

AGENDA

SPECIAL MEETING OF THE BUDGET AND FINANCE COMMITTEE

Chair: Jane Boeckmann

Wednesday, March 4, 2020
2:30 PM - 3:30 PM

Meeting Location:

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



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1. **ACTION**
Call to Order
- **Yvette Martinez, Committee Chair**
2. **INFORMATION**
Review Meeting Notes of Combined Meeting of the Executive and Budget & Finance Committees – September 24, 2019
- **Yvette Martinez, Committee Chair**
3. Finance Update: Mid-Year Budget Adjustments for FY 19-20
- **Raoul Ortega, Director, Finance**
- **Daisy Lopez, Manager, Financial Planning & Analysis**
4. **INFORMATION**
Public Comments (For items not on the agenda)
5. **ACTION**
Adjournment

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Judy Abdo
Vice Chair

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

Yvette Martinez
Romalis J. Taylor
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EXECUTIVE DIRECTOR

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SUMMARY MEETING NOTES

**FIRST 5 LA
SUMMARY MEETING NOTES
Special Meeting of the Board of Commissioners
Combined Meeting of the Executive and Budget & Finance Committee
(with Closed Session of the Executive Committee)
September 24, 2019
2:00 pm – 4:00 pm**

EXECUTIVE COMMITTEE MEMBERS

PRESENT:

Judy Abdo (Chair)
Yvette Martinez
Marlene Zepeda

BUDGET & FINANCE COMMITTEE

MEMBERS PRESENT:

Yvette Martinez (Chair)
Romalis Taylor

NON-COMMITTEE MEMBERS PRESENT:

Wendy Garen

EXECUTIVE COMMITTEE MEMBERS

ABSENT:

Jonathan Sherin [Excused]

BUDGET & FINANCE COMMITTEE

MEMBERS ABSENT:

Bobby Cagle [Excused]
Astrid Heger [Excused]

STAFF PRESENT:

Kim Belshé, Executive Director
Carl Gayden, Senior Director of Administration
Faustino Genio, Accounting Manager
Sabel Morales, Manager, Contract Compliance
Raoul Ortega, Finance Director
Linda Vo, Board Relations Manager
John Wagner, Executive Vice President

LEGAL COUNSEL:

Craig Steele

EXTERNAL PRESENTER:

Roger Alfaro, Partner, Eide Bailly, LLP

1. Call to Order/Roll Call

The Combined Meeting of the Executive Committee & Budget & Finance Committees was called to order by Executive Committee Chair Abdo at 2:00 pm. Roll call completed.

2. Review Executive Committee Meeting Notes (Combined Meeting of the Executive Committee with Budget & Finance Committee) - June 5, 2019

Meeting notes were received and filed with no deletions, additions or edits.

3. Standing Items:

1. Annual Audit – Draft of the Comprehensive Annual Financial Report (CAFR), Including the Independent Auditor’s Report for the Fiscal Year Ending June 30, 2019

Mr. Alfaro and Mr. Genio presented to both Committees the draft copy of First 5 LA’s Comprehensive Annual Financial report (CAFR). He reminded the Committees of their Audit process and the various touchpoints with the Commission.

They were proud to announce that First 5 LA had a clean audit. More specifically:

- The CPA firm of Eide Bailly LLP, noted that the financial statements were presented fairly

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SUMMARY MEETING NOTES

- Unmodified opinion
- No findings or observation

Highlights presented included:

- June 2018: Board approved FY 2018-19 total budget of \$139.9 million:
 - Program Budget = \$117.1 million
 - Operating Budget = \$22.8 million
- The Board approved a revised budget in April 2019 of \$142.2 million:
 - Program Budget = \$119.4 million
 - Operating Budget = \$22.8 million
- Total revenue of \$104.1 million:
 - Tobacco tax = \$68.6 million
 - Prop. 56 backfill = \$7.48 million
 - Other revenues = \$28.12 million

Mr. Alfaro and Mr. Genio closed by informing the Committees that the CAFR will be brought next to the Program & Planning Committee meeting as information before it is approved at the October Board meeting. Following approval, the CAFR would be submitted to the State Controller's Office and to First 5 CA.

There was no further discussion on this item.

2. Review of First 5 LA Annual Report to First 5 CA (State Commission)

Ms. Kyle presented First 5 LA's annual report that would be filed with First 5 CA. She reminds the Committee that each year, staff prepares a report to the State Commission that provides fiscal and programmatic information in the format of a State Commission-designated template. This request will also be presented as an information item at the September 26, 2019, Special Meeting of the Board/Program and Planning Committee and will be brought for action on consent at the October 10, 2019, Meeting of the Board of Commissioners.

There was no further discussion on this item.

4. **Strategic Plan Refinement (SPR4) Process: Financial Management Guidelines Recommendation; Fiscal Policy Issues, Considerations**

Mr. Ortega and Ms. Morales presented on some of the fiscal policy issues First 5 LA is currently grappling with and some of the considerations to address them.

One of the recommendations being considered is the following:

Move away from the current practice of having a comprehensive Operating Budget and move towards a structure that allocates budgets and establishes budget caps for two functional areas: Administrative & Program. • Administrative budget cap of 15% with 5% flexibility during transitional years of strategic planning. • Program budget cap of 85% cap across the three Divisions - Integration & Learning, Programs, and Policy & Strategy.

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Mr. Ortega informed the Committee that this new approach would allow First 5 LA to increase transparency of the true costs associated with implementing our investments and programs, while also allowing for flexibility. This recommendation was informed by the following:

- First 5 Association of California Financial Management Guide
- Review of First 5 LA's two nearest county commissions, First 5 Orange County and San Diego, financial reports
- First 5 LA administrative historical spending

There was no further discussion on this item.

5. Capital Improvement Plan Update

Mr. Gayden presented an update on First 5 LA's Capital Improvement Fund that was established back in June 2017 in the amount of \$6,959,676. He reminded the Committee that the purpose of the Capital Improvement Plan (CIP) is to address building maintenance needs and align First 5 LA's space with its structure and enhance collaboration and work. The CIP scope of work includes interior and external improvements (roof, HVAC replacement, installation of solar panels, etc.)

Mr. Gayden let the Committees know that staff plan on coming back to the Board with a design development/bridge document proposal for their consideration.

There was no further discussion on this item.

6. Public Comments (for items not on the agenda)

No public comments.

7. Adjournment of Budget & Finance Committee

The Budget & Finance Committee was excused from the meeting at 3:29 pm. The Executive Committee continued a meeting in closed session.

CLOSED SESSION OF THE EXECUTIVE COMMITTEE:

Meeting was called to order at 3:30 pm. There was no reportable action. Meeting adjourned at 4:00 pm.

NEXT MEETING:

The next Special Meeting of the Executive Committee will take place on Wednesday, December 12, 2019 at 11:00 am.

First 5 LA
Health-Related Systems Conference Room, First Floor
750 N. Alameda Street
Los Angeles, CA 90012

Summary minutes were recorded by Linda Vo, Board Relations Manager.

**Special Meeting of the Board of Commissioners
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September 24, 2019**

FIRST 5 LA

SUBJECT:
Mid-Year Adjustments to the FY 2019-20 Budget

RECOMMENDATION:
Approve mid-year adjustments to the FY 2019-20 Budget as detailed in Attachment 1 (Program Budget) and Attachment 2 (Operating Budget).

BACKGROUND:
The Board adopts an annual budget which reflects the staff's best estimate of the financial resources that will be needed to move work forward and in alignment to the strategic direction. The \$133.7 million FY 2019-20 Budget, approved via Resolution by the Board of Commissioners on June 13, 2019, included \$110.9 million of funding for program costs and \$22.8 million for operating costs. The FY 2019-20 Budget reflects ongoing support of the 2015-2020 Strategic Plan goals, and further alignment to the 2020-2028 Strategic Plan, which refines, bridges and builds from the foundational work developed and advanced during the 2015-2020 Strategic Plan period. This approach is intended to be a path to widespread impact and sustainability. Such efforts, which require and emphasize external partnerships for success, are complex and take time. This commitment to effective partnership and planning is reflected in many of the proposed adjustments to the FY 2019-20 Budget. Initial budget requests were estimated using the information available at the time of budget development and were based on spending projections—rather than final negotiated contract amounts—so staff would have the flexibility to manage contracts within a budget unit without having to return to the Commission. This year's mid-year adjustment reflects a request for a net increase based on changes in project prioritization and timeline. Although the mid-year shifts are reflective of upward and downward adjustments, it is important to underscore that these only represent the adjustment to anticipated spending in the fiscal year. A high-level overview pertaining to the various program and operating adjustments is included in the Discussion section of this memo.

The Program Budget includes 25 initiatives with anticipated costs to be incurred during FY 2019-20. Based on updated information and analysis, this item reflects a net increase to the overall FY 2019-20 Program Budget of \$379,000 for a revised fiscal year Program Budget of \$111.3 million. These adjustments are detailed by priority outcome area and initiative in Attachment 1A and by program—which aggregate up to the amounts at the priority outcome area, strategy and initiative level—in Attachment 1B.

The mid-year budget adjustment also includes increases and decreases to various Operating Budget line items, the net effect of which is cost neutral, for reasons discussed more fully below. As a result, the Operating Budget remains at \$22.8 million for the fiscal year. These adjustments are detailed at a summary level in Attachment 2.

The result is a net increase of \$379,000 or approximately 0.3%, to the approved FY 2019-20 Budget of \$133.7 million for a revised total fiscal year budget of \$134.1 million, as illustrated in the high-level table below.

Budget Component	Approved FY 2019-20 Budget	Proposed Adjustments	Revised FY 2019-20 Budget	% Change
Program	\$ 110,889,000	\$ 379,000	\$ 111,268,000	0.3%
Operating	22,828,358	-	22,828,358	0.0%
Total Revised FY 2019-20 Budget	\$ 133,717,358	\$ 379,000	\$ 134,096,358	0.3%

Of the proposed increase noted above, \$425,000 in additional costs are being offset by new funding from the Los Angeles County Office of Education (LACOE) (\$225,000) and the Los Angeles County Department of Public Health (LACDPH) (\$200,000). Funding from LACOE will be used support a study of the ECE Workforce in California and our QRIS Architects Group and Systems planning activity costs. LACDPH dollars will directly support our county-wide birth disparities work under the Black Infant Health initiative. Excluding these new costs and corresponding revenues, the total proposed adjustment at mid-year is \$46,000 lower than the original FY 2019-20 approved budget, as indicated in the table below.

FY 2019-20 Budget	
Proposed Adjustments	\$ 379,000
New Revenues	(425,000)
Total Additional Impact to Fund Balance	\$ (46,000)

DISCUSSION:

Program Budget:

Per current First 5 LA policy, any change to the spending levels approved at the initiative level in the Program Budget requires formal approval by the Board of Commissioners via Resolution. As in the prior year, staff consolidated all FY 2019-20 Program Budget adjustments into a single process for presentation to the Commission at mid-year for approval. These adjustments, including both augmentations and reductions for programs whose projected cost differs from the originally approved budget levels, are detailed by priority outcome area and initiative in Attachment 1A and by program—which aggregate up to the amounts at the priority outcome area, strategy and initiative level—in Attachment 1B.

The following are highlights of the requested changes at the strategy and initiative level.

2015-2020 Strategic Plan: Focusing for the Future

Strategic Plan Priority Outcome Areas

Outcome 1: Families: Reduction of \$210,000 or -0.5%

The net downward adjustment to this priority outcome area is driven by decreases to Select Home Visiting Programs (\$200,000), Universal Assessment of Newborns – Welcome Baby Hospitals (\$95,000), Stronger Families Database (\$100,000), MAMA’s Visits Home Visiting Program Training and T.A. Support (\$39,000) and Abriendo Puertas (\$190,000). Many of these reductions are offset by increases to Welcome Baby Hospitals (\$300,000), Family Strengthening Oversight Entity (\$22,000), Home Visiting Sustainability Support in Health Systems (\$20,000), Targeted Case Management Implementation Support (\$52,000) and Family Engagement Learning Community Support (\$20,000). These project budgets were updated to align to actual expenditure trends in the first four months of the fiscal year, such as Welcome Baby and Select Home Visiting, final contracted amounts, as with MAMA’s Visits and Stronger Families Database, and revised timeline of activities, such as the Abriendo Puertas six-month no-cost extension through December 2020 to support reporting and evaluation activities. Overall activities are expected to continue as proposed in the FY 2019-20 Board approved budget, save for the cost adjustments proposed above.

Outcome 2: Communities: Increase of \$2,161,000 or 11.1%

The modification to this priority outcome area is primarily driven by an increase to Region 2 SLA Regional Network (\$1,484,000) and Region 4 Port Cities Regional Network (\$732,000). This upward

adjustment allows the two Regional Networks to utilize the remaining community identified project (CIP) fund allocations which were approved by the Board in FY 2015-16 for use through FY 2019-20. The possibility for an increase at mid-year due to an update of remaining CIP funds was noted in the budget, as was the disclaimer that the additional funding would not be provided after FY 2019-20. The total adjustment to Region 2 also includes \$55,000 to accommodate an unpaid invoice for a subcontractor from a prior period. Other upward adjustments to the Communities outcome area activities include resources to release a solicitation in January to support the restructuring and facilitation of the RNG Community of Practice sessions based on learnings from the last 18 months of implementation (Network Capacity Building), funds to accommodate an increase in community convening participation (Food Security), and funds to cover the first full-year cost of the Built Environment Policy Advocacy Fund award recipient. A portion of these increases are offset by downward adjustments to: The Learning Consortium (\$110,000), Leveraging Opportunities Fund (\$140,000), and Stakeholder Engagement (\$35,000), based on the timeline of activities, first quarter expenditures and a revised assessment of need for the remainder of the fiscal year.

Outcome 3: Early Care & Education Systems: Increase of \$504,000 or 1.9%

The net change to the Early Care & Education Systems priority outcome area is related to an increase to Kindergarten Readiness Assessment – KRA (\$30,000), the ECE Policy Advocacy Fund (\$274,000), and the QRIS Architects Group and Systems Planning (\$200,000).

The Kindergarten Readiness Assessment (KRA) adjustment for FY 2019-20 reflects the additional resources needed to pilot KRA in Long Beach Unified School District (LBUSD) during the second half of FY 2019-20 plus the cost associated with the new LBUSD EDI data collection. The ECE Policy Advocacy Fund increase is due to an advance payment for the Rapid Response Fund in anticipation of new opportunities to support and influence the Governor's ECE priorities which was not captured or processed before the approval of the FY 2019-20 budget. This funding had previously been included in the Policy Department's FY 2018-19 budget but was delayed until FY 2019-20 and moved to ECE PAF. Additional costs include \$25,000 to support an LA County profile in UC Berkeley's upcoming study of the ECE Workforce in California. This extra cost is being offset by a \$25,000 contribution from the Los Angeles County Office of Education (LACOE) for this purpose. The increase to the QRIS Architects Group and Systems Planning program is due to \$200,000 in pass-through funding from LACOE since they will be funding half of the infrastructure costs for Quality Start Los Angeles (QSLA) in FY 2019-20.

Outcome 4: Health-Related Systems: Reduction of \$1,046,000 or -18.4%

The downward adjustment to the Health Systems outcome area is due to a revised estimated need in support of Help Me Grow through the end of the fiscal year. The budget was adjusted downward to reflect the final negotiated contract amount with the Los Angeles County Department of Public Health (LACDPH), as well as delays in starting the LA Care pilot due to contract negotiations. Additionally, longer than anticipated program design and procurement for Help Me Grow (HMG) LA Pathways contributed to the budget adjustment, resulting in a \$1,046,000 decrease.

Strategic Plan Policy & Strategy Support: Reduction of \$115,000 or -1.2%

The net downward adjustment to the Strategic Plan Policy & Strategy Support area of the budget is the result of an alignment of budget to actual anticipated costs, including: Conference Funding (\$35,000) due to fewer and less strategically-aligned applicants, Strategic Partnership – Partnership Development Convenings (\$40,000) because a grantee hosted the convening, and Community Engagement and Advocacy Municipalities Engagement (\$40,000) due to a delayed investment timeline based on partner engagement.

Integration & Learning: Reduction of \$905,000 or -14.6%

The total downward adjustment to Integration & Learning is an aggregate result of reductions to several budgets, including External Partner Learning (\$46,000), Learning Advisory Committee (\$15,000), Organization-wide Learning (\$7,000), Indicator Development (\$165,000), Cross Outcomes/Strategy Area (\$300,000), ECE Outcome Area (\$50,000), Health Systems Outcome Area (\$50,000), and Quality Rating and Improvement System Evaluation (\$272,000). Adjustments to these areas are due to timeline line shifts because of priority reassessments for the year, program participation delays affecting data collection for evaluation purposes, pending information and direction from the Strategic Plan Implementation process, and because staff were able to obtain result and contextual indicator data from publicly available sources as was the case with the Indicator Development. Many of the costs removed from this year's budget will be revisited in the context of the implementation plan for the 2020-2028 Strategic Plan period.

Legacy Investments: Decrease of \$10,000 or -0.2%

Black Infant Health: Decrease of \$45,000

The Birth Outcomes and Disparities – Policy and Systems Change investment, within the Black Infant Health initiative, is being adjusted upward to include additional allocation funds that were previously thought to have been expended but were advanced by a different department (\$105,000), as well as additional expenditures associated with new funding being provided by the Los Angeles County Department of Public Health (LACDPH) to lead a strategic communications initiative in support of the county-wide birth disparities work (\$200,000). The Black Infant Health Program is being adjusted downward by \$350,000 as the LACDPH, one of the three contractors for the Black Infant Health Program, did not receive approval from their board to extend the contract, thus underutilizing the remaining funds for FY 2019-20.

Parent Child Interaction Therapy: Increase of \$35,000

The Parent Child Interaction Therapy (PCIT) initiative was scheduled to end in FY 2018-19, however, the UC Davis PCIT Training Center requested a no-cost extension to complete several deliverables outlined in their scope of work and performance matrix just after the FY 2019-20 budget was approved by the Board on June 13, 2019. This additional time allowed the PCIT Training Center to certify the remaining participants as competent trainers, monitor the fidelity of the training, and complete the project's final evaluation. No additional funds were added to this grantee's contract.

Operating Budget:

Per current First 5 LA policy, the Executive Director has the authority to approve budget adjustments to the Operating Budget between line items in an amount not to exceed \$25,000. Adjustments to the various line items within the FY 2019-20 Operating Budget exceed this amount specified in the policy, and as such require approval by the Board of Commissioners. Consistent with past practice, spending projections and requested adjustments are prepared at the departmental level, which support the organization-wide adjustments presented for Commission approval in *Attachment 2*. This allows for more due diligence to ensure that budgets are monitored and managed at the appropriate level. Based on analysis of actual expenditures as well as additional anticipated expenditures through June 2019, we expect that higher-than-anticipated needs in some areas will be offset by savings projected in other areas resulting in an overall cost neutral adjustment.

The following are highlights of changes within the major spending categories:

- Personnel Related Expenses – A few department salary line items were adjusted downward due to staffing vacancies. This cost savings was used to offset increases in other line items. The net result was a reduction of \$156,250.

- Operating Services – This category includes several line item adjustments, both upward and downward, with a total net increase of \$14,050. This is primarily due to increases in the areas of Workers Compensation Insurance and Corporate Insurance, with an increase in this year's insurance costs resulting in an upward adjustment of \$12,300 to the FY 2019-20 budget. Additional increases include Internal Meetings (\$2,300) and Mileage (\$1,000). These increases are offset by decreases in Cell Phone & Mobile Phone Devices (\$1,000), Office Supplies (\$1,500), and Subscriptions & Publications (\$250) based on the current burn rate and projected cost for the remainder of the year.
- Consultant Services – This category includes adjustments across multiple Departments, resulting in a net overall increase of \$108,662. This is driven primarily by additional funds needed for Consultant Fees related to the Procurement Reform Project being led by the Contracts Administration and Purchasing Department, and the Strategic Plan Refinement process needs related to implementation planning and organizational effectiveness. It also includes additional funds for External Review needs, as identified halfway through the fiscal year.
- Professional Services – This category reflects a net downward adjustment in costs of \$6,300 based on an increase to Bank and Other Service Charges (\$10,700) and Professional Dues (\$1,000) which is offset by reductions in Staff Recruitment (\$10,000), Legal Fees (\$6,000) and Web-Based Services (\$2,000). The increase to Bank and Other Service Charges is because of an increased cost in LA County fund account services as well as unexpected Medi-Cal Administrative Activities (MAA) audits. The other line items were adjusted based on incurred expenditure trends in the first half of the fiscal year and projected need for the remainder of the fiscal year.
- Travel Expenses – This category includes various adjustments based on the rate of spending through the first six months of the fiscal year, as well as identified needs through the remainder of the fiscal year to accommodate the general increase in travel costs and additional work-related opportunities outside of LA County. The net result is an increase of \$1,071 to Travel Expenses.
- Professional Development – This category includes Training Materials & Supplies, Internal Training, Leadership Programs, Conference Registrations and External Education/Training. All these line items were adjusted to align with incurred expenditures and projected need for the remainder of the fiscal year. The line items reflecting the most significant adjustments include: Internal Training for an additional \$36,600 to accommodate a 2-day Diversity, Equity and Inclusion training for all managers; Training Materials & Supplies for an additional \$14,967 to accommodate needs, and Leadership Programs, reduced by \$13,000 due to projected underutilization in the fiscal year. The adjustments to these line items resulted in a net increase of \$38,767.

Administrative Cost:

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 because 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 administrative cost limit approved in June 2019 as part of the FY 2019-20 Budget was \$13.5 million, or roughly 10.12% of annual spending. Based on the mid-year budget revisions discussed above and detailed in *Attachment 2*, the total revised administrative cost amount remains at approximately \$13.5 million, with a slight decrease to the percentage – relative to annual program spending – to 10.07%. It should be noted that although the administrative cost percentage will fluctuate throughout the year, as it is dependent on incurred programmatic expenditures, the administrative spending for the fiscal year will not exceed the approved amount.

Revenue:

Tobacco tax revenue is projected to be roughly \$71.7 million in FY 2019-20. This projection is based on the most recent May 2019 estimate from the State Department of Finance (DOF), and as discussed as part of our Long-Term Financial Projection process. This represents a roughly 4.6% increase compared to actual FY 2018-19 Proposition 10 revenues, independent of Proposition 56 backfill. Based on information from the State, the backfill is intended to offset Proposition 10 revenue shortfalls, however, there is still a lot of unclarity around the methodology and context behind the backfill. Additionally, it should be noted that both Proposition 10 and Proposition 56 payments are issued in arrears and are distributed irregularly and delayed, which makes monthly or quarterly analysis challenging. Conversations are underway with the California Department of Tax and Fee Administration (CDTFA) to try and obtain greater understanding of the backfill and how it aligns with the Proposition 10 tax revenue projections and distributions. Staff will continue to work with and engage other County Commissions, the State First 5 Association, and the CDTFA to monitor, evaluate and discuss any potential revenue impacts.

Interest earnings are projected to yield approximately \$4.5 million in revenue for FY 2019-20 and lease revenue is projected to generate approximately \$145,000 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 from the Center for the Study of Social Policy (CSSP) to support strategies related to the implementation of Project Dulce within the Families outcome area, the Los Angeles County Office of Education (LACOE) to support both QRIS Architects Group and Systems Planning QSLA infrastructure costs as well as a study of the ECE Workforce in California, and funds from the Los Angeles County Department of Public Health who will support the implementation of the African American Infant and Maternal Mortality Strategic Communications Initiative led by First 5 LA.

CONCLUSION:

First 5 LA's budget is largely built upon estimates and reflects projected expenditures for FY 2019-20. These approximations result in the need for a mid-year adjustment process to align the current year budget to revised cost estimates in response to new information and actual spending and revenues for the first half of FY 2019-20. Although historical spending is utilized in the development of proposed cost estimates, the addition of new and/or emerging investments make historical trends less applicable. Other factors that contribute to high estimates include:

- **Contract negotiations:** Preliminary grantee/vendor contract estimates are used during the budget development process as contracts are regularly finalized after the Board has approved the budget. In many cases, providers do not have the level of detail necessary to inform future spending until the contract is being developed (negotiated) with First 5 LA. Frequently, the final contracts are lower than originally estimated.
- **New funding partners and opportunities:** First 5 LA's work in collaboration with diverse partners is fundamental to advancing aligned policy and system change goals. Such partnership efforts take time, extending implementation efforts in some areas of work. First 5 LA has also endeavored to partner more closely with County agencies, which has contributed to some readjustments in implementation schedules. Finally, our work requires First 5 LA to be adaptable to changing circumstances and new opportunities. For example, other funders are sometimes identified to provide additional leveraging resources that result in underutilization of First 5 LA funds. In addition, public funding streams have emerged in a number of areas that have been leveraged to advance program goals.
- **Real experience:** An additional year of experience and data has yielded significant information about actual project cost. This program implementation spending experience allows First 5 LA to use more data to inform better future estimates.

The mid-year shifts and adjustments proposed for FY 2019-20 are reflective of increased experience and a budget that is being developed in a manner that is more closely aligned with actual experience and resource needs. The mid-year process has allowed the organization to go back to the Board to propose refined estimates, informed by final negotiated contracts, actual expenditures and any new information impacting First 5 LA investments. As always, we will continue to strive toward optimizing our effectiveness while adjusting to the organization's fiscal reality.

NEXT STEPS:

First 5 LA's approach to budgeting has evolved in recent years and will continue to evolve – informed by experience - to achieve greater clarity and transparency. The analysis of spending trends and project status that was conducted as part of the mid-year budget adjustment process this year will be used to inform the FY 2020-21 Budget development process. This analysis will also inform the reaffirmation process that takes place in conjunction with the approval of the FY 2020-21 Budget, through which all levels of fund balance are evaluated for appropriateness and potential modifications. The proposed FY 2020-21 Budget will be presented to the Board of Commissioners on May 14, 2020 for discussion.

BUDGET COMPONENT	FY 2019-20 APPROVED	PROPOSED ADJUSTMENT	FY 2019-20 REVISED BUDGET	% CHANGE
2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE				
<i>Strategic Plan Priority Outcome Areas</i>				
1 Families	\$ 39,343,000	\$ (210,000)	\$ 39,133,000	-0.5%
2 Communities	19,470,000	2,161,000	21,631,000	11.1%
3 Early Care & Education Systems	26,046,000	504,000	26,550,000	1.9%
4 Health-Related Systems	5,697,000	(1,046,000)	4,651,000	-18.4%
Sub-total: Strategic Plan Priority Outcome Areas	\$ 90,556,000	\$ 1,409,000	\$ 91,965,000	1.6%
<i>Strategic Plan Policy & Strategy Support</i>				
5 Policy Agenda/Advocacy	\$ 2,370,000	\$ -	\$ 2,370,000	0.0%
6 Communications & Marketing	5,866,000	-	5,866,000	0.0%
7 Communications - Conference Funding	250,000	(35,000)	215,000	-14.0%
8 County Partnerships	315,000	-	315,000	0.0%
9 Strategic Partnership-Cross-Cutting Funder Partnership	557,000	-	557,000	0.0%
10 Strategic Partnership-Grantmaking Memberships	41,000	-	41,000	0.0%
11 Strategic Partnership-Partnership Development	120,000	(40,000)	80,000	-33.3%
12 Community Engagement and Advocacy	323,000	(40,000)	283,000	-12.4%
13 Policy & Strategy - Emerging Opportunities	50,000	-	50,000	0.0%
Sub-total: Strategic Plan Policy & Strategy Support	\$ 9,892,000	\$ (115,000)	\$ 9,777,000	-1.2%
<i>Integration & Learning</i>				
14 Communities of Practice	\$ 131,000	\$ (68,000)	\$ 63,000	-51.9%
15 Data Development and Integration	935,000	(165,000)	770,000	-17.6%
16 Data Partnership with Funders	850,000	-	850,000	0.0%
17 Grantee Assessment	40,000	-	40,000	0.0%
18 Impact Framework	400,000	-	400,000	0.0%
19 Knowledge Management	178,000	-	178,000	0.0%
20 Learning Plan Development	600,000	(400,000)	200,000	-66.7%
21 Program Evaluation	3,078,000	(272,000)	2,806,000	-8.8%
Sub-total Integration & Learning	\$ 6,212,000	\$ (905,000)	\$ 5,307,000	-14.6%
TOTAL 2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE	\$ 106,660,000	\$ 389,000	\$ 107,049,000	0.4%
LEGACY INVESTMENTS				
22 Baby Friendly Hospitals	\$ 102,000	\$ -	\$ 102,000	0.0%
23 Black Infant Health	1,027,000	(45,000)	982,000	-4.4%
24 Little by Little/One Step Ahead	3,100,000	-	3,100,000	0.0%
25 Parent Child Interaction Therapy	-	35,000	35,000	100.0%
TOTAL LEGACY INVESTMENTS	\$ 4,229,000	\$ (10,000)	\$ 4,219,000	-0.2%
TOTAL FIRST 5 LA PROGRAM BUDGET	\$ 110,889,000	\$ 379,000	\$ 111,268,000	0.3%

INITIATIVE / STRATEGY NAME	PROJECT NAME	APPROVED FY 2019-20 BUDGET	PROPOSED ADJUSTMENTS	REVISED FY 2019-20 BUDGET	%
					CHANGE
2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE					
Strategic Plan Priority Outcome Areas					
Families					
Families Strategy 1 - Home Visiting	Welcome Baby Hospitals	\$ 9,404,000	\$ 300,000	\$ 9,704,000	3%
	Universal Assessment of Newborns - Welcome Baby Hospitals	11,574,000	(95,000)	11,479,000	-1%
	Select Home Visiting Programs	11,102,000	(200,000)	10,902,000	-2%
	Family Strengthening Oversight Entity	3,600,000	22,000	3,622,000	1%
	Home Visiting Compensation and Turnover Analysis	62,000		62,000	0%
	Home Visiting Sustainability Support in Health Systems	120,000	20,000	140,000	17%
	Home Visiting Sustainability Support in Mental Health Systems	75,000		75,000	0%
	LAC Perinatal and Early Childhood Home Visiting Consortium	50,000		50,000	0%
	MAMA's Visits Home Visiting Program Training and T.A. Support	304,000	(39,000)	265,000	-13%
	Stronger Families Database	800,000	(100,000)	700,000	-13%
Families Strategy 2 - Family Engagement	Targeted Case Management Implementation Support	184,000	52,000	236,000	28%
	Abriendo Puertas	1,093,000	(190,000)	903,000	-17%
	Project Dulce	955,000		955,000	0%
	Family Engagement Learning Community Support	20,000	20,000	40,000	100%
Sub-total Families		\$ 39,343,000	\$ (210,000)	\$ 39,133,000	-0.5%
Communities					
Communities Strategy 1 - Community Leadership & Collaboration	Neighborhood Action Councils	\$ 1,913,000		\$ 1,913,000	0%
	Region 1 Central-East Regional Network	4,074,000		4,074,000	0%
	Region 2 SLA Regional Network	5,293,000	1,484,000	6,777,000	28%
	Region 3 SFV Regional Network	1,998,000		1,998,000	0%
	Region 4 Port Cities Regional Network	2,048,000	732,000	2,780,000	36%
	Region 5 AV Regional Network	1,998,000		1,998,000	0%
	Network Capacity Building	273,000	75,000	348,000	27%
Communities Strategy 3 - Built Environment Policy & Advocacy	Built Environment Policy Advocacy Fund	750,000	100,000	850,000	13%
	Food Security	125,000	55,000	180,000	44%
	Link Advocates Government Family and Parks (Link)	300,000		300,000	0%
Communities - Cross-Strategy Investments	Learning Consortium	300,000	(110,000)	190,000	-37%
	Data and Learning	54,000		54,000	0%
	Leveraging Opportunities Fund	200,000	(140,000)	60,000	-70%
	Stakeholder Engagement	144,000	(35,000)	109,000	-24%
Sub-total Communities		\$ 19,470,000	\$ 2,161,000	\$ 21,631,000	11.1%
Early Care & Education (ECE) Systems					
ECE Strategy 1 - Policy/Advocacy	ECE Policy Advocacy Fund	\$ 3,300,000	\$ 274,000	\$ 3,574,000	8%
	Educare Policy and Advocacy	300,000		300,000	0%
	Kindergarten Readiness Assessment	4,864,000	30,000	4,894,000	1%
ECE Strategy 2 - QRIS	QRIS Architects Group and Systems Planning	200,000	200,000	400,000	100%
	QRIS Continuous Site Engagement	14,600,000		14,600,000	0%
	QRIS Database	650,000		650,000	0%
	Shared Services Support	100,000		100,000	0%
ECE Strategy 3 - Professional Development	Early Childhood Education Credential Advocacy Project	600,000		600,000	0%
	Early Childhood Educator Competencies Curriculum Project	640,000		640,000	0%
	ECE Workforce Registry	665,000		665,000	0%
ECE - Emerging Opportunities	Emerging Opportunities - ECE Outcome Area	127,000		127,000	0%
Sub-total ECE		\$ 26,046,000	\$ 504,000	\$ 26,550,000	1.9%

INITIATIVE / STRATEGY NAME	PROJECT NAME	APPROVED FY 2019-20 BUDGET	PROPOSED ADJUSTMENTS	REVISED FY 2019-20 BUDGET	%
					CHANGE
Health-Related Systems					
Health Strategy 1 - Early Identification and Intervention	Help Me Grow	\$ 3,865,000	\$ (1,046,000)	\$ 2,819,000	-27%
	First Connections	950,000		950,000	0%
Health Strategy 2 - Trauma-Informed Care	Trauma-Informed Care	697,000		697,000	0%
	Health - Emerging Opportunities	185,000		185,000	0%
Emerging Opportunities - Health Outcome Area					
Sub-total Health		\$ 5,697,000	\$ (1,046,000)	\$ 4,651,000	-18.4%
<i>Sub-Total: Priority Outcome Areas</i>		<i>\$ 90,556,000</i>	<i>\$ 1,409,000</i>	<i>\$ 91,965,000</i>	<i>1.6%</i>
Strategic Plan Policy & Strategy Support					
Policy Agenda/Advocacy	Federal Policy and Sustainability Advocate	\$ 130,000		\$ 130,000	0%
	State Policy and Sustainability Advocate	440,000		440,000	0%
	Strategic Plan Advocacy Strategies	1,800,000		1,800,000	0%
Communications & Marketing	Strategic Communications	2,875,000		2,875,000	0%
	Strategic Communications Partnerships	861,000		861,000	0%
	Strategic Marketing	2,130,000		2,130,000	0%
Communications - Conference Funding	Conference Funding	250,000	(35,000)	215,000	-14%
County Partnerships	Bold Vision	150,000		150,000	0%
	County Partnership Fund	165,000		165,000	0%
Strategic Partnership - Cross-Cutting Funder Partnership	LA Funders Collaborative	25,000		25,000	0%
	LA-N-Sync	25,000		25,000	0%
	Los Angeles Area Chamber of Commerce	30,000		30,000	0%
	Los Angeles Partnership for Early Childhood Investment	30,000		30,000	0%
	Sector Partnership Development	380,000		380,000	0%
	Southern California Grantmakers (SCG)	67,000		67,000	0%
Strategic Partnership - Grantmaking Memberships	Grantmaking Memberships	41,000		41,000	0%
Strategic Partnership - Partnership Development	Consulting	80,000		80,000	0%
	Convenings	40,000	(40,000)	-	-100%
Community Engagement and Advocacy	Municipalities Engagement	170,000	(40,000)	130,000	-24%
	Parent Advocacy and Engagement	153,000		153,000	0%
Policy & Strategy - Emerging Opportunities	Emerging Opportunities - Policy & Strategy	50,000		50,000	0%
<i>Sub-Total: Strategic Plan Policy & Strategy Support</i>		<i>\$ 9,892,000</i>	<i>\$ (115,000)</i>	<i>\$ 9,777,000</i>	<i>-1.2%</i>
INTEGRATION & LEARNING					
Communities of Practice	External Partner Learning	\$ 93,000	\$ (46,000)	\$ 47,000	-49%
	Learning Advisory Committee	20,000	(15,000)	5,000	-75%
	Organization-wide Learning	18,000	(7,000)	11,000	-39%
Data Development and Integration	Data Analytics	25,000		25,000	0%
	Data Consultant	90,000		90,000	0%
	Data Requests	5,000		5,000	0%
	First 5 LA Contracts and Grants Program Reporting Database	50,000		50,000	0%
	Indicator Development	165,000	(165,000)	-	-100%
	WIC Data Mining Research Partnership	600,000		600,000	0%
Data Partnership with Funders	Children's Data Network (CDN)	850,000		850,000	0%
Grantee Assessment	Grantee Perception Report	40,000		40,000	0%
Impact Framework	Impact Framework	400,000		400,000	0%
Knowledge Management	Knowledge Management	178,000		178,000	0%

INITIATIVE / STRATEGY NAME	PROJECT NAME	APPROVED FY 2019-20 BUDGET	PROPOSED ADJUSTMENTS	REVISED FY 2019-20 BUDGET	%
					CHANGE
Learning Plan Development	Cross Outcomes/Strategy Area	500,000	(300,000)	200,000	-60%
	ECE Outcome Area	50,000	(50,000)	-	-100%
	Health Systems Outcome Area	50,000	(50,000)	-	-100%
Program Evaluation	Best Start Learning Agenda	540,000		540,000	0%
	Early Identification and Intervention - Autism and Other Developmental Delays Evaluation	100,000		100,000	0%
	Quality Rating and Improvement System Evaluation	1,018,000	(272,000)	746,000	-27%
	Welcome Baby Impact Study	1,420,000		1,420,000	0%
<i>Sub-total Integration & Learning</i>		\$ 6,212,000	\$ (905,000)	\$ 5,307,000	-14.6%
TOTAL 2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE		\$ 106,660,000	\$ 389,000	\$ 107,049,000	0.4%
LEGACY INVESTMENTS					
Baby Friendly Hospitals	Baby Friendly Hospital Project - Cycle 4	\$ 102,000		\$ 102,000	0%
Black Infant Health	Birth Outcomes and Disparities – Policy and Systems Change	165,000	305,000	470,000	185%
	Black Infant Health Program	862,000	(350,000)	512,000	-41%
Little by Little/One Step Ahead	Little by Little/One Step Ahead Program	3,100,000		3,100,000	0%
Parent Child Interaction Therapy	Parent Child Interaction Therapy	-	35,000	35,000	100%
TOTAL LEGACY INVESTMENTS		\$ 4,229,000	\$ (10,000)	\$ 4,219,000	-0.2%
TOTAL FIRST 5 LA PROGRAM BUDGET		\$ 110,889,000	\$ 379,000	\$ 111,268,000	0.3%

BUDGET SUMMARY FY 2019-20 Mid-Year Adjustments

	Approved FY 2019-20 Budget	Estimated FY 2019-20 Expenditures	Projected Savings/ (Shortfalls)	Mid-Year Adjustments	Revised FY 2019-20 Budget
OPERATING EXPENSES					
Personnel Related Expenses					
Salaries & Wages	13,948,161	12,571,368	1,376,793	(156,250)	13,791,911
Fringe Benefits	3,919,170	1,710,041	2,209,129	-	3,919,170
Total Personnel Related Expenses	17,867,331	14,281,409	3,585,922	(156,250)	17,711,081
Operating Services					
ADP-Payroll	38,000	35,286	2,714	-	38,000
Worker's Compensation Insurance	65,000	63,139	1,861	3,000	68,000
Utilities	138,000	93,135	44,865	-	138,000
Corporate Insurance	75,000	39,586	35,414	9,300	84,300
Mileage, Parking and Other Transportation	49,980	26,226	23,754	1,000	50,980
Telephone	55,800	26,126	29,674	-	55,800
Cell Phone & Mobile Devices	51,800	27,000	24,800	(1,000)	50,800
Outside Printing & Publishing	20,500	18,020	2,481	-	20,500
Other Supplies	20,250	-	20,250	-	20,250
Postage & Delivery	13,200	3,964	9,236	-	13,200
Educational Supplies	3,900	3,935	(35)	-	3,900
Office Supplies	82,070	95,587	(13,517)	(1,500)	80,570
Subscriptions & Publications	21,155	77,724	(56,569)	(250)	20,905
Capital Outlay	134,500	191,000	(56,500)	-	134,500
Equipment-Rents & Leases	55,000	74,154	(19,154)	-	55,000
Building Repair & Maintenance	182,000	182,000	-	-	182,000
Equipment Repairs & Maintenance	13,000	10,000	3,000	-	13,000
Offsite Storage	35,152	19,960	15,192	-	35,152
Hardware & Software Maintenance	452,480	206,866	245,614	-	452,480
Miscellaneous/Contingency	70,000	-	70,000	-	70,000
Stipend/Honorarium	-	(2,700)	2,700	-	-
Internal Meetings	124,600	132,735	(8,135)	2,300	126,900
Divisional Capacity Building	100,000	-	100,000	-	100,000
Total Operating Services	1,801,387	1,323,742	477,645	12,850	1,814,237
Consultant Services					
Consultant Fees	1,372,700	734,838	637,862	107,162	1,479,862
Other Professional Fees	342,000	315,000	27,000	-	342,000
External Reviewers	1,000	-	1,000	2,700	3,700
Total Consultant Services	1,715,700	1,049,838	665,862	109,862	1,825,562
Professional Services					
Audit	80,000	61,000	19,000	-	80,000
Legal Fees	175,000	64,035	110,965	(6,000)	169,000
Professional Dues	125,740	220,866	(95,126)	1,000	126,740
Staff Recruitment	20,000	3,807	16,193	(10,000)	10,000
Commissioners Stipends	30,000	15,750	14,250	-	30,000
Web-Based Services	50,000	16,983	33,017	(2,000)	48,000
Bank & Other Service Charges	32,000	32,000	-	10,700	42,700
Total Professional Services	512,740	414,441	98,299	(6,300)	506,440
Travel Expenses					
Airfare	176,500	31,894	144,606	(2,000)	174,500
Lodging	163,900	78,037	85,863	-	163,900
Per Diem	78,500	40,989	37,511	1,000	79,500
Other Travel Expense	29,950	12,499	17,451	2,071	32,021
Total Travel Expenses	448,850	163,420	285,430	1,071	449,921
Depreciation Expense					
Depreciation Expense	-	-	-	-	-
Total Depreciation Expense	-	-	-	-	-
Professional Development					
Training Materials & Supplies	9,500	-	9,500	14,967	24,467
Internal Training	94,400	10,000	84,400	36,600	131,000
Leadership Programs	63,000	11,550	51,450	(13,000)	50,000
Conference Registrations	211,150	100,897	110,253	(5,200)	205,950
External Education/Training	104,300	76,103	28,198	5,400	109,700
Total Professional Development	482,350	198,549	283,801	38,767	521,117
Marketing					
Advertising-Print	-	-	-	-	-
Advertising-Radio	-	-	-	-	-
Advertising-Digital	-	-	-	-	-
Advertising-Out Of Home	-	-	-	-	-
Sponsorship	-	-	-	-	-
Total	-	-	-	-	-
Total OPERATING EXPENSES	22,828,358	17,431,399	5,396,959	-	22,828,358

FY 2019-20

Mid-Year Budget Adjustments

Budget & Finance Committee

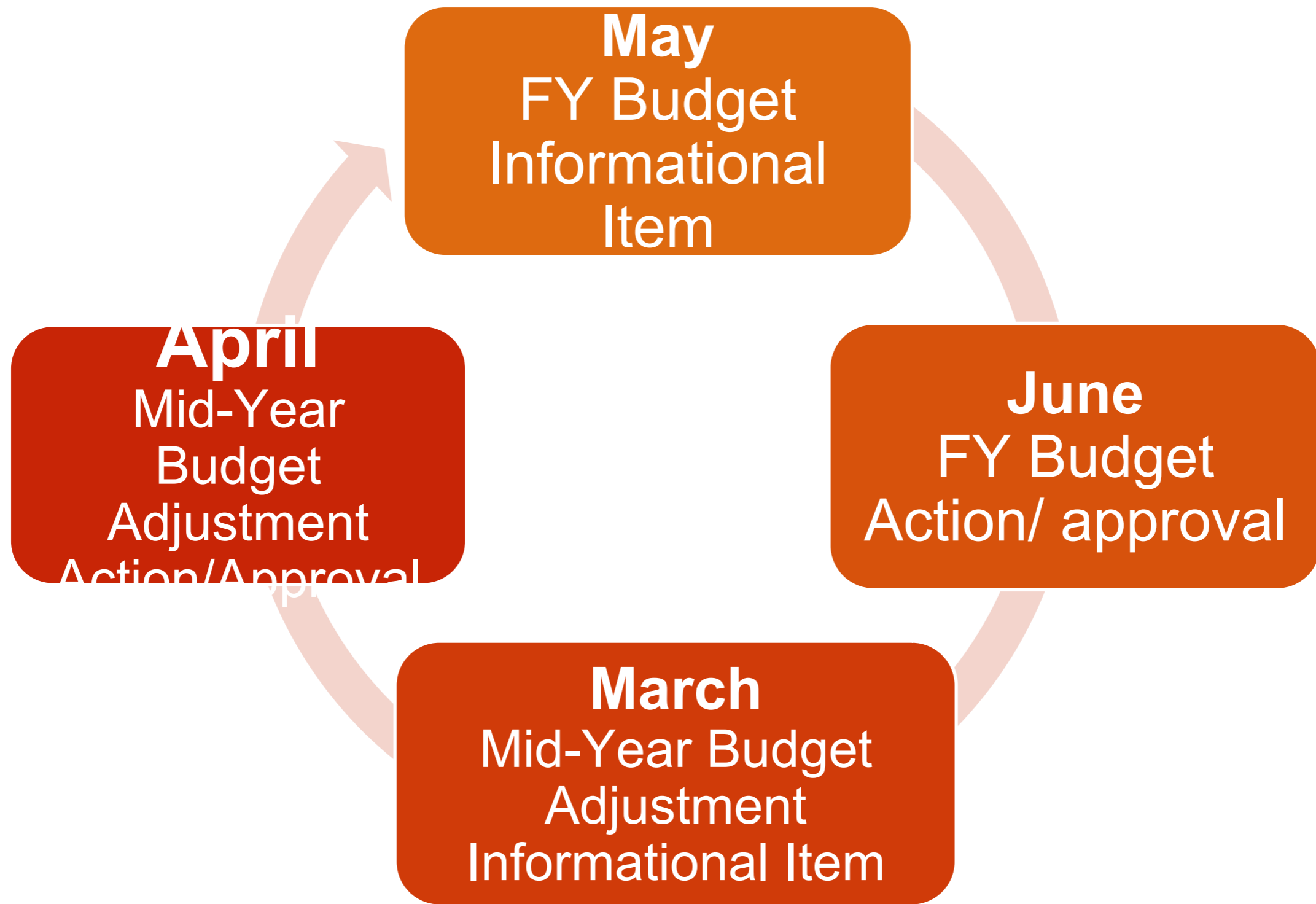
March 4, 2020



Objectives

1. Overview of key budget dates
2. Mid-Year Purpose & Process
3. High-level examination of the Mid-Year Adjustment impact to the FY 2019-20 Budget
4. High-level understanding of Program and Operating cost adjustment drivers
5. Next Steps

Commission Budget Review Process



Purpose & Process

Purpose: To adjust the current year budget (up or down) to reflect changing circumstances and updated information.

Process: Consistent with prior years, we consolidated all adjustments into a single mid-year process. Proposed adjustments include both additional identified needs as well as areas where reductions to spending authority are appropriate based on analysis of spending and updated information

Board Policy Limitations

Operating: Adjustments between line items in excess of \$25,000 must be brought to the Board of Commissioners for approval

- Historically have provided the Board with detail of all adjustments between line items, regardless of amount to provide full context and ensure transparency

Program: All adjustments to approved Program budget amounts must be brought to the Board of Commissioners for approval

FY 2019-20 Revised Budget Summary

Budget Component	Approved FY 2019-20 Budget	Proposed Adjustments	Revised FY 2019-20 Budget	% Change
Program				
<i>Total 2015-2020 Strategic Plan</i>	\$ 106,660,000	\$ 389,000	\$ 107,049,000	0.4%
<i>Legacy Investments</i>	4,229,000	(10,000)	\$ 4,219,000	-0.2%
Total Program	\$ 110,889,000	\$ 379,000	\$ 111,268,000	0.3%
Operating	22,828,358	-	22,828,358	0.0%
Total FY 2019-20 Budget	\$ 133,717,358	\$ 379,000	\$ 134,096,358	0.3%

Program Budget Highlights

Highlights are provided in the accompanying memo at the initiative level.

Exceptions to the below include new restricted revenues totaling \$425,000, and the corresponding expenditures.

- Upward Adjustments – reflect spending within an approved allocation, existing contract, or funding previously approved by the Board. This includes access to the remaining community identified project fund balances by the Regional Networks.

Program Budget Highlights

New revenue and expenditures:

- ECE Strategy 1 – ECE Policy Advocacy Fund (\$25,000)
 - Contribution from the Los Angeles County Office of Education (LACOE)
- ECE Strategy 2 – QRIS Architects Group and Systems Planning (\$200,000)
 - Contribution from LACOE
- Black Infant Health – Birth Outcomes and Disparities-Policy and Systems Change (\$200,000)
 - Contribution from the Los Angeles County Department of Public Health (LACDPH)

Total of \$425,000 in new expenditures offset by new restricted revenue for FY 2019-20

Program Budget Highlights

New revenue and expenditures:

FY 2019-20 Budget

Proposed Adjustments	\$	379,000
New Revenues		(425,000)
Total Additional Impact to Fund Balance	\$	(46,000)

Program Budget Highlights

Downward Adjustments – represent revisions to original budget estimates, primarily driven by:

- Updated information or changing circumstances
 - Final contract negotiations vs. budget estimates
 - Updated spending projections
 - Updated information regarding programmatic outcomes, targets or deliverables
- Timeline adjustments due to:
 - Procurement and contract negotiation processes (Internal)
 - Staffing and priorities (Internal)
 - Subcontracting process; training (External)
 - Partnership establishment (Internal/External)

FY 2019-20 Revised Budget – Strategic Plan

Budget Component	Approved FY 2019-20 Budget	Proposed Adjustments	Revised FY 2019-20 Budget	% Change
Program				
<i>2015-2020 Strategic Plan: Focusing for the Future</i>				
<i>Strategic Plan Priority Outcome Areas</i>				
Families	\$ 39,343,000	\$ (210,000)	\$ 39,133,000	-0.5%
Communities	19,470,000	2,161,000	21,631,000	11.1%
Early Care & Education	26,046,000	504,000	26,550,000	1.9%
Systems				
Health-Related Systems	5,697,000	(1,046,000)	4,651,000	-18.4%
Strategic Plan Policy & Strategy Support	9,892,000	(115,000)	9,777,000	-1.2%
Integration & Learning	6,212,000	(905,000)	5,307,000	-14.6%
Total 2015-2020 Strategic Plan	\$ 106,660,000	\$ 389,000	\$ 107,049,000	0.4%

Operating Budget Summary

Operating Cost Category	Approved FY 19-20 Budget	Proposed Adjustments	Revised FY 19-20 Budget	% Change
Personnel Services	\$ 17,867,331	\$ (156,250)	\$ 17,711,081	-0.9%
Operating Expenses	1,801,387	12,850	1,814,237	0.7%
Consultant Services	1,715,700	109,862	1,825,562	6.4%
Professional Services	512,740	(6,300)	506,440	-1.2%
Travel Expenses	448,850	1,071	449,921	0.2%
Professional Development	482,350	38,767	521,117	8.0%
Total Operating Costs	\$ 22,828,358	\$ -	\$ 22,828,358	0.0%

Operating Budget Highlights

- Cost Neutral
- The administrative limit remains within the dollar amount limit approved by the Board of \$13.5 million.
- Cost savings in the Personnel line item was used to offset the costs in other areas of the Operating Budget
- The SPR4 process has resulted in a greater need for Consultant Services and support resources, as has CAP's need to support the Procurement Reform Project

Next Steps

- March 12, 2020– Commission Meeting
 - Information Item: Discussion of draft FY 2019-20 Mid-Year Revised Budget
- April 9, 2020– Commission Meeting
 - Action Item (CONSENT): Provide the FY 2019-20 Mid-Year Revised Budget for approval

Adjustments will inform:

- Development of the FY 2020-21 Budget

Questions

