000)
6820	Internal Training	60,000	60,000	-	60,000	-
6830	Leadership Programs	100,000	100,000	4,700	60,000	(40,000)
6840	Conference Registrations	8,000	4,000	6,648	6,250	2,250
6850	External Education/Training	67,500	67,500	-	20,000	(47,500)
	Total Professional Development	**244,500**	**240,500**	**11,348**	**152,250**	**(88,250)**
	Total OPERATING EXPENSES	**1,456,146**	**1,452,146**	**866,055**	**1,293,418**	**(158,728)**

Budget Fiscal Year: 2019 - 2020	Status: Proposed

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Human Resources & Talent Management	$1,456,146.00	$1,293,418.00	-11.18%
Benefits	$0.00	$0.00	

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Salaries & Wages	$739,537.00	$721,980.00	-2.37%

Description

Social Security Tax	$148,959.00	$139,638.00	-6.25%

Description

Mileage, Parking and Other Transportation	$300.00	$300.00	0.00%

Description

Mileage and parking expenses for department staff to attend local conferences, meetings, hearing and other HR related business.

Cell Phone & Mobile Devices	$600.00	$600.00	0.00%

Description

Cell phone reimbursement for department director based on the allowable monthly reimbursement amount.

Office Supplies	$4,500.00	$4,500.00	0.00%

Description

Day-to-day office supplies for the department including toner cartridges and file folders. Also includes cost of binders and dividers for an updated Employee Handbook for all employees.

Subscriptions & Publications	$850.00	$850.00	0.00%

Description

HR related subscription services and publications including: California Chamber of Commerce legal posters and annual publications ($600); Soundview Executive Book Summaries ($150); Harvard Business Review ($100)

Internal Meetings	$16,000.00	$11,500.00	-28.12%

Description

Employee recognition and engagement ($11,500).

Consultant Fees	$189,500.00	$183,500.00	-3.16%

Description

Professional consultation services for the department including but not limited to: recruitment of executive/director talent, as needed ($74,500); merit planning ($8,000); legal costs for employee investigations and consultations ($25,000); ergonomic assessments ($10,000); job leveling and analysis ($1,000); Executive Coaching ($50,000); other services as needed ($15,000)

Professional Dues	$2,400.00	$2,300.00	-4.16%

Description

Annual membership dues to HR related professional organizations including: California Chamber of Commerce membership ($800); Society of Human Resources Management (SHRM) membership ($250); Association for Talent Development (TD) membership ($400); World At Work membership ($350); Professionals in Human Resources Association (PIHRA) memberships ($400)

Staff Recruitment	$25,000.00	$20,000.00	-20.00%

Description

Expenses related to the recruitment, sourcing, and advertising of open positions. Includes job postings, candidate background checks, and candidate travel related expenses, as needed.

Web-Based Services	$75,000.00	$50,000.00	-33.33%

Description

Costs associated with web-based services including: Human Resources Information System (HRIS) ($21,000); Performance Management ($3000); Affordable Care Act (ACA) IRS mandatory reporting ($3800); employee ID Cards ($250); Korn Ferry/Hay Job Evaluation Manager (JEMS) ($5,000); Web-based Compliance Training ($5,000); ADP Upgrades ($11,950)

Airfare	$2,500.00	$2,000.00	-20.00%

Description

Airfare to and from professional HR conferences outside of the greater Los Angeles Area for department staff.

Lodging	$4,000.00	$2,000.00	-50.00%

Description

Lodging for department staff at professional HR conferences outside of the greater Los Angeles Area

Per Diem	$2,000.00	$1,500.00	-25.00%

Description

Daily expenses incurred while department staff are attending professional HR related conferences outside of the greater Los Angeles area.

Other Travel Expenses	$500.00	$500.00	0.00%

Description

Miscellaneous expenses incurred while department staff are traveling to professional HR related conferences outside of Los Angeles County.

Training Materials and Supplies	$9,000.00	$6,000.00	-33.33%

Description

Materials, supplies, and catering related to internal training through the First 5 LA University. Also includes materials and supplies related to employee onboarding and new hire orientation.

Internal Training	$60,000.00	$60,000.00	0.00%

Description

Internal training for staff including the First 5 LA University.

Leadership Programs	$100,000.00	$60,000.00	-40.00%

Description

Leadership Programs for staff through Southern California Leadership Network (Riordan Leadership Institute, Leadership LA, Leadership Southern California, California Connections) and Southern California Grantmakers (Emerging Leaders Peer-to-Peer, Senior Peer-to-Peer), etc. In addition, provides funds for Executive Leadership Programs.

Conference/Training Registrations	$8,000.00	$6,250.00	-21.87%

Description

Registration fees for department staff to attend professional HR related conferences and local seminars such as: Professional in Human Resources Association (PIHRA) California HR (Long Beach) (2@ $750); California Chamber of Commerce Annual HR Updates (2@ $200); PIHRA Law Updates (2@$300); California Chamber of Commerce HR Boot Camp ($400); Association for Talent Development (ATD) ($1350); Work Human ($2000)

External Education/Training	$67,500.00	$20,000.00	-70.37%

Description

External training for employees.

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.

The IT Assessment and 5-year Strategic Plan was completed in December 2018 with initiatives identified. Consulting help may be acquired to help with governance process development. Depending on the priorities, new applications, systems and augmented staff resourcing may need to be added.

INFORMATION TECHNOLOGY

		Budget FY 2018-19	Revised Budget FY 2018-19	Estimated FY 2018-19 Expenditures	Proposed Budget FY 2019-20	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	517,457	442,457	411,176	466,765	24,308
	Total Employee Benefits	121,651	121,651	129,979	117,863	(3,788)
	Total Personnel Services	**639,108**	**564,108**	**541,155**	**584,628**	**20,520**
Operating Services						
6205	ADP-Payroll	-	-	-		-
6210	Worker's Compensation Insurance	-	-	-		-
6215	Utilities	-	-	-		-
6220	Corporate Insurance	-	-	-		-
6225	Mileage, Parking and Other Trans	700	700	300	500	(200)
6230	Telephone	67,000	67,000	67,000	55,800	(11,200)
6235	Cell Phone & Mobile Devices	14,700	14,700	2,350	2,500	(12,200)
6240	Outside Printing & Publishing	-	-	-		-
6245	Other Supplies	-	-	-		-
6250	Postage & Delivery	-	-	-		-
6255	Educational Supplies	-	-	-		-
6260	Office Supplies	12,000	12,000	-	8,000	(4,000)
6265	Subscriptions & Publications	-	-	-		-
6270	Capital Outlay	126,000	191,000	180,000	134,500	(56,500)
6275	Equipment-Rents & Leases	55,000	55,000	35,000	55,000	-
6280	Building Repair & Maintenance	-	-	-		-
6285	Equipment Repairs & Maintenanc	2,000	2,000	-	1,000	(1,000)
6290	Offsite Storage	-	-	-		-
6295	Hardware & Software Maintenanc	225,800	214,800	92,000	429,480	214,680
6300	Miscellaneous/Contingency	-	-	-		-
6305	Stipend/Honorarium	-	-	-		-
6310	Internal Meetings	1,000	1,000	-	500	(500)
	Total Operating Services	**504,200**	**558,200**	**376,650**	**687,280**	**129,080**
Consultant Services						
6410	Consultant Fees	312,300	313,300	24,560	309,800	(3,500)
6420	Other Professional Fees	-	-	-		-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**312,300**	**313,300**	**24,560**	**309,800**	**(3,500)**
Professional Services						
6510	Audit	-	-	-		-
6520	Legal Fees	-	-	-		-
6540	Professional Dues	530	530	-	1,150	620
6550	Staff Recruitment	-	-	-		-
6560	Commissioners Stipends	-	-	-		-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**530**	**530**	**-**	**1,150**	**620**
Travel Expenses						
6610	Airfare	600	600	-	1,200	600
6620	Lodging	1,200	1,200	-	2,400	1,200
6640	Per Diem	800	800	-	1,000	200
6650	Other Travel Expense	-	-	-		-
	Total Travel Expenses	**2,600**	**2,600**	**-**	**4,600**	**2,000**
Professional Development						
6810	Training Materials & Supplies	-	-	-		-
6820	Internal Training	-	-	-		-
6830	Leadership Programs	-	-	-		-
6840	Conference Registrations	8,200	8,200	4,520	16,500	8,300
6850	External Education/Training	-	-	-		-
	Total Professional Development	**8,200**	**8,200**	**4,520**	**16,500**	**8,300**
	Total OPERATING EXPENSES	**1,466,938**	**1,446,938**	**946,885**	**1,603,958**	**157,020**

Budget Fiscal Year: 2019 - 2020	Status: Proposed

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Information Technology	$1,521,938.00	$1,603,958.00	5.39%
Benefits	$0.00	$0.00	

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Salaries & Wages	$517,457.00	$466,765.00	-9.79%

Description

Social Security Tax	$121,651.00	$117,863.00	-3.11%

Description

Mileage, Parking and Other Transportation	$700.00	$500.00	-28.57%

Description

Technical training and conference events for IT staff. Training and events will be limited to Southern California. Some of these events will require mileage and parking

Telephones	$67,000.00	$55,800.00	-16.71%

Description

AT&T Analog - $7,900
AT&T Fax - $5,200
AT&T Internet - $13,000
AT&T Long Distance - $15,000
Verizon - $13,200
Verizon- upgrade/new devices - $1,500

Cell Phone & Mobile Devices	$14,700.00	$2,500.00	-82.99%

Description

Stipend. Disbursement for employees who use their personal mobile devices at F5LA

Office Supplies	$12,000.00	$8,000.00	-33.33%

Description

General office supplies plus pc/laptop expendables such as mice, keyboards, stands, trays, anti-glare screens, etc. It includes the purchase of ergonomic workstation equipment as referred by HR. This also includes replacement of SSD drives, USB drives, toner, headsets, extension cords, UPS batteries as needed.

Capital Outlay	$191,000.00	$134,500.00	-29.58%

Description
Lenovo Laptops - $72,000 Dell All-In-One - $10,000 Computer parts - $5,000 Printers - $12,000 Servers - $20,000 Phones - $500 Cisco 3750G Core Switch replacement - $7,000 Audio/Visual - $3,000 MPR Audio systems - $5,000

Equipment - Rents & Leases	$55,000.00	$55,000.00	0.00%

Description
Xerox- color - $44,000 Minolta- b/w - $11,000

Equipment Repairs & Maintenance	$2,000.00	$1,000.00	-50.00%

Description
Maintenance and repair of older equipment that are not scheduled to be replaced in the upcoming fiscal year including copy machines and printers

Hardware & Software Maintenance	$214,800.00	$429,480.00	99.94%

Description
ABM - $2,500 BB Grantmaking - $82,000 Blackbaud Financials - $42,750 BoardBook - $3,300 ECM (Viatron) - $6,250 GIS - $5,500 GoToMeeting/OpenVoice - $8,000 IBM maintenance - $2,500 IBM support - backup dev/expansion - $2,500 Lynda.com - $360 MS System Center MSDN - $800 Office365 - $9,000 Office365-Exchange Only - $1,830 Spiderlink - $9,540 SQL Server - $2,000 Survey Monkey - $400 SysAid (helpdesk) - $1,200 Tableau - $2,900 Veem support - $2,000 VMWare Windows servers - $2,500 E-Signature solution - $15,000 BB Grantmaking - new licenses - $80,000 Window servers - 32 addtl CALs - $150 UPS maintenance - $5,000 Hosted VOIP - service - $36,000 Hosted VOIP - handsets - $23,000 Azure hosting - $6,000 Symantec A/V - $2,000 Cisco phone switch - $2,000 IBM 10G VMWare switch (2) - $18,000 Sharegate - $5,000 MS Project - $10,000 MS Visio - $6,000 ATT - Hosted Firewall - $4,000 WebInvoicing software - $17,000 Meraki Wireless Access Points (9) - $10,000 Online backup service - $2,500

Internal Meetings	$1,000.00	$500.00	-50.00%

Description
IT expects to host some training and events and plans to provide refreshments and light meals as each event dictates

Consultant Fees	$313,300.00	$309,800.00	-1.11%

Description

IT Assessment projects - Analysis - $80,000
IT Assessment projects - Implemnt - $80,000
Strategic Partnerships - $100,000
Active Directory upgrade - $5,000
Cisco Core Switch upgrade - $2,000
MS System Center config - $1,000
Xcelleration - $10,800
nTeir - $7,000
Building Remodel assistance - $20,000
Team building consultant - $4,000

Professional Dues	$530.00	$1,150.00	116.98%

Description

MISAC membership - $450
TAG membership - $700

Airfare	$600.00	$1,200.00	100.00%

Description

The budget should accommodate IT staff members to attend conferences or training in California or out-of-state

Lodging	$1,200.00	$2,400.00	100.00%

Description

The budget should accommodate IT staff members to attend conferences or training in California or out-of-state.

Per Diem	$800.00	$1,000.00	25.00%

Description

General, on the road food and travel expenses

Conference/Training Registrations	$8,200.00	$16,500.00	101.21%

Description

Project Mgmt - $2,600
Local IT Conf - $600
ESRI-Amado - $800
TAGTech or BBCon-Amado - $1,000
MS Ignite - $1,500
MS System Center training-Tom - $4,000
New staff training - $6,000

ATTACHMENT G:

EXECUTIVE –
DETAIL BY PROGRAM AND OPERATING COSTS

GOVERNANCE AND EXECUTIVE SUMMARY FY 2019-20

		FY 2018-19	FY 2019-20			
		Revised Budget	Board of Commissioners	Executive	Approved Budget	Variance from FY 2018-19
Personnel Services						
Salaries						
	Total Salaries	973,795	-	929,871	929,871	(43,924)
	Total Employee Benefits	269,414	-	255,191	255,191	(14,223)
	Total Personnel Services	**1,243,209**	**-**	**1,185,062**	**1,185,062**	**(58,147)**
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Transporation	5,800	3,800	2,000	5,800	-
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	7,000	3,000	4,000	7,000	-
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	15,000	7,500	7,500	15,000	-
6315	Divisional Capacity Building	25,000	-	25,000	25,000	-
	Total Operating Services	**104,850**	**14,550**	**90,300**	**104,850**	**-**
Consultant Services						
6410	Consultant Fees	186,000	36,000	150,000	186,000	-
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**186,000**	**36,000**	**150,000**	**186,000**	**-**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	175,000	-	175,000	175,000	-
6540	Professional Dues	75,000	-	78,000	78,000	3,000
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	30,000	30,000	-	30,000	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**280,000**	**30,000**	**253,000**	**283,000**	**3,000**
Travel Expenses						
6610	Airfare	6,000	2,000	4,000	6,000	-
6620	Lodging	5,000	2,000	3,000	5,000	-
6640	Per Diem	3,500	1,500	2,000	3,500	-
6650	Other Travel Expense	500	-	500	500	-
	Total Travel Expenses	**15,000**	**5,500**	**9,500**	**15,000**	**-**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	6,000	3,000	3,000	6,000	-
6850	External Education/Training	-	-	-	-	-
	Total Professional Development	**6,000**	**3,000**	**3,000**	**6,000**	**-**
	Total OPERATING EXPENSES	**1,835,059**	**89,050**	**1,690,862**	**1,779,912**	**(55,147)**

Board of Commissioners

BOARD OF COMMISSIONERS

Authorized Positions

Commissioners	9
Sheila James Kuehl, Los Angeles County Supervisor, Chair Judy Abdo, Vice Chair Bobby D. Cagle Yvette Martinez Jonathan E. Sherin, M.D., Ph.D. Romalis Taylor Marlene Zepeda, Ph.D. Keesha Woods Astrid Heppenstall Heger	
Ex-Officio Commissioners	3
Karla Pleitéz Howell, J.D. Deanne Tilton Durfee Barbara Ferrer	
Alternate Commissioners	7
Linda Aragon Terry Ogawa Sylvia S. Swilley, M.D. Christopher Thompson, M.D. Victor Manalo, Ph.D. Terry Ogawa Arturo Valdez	
Total	**19**

The First 5 LA Board of Commissioners was established to facilitate the creation and implementation of an integrated, comprehensive, and collaborative system of information and services to enhance optimal early childhood development. This system functions as a network that promotes accessibility to information and services. The Commission further emphasizes public inclusion and participation, as well as service integration in the areas of childcare, health care, mental health, education, early intervention programs and parent education of children and their parents from the prenatal stage through five years of age.

BOARD OF COMMISSIONERS

		Budget FY 2018-19	Revised Budget FY 2018-19	Estimated FY 2018-19 Expenditures	Proposed Budget FY 2019-20	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 Trans	3,800	3,800	500	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	250	3,000	-
6265	Subscriptions & Publications	-	-	-	-	-
6270	Capital Outlay	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-
6285	Equipment Repairs & Maintenanc	-	-	-	-	-
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Maintenanc	-	-	-	-	-
6300	Miscellaneous/Contingency	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	7,500	7,500	680	7,500	-
	Total Operating Services	**14,550**	**14,550**	**1,430**	**14,550**	**-**
Consultant Services						
6410	Consultant Fees	36,000	36,000	-	36,000	-
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	**36,000**	**36,000**	**-**	**36,000**	**-**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	-	-	-	-	-
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	30,000	30,000	6,300	30,000	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	**30,000**	**30,000**	**6,300**	**30,000**	**-**
Travel Expenses						
6610	Airfare	2,000	2,000	-	2,000	-
6620	Lodging	2,000	2,000	-	2,000	-
6640	Per Diem	1,500	1,500	-	1,500	-
6650	Other Travel Expense	-	-	-	-	-
	Total Travel Expenses	**5,500**	**5,500**	**-**	**5,500**	**-**
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	3,000	3,000	-	3,000	-
6850	External Education/Training	-	-	-	-	-
	Total Professional Development	**3,000**	**3,000**	**-**	**3,000**	**-**
	Total OPERATING EXPENSES	**89,050**	**89,050**	**7,730**	**89,050**	**-**

Budget Fiscal Year: 2019 - 2020	Status: Proposed

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Board of Commissioners	$89,050.00	$89,050.00	0.00%
Benefits	$0.00	$0.00	

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Mileage, Parking and Other Transportation	$3,800.00	$3,800.00	0.00%

Description

Provides mileage reimbursement and payment of parking expenses to Commissioners when private vehicles are used in the course of conducting Commission business.

Other Supplies	$250.00	$250.00	0.00%

Description

Provides for general supplies other than administrative (e.g. plaques, awards, etc.)

Office Supplies	$3,000.00	$3,000.00	0.00%

Description

Provides for general office supplies used for administrative support to the Board of Commissioners.

Internal Meetings	$7,500.00	$7,500.00	0.00%

Description

Provides for expenses related to meetings attended by Commissioners, legal counsel, staff and guests.

Consultant Fees	$36,000.00	$36,000.00	0.00%

Description

Provides for transcription services for Board of Commission meetings.

Commissioners Stipends	$30,000.00	$30,000.00	0.00%

Description

Provides stipends to Commissioners who participate in regularly scheduled meetings (via conference call or in-person), Commission, Closed Session, Executive Committee, Budget & Finance Committee, Program & Planning Committee, Ad Hoc Committee and special meetings.

Airfare	$2,000.00	$2,000.00	0.00%

Description

Provides airfare expenses to and from professional conferences and seminars outside of Los Angeles area.

Lodging	$2,000.00	$2,000.00	0.00%

Description

Provides for lodging at multi-day professional conferences outside of the Los Angeles area.

Per Diem	$1,500.00	$1,500.00	0.00%

Description
Provides for various daily expenses incurred while attending professional conferences outside of the Los Angeles area.

Conference/Training Registrations	$3,000.00	$3,000.00	0.00%

Description
Provides for registration expenses for professional conferences and/or seminars.

Executive

EXECUTIVE

Authorized Positions

Executive Director	1
Executive Vice President	1
Senior County Strategist	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.

*Project Manager will perform duties, as necessary, to support the Executive Department.

		Budget FY 2018-19	Revised Budget FY 2018-19	Estimated FY 2018-19 Expenditures	Proposed Budget FY 2019-20	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	993,795	973,795	865,924	929,871	(43,924)
	Total Employee Benefits	269,414	269,414	207,377	255,191	(14,223)
	Total Personnel Services	**1,263,209**	**1,243,209**	**1,073,300**	**1,185,062**	**(58,147)**
Operating Services						
6205	ADP-Payroll	-	-	-		-
6210	Worker's Compensation Insurance	-	-	-		-
6215	Utilities	-	-	-		-
6220	Corporate Insurance	-	-	-		-
6225	Mileage, Parking and Other Transporatio	2,000	2,000	530	2,000	-
6230	Telephone	-	-	-		-
6235	Cell Phone & Mobile Devices	1,800	1,800	1,750	1,800	-
6240	Outside Printing & Publishing	-	-	-		-
6245	Other Supplies	-	-	-		-
6250	Postage & Delivery	-	-	-		-
6255	Educational Supplies	-	-	-		-
6260	Office Supplies	4,000	4,000	1,927	4,000	-
6265	Subscriptions & Publications	-	-	198		-
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	2,448	7,500	-
6315	Division Capacity Building	25,000	25,000	-	25,000	-
	Total Operating Services	**90,300**	**90,300**	**6,853**	**90,300**	**-**
Consultant Services						
6410	Consultant Fees	150,000	150,000	99,645	150,000	-
6420	Other Professional Fees	-	-	-		-
6430	External Reviewers	-	-	-		-
	Total Consultant Services	**150,000**	**150,000**	**99,645**	**150,000**	**-**
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	175,000	175,000	81,645	175,000	-
6540	Professional Dues	75,000	75,000	-	78,000	3,000
6550	Staff Recruitment	-	-	-		-
6560	Commissioners Stipends	-	-	-		-
6570	Web-Based Services	-	-	-		-
6580	Bank & Other Service Charges	-	-	-		-
	Total Professional Services	**250,000**	**250,000**	**81,645**	**253,000**	**3,000**
Travel Expenses						
6610	Airfare	4,000	4,000	981	4,000	-
6620	Lodging	3,000	3,000	(458)	3,000	-
6640	Per Diem	2,000	2,000	666	2,000	-
6650	Other Travel Expense	500	500	(180)	500	-
	Total Travel Expenses	**9,500**	**9,500**	**1,009**	**9,500**	**-**
Professional Development						
6810	Training Materials & Supplies	-	-	-		-
6820	Internal Training	-	-	-		-
6830	Leadership Programs	-	-	-		-
6840	Conference Registrations	3,000	3,000	136	3,000	-
6850	External Education/Training	-	-	-		-
	Total Professional Development	**3,000**	**3,000**	**136**	**3,000**	**-**
	Total OPERATING EXPENSES	**1,766,009**	**1,746,009**	**1,262,588**	**1,690,862**	**(55,147)**

Budget Fiscal Year: 2019 - 2020	Status: Proposed

Department	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Executive	$1,766,009.00	$1,690,862.00	-4.26%
Benefits	$0.00	$0.00	

GL Code Name	2018 - 2019 Revised Budget	2019 - 2020 Budget	% Variance
Salaries & Wages	$993,795.00	$929,871.00	-6.43%

Description

Social Security Tax	$269,414.00	$255,191.00	-5.27%

Description

Mileage, Parking and Other Transportation	$2,000.00	$2,000.00	0.00%

Description

Provides for mileage reimbursement and parking expenses when private vehicles are used in the course of conducting Commission business.

Cell Phone & Mobile Devices	$1,800.00	$1,800.00	0.00%

Description

Provides for up to $50 per month for personnel working in the field to cover expenses related to data and messaging.

Office Supplies	$4,000.00	$4,000.00	0.00%

Description

Provides general office supplies for department staff.

Miscellaneous/Contingency	$50,000.00	$50,000.00	0.00%

Description

Funding for unforeseen organizational expenses.

Internal Meetings	$7,500.00	$7,500.00	0.00%

Description

Provides for expenses related to meetings attended by Commissioners, legal counsel, staff and guests.

Division Capacity Building	$25,000.00	$25,000.00	0.00%

Description

Provides funding for departmental capacity building for each division. Expenses may include facility fee, catering, and facilitator fee.

Consultant Fees	$150,000.00	$150,000.00	0.00%

Description

Funding for consultant fees as needed by the organization. $100k of the $150k is to hire a consultant to address Equity.

Legal Fees	$175,000.00	$175,000.00	0.00%

Description

Funding for contract with the organization's legal counsel and other legal fees that may arise.

Professional Dues	$75,000.00	$78,000.00	4.00%

Description

Funding for annual dues to First 5 California Association.
Kim is a member of a civic leadership group called the Civic Alliance. Dues are an expectation of members. All Civic Alliance contribution fees are managed by the California Community Foundation (CCF).

Airfare	$4,000.00	$4,000.00	0.00%

Description

Provides funding for airfare to and from professional conferences outside of the Los Angeles area.

Lodging	$3,000.00	$3,000.00	0.00%

Description

Provides for lodging at multi-day professional conferences outside of the Los Angeles area.

Per Diem	$2,000.00	$2,000.00	0.00%

Description

Other Travel Expenses	$500.00	$500.00	0.00%

Description

Provides for miscellaneous expenses when staff is travelling outside of LA County on First 5 LA's business. Expenses may include taxi, Uber, Lyft and other travel expenses that doesn't fit into other travel categories.

Conference/Training Registrations	$3,000.00	$3,000.00	0.00%

Description

Provides for registration expenses for professional conferences.