

# AGENDA

## MEETING OF THE BOARD OF COMMISSIONERS

Chair: Holly J. Mitchell

Thursday, May 14, 2026  
1:30 PM – 4:30 PM

### Meeting Location:

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

1. **ACTION**  
Call to Order / Roll Call
2. **INFORMATION**  
AB 2449 Request to Participate Remotely Due to Just Cause or Emergency Circumstances
3. **ACTION**  
**Consent**
  - A. Approve Commission Meeting Summary Action Minutes – March 12, 2026 4
  - B. Approve two (2) new agreements and authorize staff to complete the final execution of the new agreements upon approval from the Board. 9
  - C. Approve the Monthly Financial Statements for the Months Ending February 28 and March 31, 2026 11
4. **RECEIVE AND FILE** 20  
Review Program and Planning Committee Summary Minutes from September 25, 2025, Meeting
5. **INFORMATION**  
Remarks by the Commission Chair of the Board
6. **INFORMATION** 24  
President/CEO Report
7. **INFORMATION** 30  
Amend Strategic Partnerships with Eight (8) Hospitals in Los Angeles County in the Amount of \$14,314,284 for a Total of \$319,148,965 Through June 30, 2027, to Continue Implementing the Welcome Baby Program (Written Only)
8. **INFORMATION** 33  
Finance Update: Present the Draft FY 2026-27 Proposed Budget, with a focus on programmatic expenditures, and provide a high-level update on the Long-Term Financial Plan (LTFP)

#### COMMISSIONERS

Los Angeles County Supervisor  
Holly J. Mitchell  
Chair  
  
Brandon Nichols  
Vice Chair

Barbara Forst, Ph.D.  
M.P.H., M.Ed.  
Alicia M. M.D.  
Summer McBride  
Maicela Ramirez,  
L.D.P.  
Carol Sigala, Ph.D.

#### EX OFFICIO MEMBERS

Robert Burr, Ph.D.  
Deanne Tiron Durfee  
Jacquelyn McCroskey, DSW

#### PRESIDENT & CEO

Holly Mitchell

#### VICE PRESIDENTS

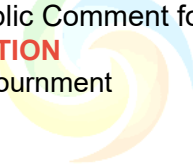
Aurea Montes-Rodriguez  
JR Nino

- Presenters: JR Nino, VP Operations and Sustainability; Raoul Ortega, Director of Finance; Daisy Lopez, Manager, Financial Planning & Analysis**
9. **INFORMATION** 223  
Home Visiting: Current State and Future System Opportunities

**Presenters: Aurea Montes-Rodriguez, VP of Community Engagement and Policy; Diana Careaga, Director of Family Supports; Sharlene Gozalians, DRPH, MPH, CHES, Director of LABBN, Dignity Health – California Hospital Medical Center LA Best Babies Network; Melissa R. Franklin, EdD, MBA, Director, Division of Maternal, Child, & Adolescent Health - Health Promotion Bureau Los Angeles County Department of Public Health; Kim Goll, President & CEO, First 5 Orange County; Kathryn Icenhower, PhD, LCSW, Chief Executive Officer - SHIELDS for Families**

**NOTE: There will be a break halfway through this item.**

10. **INFORMATION**  
Public Comment for items not on the agenda
11. **ACTION**  
Adjournment



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**SUMMARY ACTION MINUTES**

**FIRST 5 LA  
March 12, 2026  
Hybrid**

**Special Meeting of the Board of Commissioners  
12:15-1:15 pm  
Meeting of the Board of Commissioners  
1:30-4:30 pm**

**COMMISSIONERS PRESENT**

**Commissioners:**

Luis Bautista (Alternate)  
Barbara Ferrer  
Astrid Heger  
Abigail Marquez  
Summer McBride  
Holly Mitchell (Chair)  
Brandon Nichols  
Carol Sigala  
Julie Taren (Alternate)

**Ex-Officio Commissioners:**

Justin Blakely  
Robert Byrd  
Jacquelyn McCroskey  
Deanne Tilton Durfee

**COMMISSIONERS ABSENT:**

Maricela Ramirez  
Alma Cortes

**STAFF PRESENT:**

Karla Pleitez Howell, President & CEO  
Aurea Montes-Rodriguez, Vice President of  
Community Engagement and Policy  
JR Nino, Vice President of Operations &  
Sustainability  
Linda Vo, Board Relations Manager

**GENERAL COUNSEL:**

Serita Young, Attorney-at-Law

**CALL TO ORDER / ROLL CALL:**

1. Commission Chair Mitchell called the meeting to order at 1:32 pm. Quorum was present.

**COMMISSION: (Items 2– 13)**

2. **AB 2449 Request(s) to Participate Remotely Due to Emergency Circumstances and Notice(s) of Remote Participation for Just Cause**

No Commissioners joined under AB 2449.

3. **Report out on Closed Session of the Board of Commissioners – March 12, 2026**

Serita Young, First 5 LA's legal counsel, indicated there were no reportable actions from the closed session.

4. **CONSENT**

**A. Approve Commission Meeting Summary Action Minutes – February 12, 2026**

**B. Approve the Monthly Financial Statements for the Months Ending December 31, 2025 and January 31, 2026**

**C. Approve the FY 2025-26 Mid-Year Revised Budget**

**SUMMARY ACTION MINUTES  
SPECIAL MEETING OF THE BOARD OF COMMISSIONERS (HYBRID)  
12:15-1:15 pm  
MEETING OF THE BOARD OF COMMISSIONERS (HYBRID)  
March 12, 2026  
1:30-4:30 pm**

## SUMMARY ACTION MINUTES

- D. Authorize First 5 LA to Receive Funds from WestEd for the Building Equitable Early Learning and Care Systems (BEELS) Project and Approve Resolution #2026-01 and Authorize First 5 LA Staff to Execute an Agreement in the Anticipated Amount of up to \$100,000 through September 27, 2027.**

**M/S (Sigala/Bautista)**

Luis Bautista – Aye  
Barbara Ferrer – Aye  
Astrid Heger – Aye  
Abigail Marquez – Aye  
Summer McBride – Aye  
Holly Mitchell – Aye  
Brandon Nichols – Aye  
Carol Sigala – Aye  
Julie Taren – Aye

### THE ITEMS WERE APPROVED UNANIMOUSLY

**5. Remarks by the Commission Chair of the Board**

Remarks were given by Commission Chair Mitchell.

**6. President & CEO's Report**

No report-out was provided by Karla Pleitez Howell. She reserved the time to allow for more public comments.

**7. Federal and State Budget Updates**

**Presenters:**

- **Aurea Montes-Rodriguez**
- **Chris Hoene, Executive Director, California Budget & Policy Center**

Chris Hoene from the California Budget and Policy Center provided an overview of the state's fiscal landscape, noting that high poverty rates and widening inequality persist despite strong revenue growth. A significant portion of the presentation focused on the detrimental impacts of federal HR1 legislation, which threatens Medi-Cal and CalFresh benefits for nearly 2 million Californians. While the Governor's proposed budget currently lacks new revenue solutions or a formal response to these federal shifts, Hoene emphasized that the state's ability to backfill these losses is limited without a more progressive revenue strategy. He highlighted specific inefficiencies in the corporate tax structure, noting that 45% of California corporations pay the minimum \$800 tax, and proposed reforms such as eliminating the "Water's Edge" election and restructuring R&D tax credits to bolster state funds.

The subsequent discussion underscored the broader economic consequences of these budget challenges. Dr. Ferrer and Commissioner Blakely voiced concerns that federal cuts would destabilize the healthcare system and lead to significant job losses, impacting more than just the most vulnerable populations. While some legislative members are advocating for the May

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## SUMMARY ACTION MINUTES

budget revision to address the fallout from HR1, Hoene noted that comprehensive tax credit reform remains an uphill battle. The group concluded by emphasizing the urgent need for state-level advocacy and long-term tax policy shifts to bridge funding gaps and protect critical early education and social services from permanent damage.

There is no further discussion on this item.

### 8. **A Portrait of Los Angeles County 2026**

This item focused on the presentation of "A Portrait of Los Angeles County 2026," a report by Measure of America that utilizes the Human Development Index (HDI) to evaluate well-being through life expectancy, education, and median earnings. Key findings and subsequent discussions are consolidated below:

Human Development and Racial Disparities -- The report revealed significant systemic inequalities across demographic and geographic lines. A major point of discussion was the impact of racism on health outcomes, noting that highly educated Black individuals frequently face worse health outcomes than less-educated individuals from other racial groups. Data highlighted stark disparities in life expectancy, prompting a focus on nine specific recommendations across health, education, and economic security to address these gaps.

Impact of Gentrification and COVID-19 -- Participants examined how external factors have shifted these metrics, specifically the destabilizing effects of COVID-19 and the challenges of gentrification in areas like Culver City. While some indicators showed improvement, the panelists acknowledged that these gains are often offset by the displacement of lower-income residents. There was a stated need for more granular data, specifically disaggregated information for Latina women, to better inform local interventions.

There is no further discussion on this item.

### 9. **Break**

### 10. **Holding the Line for Families: A Look at Los Angeles' Crisis Intervention and Prevention in Uncertain Times**

#### **Presenters:**

- **Aurea Montes-Rodriguez**
- **Carrie D. Miller, Ph.D., Senior Manager, Policy Implementation and Alignment Branch, County of Los Angeles**
- **Kristina Meza, Executive Director, Poverty Alleviation, Policy Implementation and Alignment Branch, County of Los Angeles**
- **Debra Colman, MSW, Director – LA County Office of the Advancement for Early Childhood Education (OAECE)**
- **Abigail Marquez, General Manager, City of Los Angeles Community Investment for Families Department**
- **Veronica McDonnell, Assistant General Manager, Community Services and Development Division, City of Los Angeles Community Investment for Families Department**

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## SUMMARY ACTION MINUTES

The presentation centered on strengthening Los Angeles' prevention infrastructure and advancing multi-sector strategies to mitigate the impacts of federal instability on local families. Key updates and strategic initiatives are consolidated below:

**Federal Response and Crisis Intervention** -- In response to federal funding freezes and an anticipated "benefits cliff," the county has operationalized a crisis intervention plan. Directed by Carrie Miller, this strategy involves mobilizing remaining resources from previous government shutdowns to launch food distribution efforts in April. The objective is to connect short-term emergency interventions with long-term systems building to ensure a stable prevention infrastructure regardless of federal volatility.

The Poverty Alleviation Initiative introduced a new tracking dashboard that utilizes three metrics to monitor real-time poverty rates and food assistance needs across the county. Significant progress was reported in guaranteed income efforts, specifically the expansion of support for foster youth and pilot programs for General Relief recipients. Additionally, the Community Investment for Families Department highlighted the impact of its 19 Family Source Centers, which provided \$5.18 million in financial assistance and essential services to over 55,000 individuals last year.

Presenters underscored the importance of addressing the critical shortage of infant and toddler care that remains a top priority. A comprehensive report, informed by over 300 stakeholders, outlines 20 recommendations focused on capacity, affordability, and workforce compensation. Current initiatives include LAUSD's plan to repurpose school campuses for childcare, the launch of a countywide childcare campaign, and navigator training for staff to help families access early learning programs. Special emphasis was placed on supporting family childcare homes and reducing regulatory barriers to entry.

The Board discussed adopting a "hubs framework" model to streamline community-based support services. A central theme of this discussion was the critical need to distinguish between "crisis response" and "true prevention" during resource allocation. By focusing on a prevention-first model, the county aims to move beyond reactive measures toward proactive, community-based hubs that foster long-term family stability and resilience.

### Public Comments:

Public testimony centered on the transition of Best Start programs, with community members and leaders advocating for an 18-month transition period to ensure stability.

Key themes included:

- **Program Impact:** Parents highlighted how Best Start supports early development and community well-being.
- **Fiscal Resilience:** Advocates urged the Board to prevent a "fiscal cliff" by maintaining current infrastructure.
- **Sustaining Trust:** The public emphasized that a gradual transition is vital to preserve the long-term relationships and trust built within these communities.

There is no further discussion on this item.

**SUMMARY ACTION MINUTES**  
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March 12, 2026  
1:30-4:30 pm

**SUMMARY ACTION MINUTES**

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

No general public comments were provided.

**ADJOURNMENT:**

The Commission adjourned at 5:00 pm.

**NEXT MEETING:**

The next Commission meeting will take place on Thursday, May 14, 2026, at 1:30 pm.

Meeting details will be posted per Brown Act Requirements  
Meeting minutes were recorded by Linda Vo, Board Relations Manager

**First 5 LA**

**SUBJECT:**

**Contracts for approval**

**RECOMMENDATION:**

**Approve two (2) new agreements and authorize staff to complete the final execution of the new agreements upon approval from the Board.**

**BACKGROUND:**

Pursuant to the Procurement Policy adopted on September 9, 2021, contracts and amendments over \$150,000 in the aggregate shall be presented to the Board of Commissioners as an item under Consent for approval prior to execution.

First 5 LA's programmatic budget for FY 2025-26 totals \$67,347,252, and the administrative support budget totals \$12,652,748. Funding for the new agreement and renewal is included in the FY 2025-26 budget approved at the June 12, 2025, Board of Commissioners meeting.

A description of the contractor's project and scope of work for FY 2025-26 and FY 26-27 is provided in Attachment A. Upon approval of the agreement presented below, staff will complete the final execution of the renewal.

**DISCUSSION:**

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

Attachment A  
May 2026

NEW										
	DEPARTMENT	DEPARTMENT/ 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
1	Strategic Initiatives Development Fund	Strategy & Culture/Strategic Initiatives Development Fund/ Strategic Initiatives Development Fund	<p><b>CALIFORNIANS TOGETHER (Contract #10514)</b> The Contractor will complete a site-specific pilot in two Los Angeles Unified School District (LAUSD) school sites to inform district-wide and county-level multilingual learner (MLL) transitional kindergarten (TK) access and expansion. The pilot will engage the community, develop MLL TK resources, and develop a narrative change strategy.</p> <p>Part of the funding for this contract is included in the FY25-26 budget approved at the June 12, 2025, Board of Commissioners meeting. The remaining budget will be included in the FY 26-27 budget which is anticipated to be presented to the Board for approval at the June 11, 2026 Meeting of the Board of Commissioners.</p>	RFP	7 months	\$250,000	<p>\$ 250,000</p> <p>Estimated FY 25-26 Spending: \$36,000</p> <p>Impact to FY 26-27 Budget: \$214,000</p>	May 15, 2026	December 18, 2026	December 18, 2026
2	Strategic Initiatives Development Fund	Strategy & Culture/Strategic Initiatives Development Fund/ Strategic Initiatives Development Fund	<p><b>Sobrato Early Academic Language Program (SEAL) (Contract #10515)</b> The Contractor will pilot a hybrid implementation model that bridges site-specific innovation with district-wide impact. The pilot will include the training of 25 transitional kindergarten (TK) educators to better serve multilingual learners through a summer learning effort, as well as parent workshops on how to support multilingual learners and benefits of TK.</p> <p>Part of the funding for this contract is included in the FY25-26 budget approved at the June 12, 2025, Board of Commissioners meeting. The remaining budget will be included in the FY 26-27 budget which is anticipated to be presented to the Board for approval at the June 11, 2026 Meeting of the Board of Commissioners.</p>	RFP	7 months	\$250,000	<p>\$ 250,000</p> <p>Estimated FY 25-26 Spending: \$36,000</p> <p>Impact to FY 26-27 Budget: \$214,000</p>	May 15, 2026	December 18, 2026	December 18, 2026

## FIRST 5 LA

**SUBJECT:**  
Monthly Financial Reports

**RECOMMENDATION:**  
Approval of the monthly financial statements for the months ending February 28, and March 31, 2026.

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

**DISCUSSION:**

**February 28, 2026**

First 5 LA began the month of February with a cash balance of \$272.0 million. During the month, we received \$1.2 million in revenues. We had \$4.2 million in program expenditures, and \$860,879 in operating expenditures. As a result, First 5 LA ended the month with a cash balance of \$268.2 million.

No Tobacco Tax (Prop 10) revenue was received in February 2026.

**March 31, 2026**

First 5 LA began the month of March with a cash balance of \$268.2 million. During the month, we received \$6.6 in revenue which includes 4.1 million of tobacco tax revenue for January (\$3.1 million), and February (\$982,105). We had \$3.8 million in program expenditures, and \$1.0 million in operating expenditures. As a result, First 5 LA ended the month with a cash balance of \$269.9 million.

This report includes detailed financial information for the months ending February 28, and March 31, 2026. 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 February 28, and March 31, 2026.
- Detailed operating and program expenditures: Shows expenses against the FY 2025-26 Budget approved on June 12, 2025.

**Los Angeles County Children and Family First -  
Proposition 10 Commission (aka) First 5 LA  
Revenue and Expense Statement  
February 28, 2026, Unaudited**

	<b>REVENUES AND EXPENDITURES</b>	
<b>Net Position as of Net Position January 31, 2026</b>	<b>\$ 272,037,580</b>	
<b>Revenue</b>		
Monthly State Allotments	-	
State Commission - Other Program Funds	450,000	
Interest Income - Unreserved	744,038	
Investment Income - Other	-	
Other General Revenues-Rental Income	48,887	
<b>Total Revenue</b>	<b>\$ 1,242,925</b>	
<b>Expenses</b>		
<b>Program Budget (Attachment A)</b>		
2024-2029 Strategic Plan	\$ 4,239,562	
Strategic Initiatives Development Fund	-	
<b>Total Initiative/Program Expenses</b>	<b>\$ 4,239,562</b>	
<b>Operation and Administration (Attachment B)</b>		
Personnel	\$ 580,374	
General Operating	172,561	
Consultant Services	90,108	
Professional Services	12,914	
Travel Expenses	1,188	
Professional Development	2,813	
Capital Improvements	921	
<b>Total Operation and Administration</b>	<b>\$ 860,879</b>	
<b>Total Expenses</b>	<b>\$ 5,100,441</b>	
<b>Variance (Revenue - Expenses)</b>	<b>\$ (3,857,517)</b>	
<b>Net Position as of February 28, 2026</b>	<b>\$ 268,180,063</b>	<b>(2)</b>

**NOTE:**

- 1) Tobacco tax revenue for November and December 2025.
- 2) Net Position excludes fixed assets and liabilities.

**LOS ANGELES COUNTY CHILDREN AND FAMILY FIRST - PROPOSITION 10 COMMISSION (AKA FIRST 5 LA)**  
**PROGRAM EXPENDITURES BY FY 2023-24 BUDGET**  
**FEBRUARY 28, 2026, UNAUDITED**

INITIATIVE/PROGRAM	FY 2025-26 BUDGET	FEBRUARY EXPENDITURES	FISCAL YTD EXPENDITURES	BALANCE REMAINING
<b>2024-2029 STRATEGIC PLAN</b>				
Center for Family Systems				
Family Supports	30,699,413	2,777,193	15,982,931	14,716,482
Health Systems	1,156,000	15,212	514,997	641,003
Center Support	175,000	-	50,000	125,000
Center for Community Engagement Policy				
Communities	10,189,050	656,938	3,661,515	6,527,535
Impact & Accountability	1,414,000	73,205	252,579	1,161,421
Public Policy & Early Care and Education	9,765,000	661,356	5,343,060	4,421,940
Center for Strategy & Culture				
Communications	1,463,500	55,658	203,503	1,259,997
<b>Subtotal 2024-2029 Strategic Plan</b>	<b>54,861,963</b>	<b>4,239,562</b>	<b>26,008,586</b>	<b>28,853,377</b>
Strategic Initiatives Development Fund	4,751,470	-	280,467	4,471,003
<b>TOTAL</b>	<b>59,613,433</b>	<b>4,239,562</b>	<b>26,289,053</b>	<b>28,853,377</b>

The FY 2025-26 program budget was approved by the Board of Commissioners on June 12, 2025.

**NOTES:**

Journal entries for FY 2023-24 accrued expenses were reversed in July 2024. The amounts reported are the actual/accrual program expenditures for February 2026.

**Los Angeles County Children and Family First -  
Proposition 10 Commission (aka) First 5 LA  
Operating & Administrative Budget Update  
February 28, 2026, UNAUDITED**

OPERATION AND ADMINISTRATION EXPENSE	FEBRUARY ACTUAL	FISCAL YTD ACTUAL	FY 2025-26 BUDGET	FISCAL YTD VARIANCE
<b>Personnel Services</b>				
Salaries & Wages	463,103	5,846,781	11,788,254	5,941,473
Fringe Benefits	117,271	2,117,357	4,583,872	2,466,515
<b>Total Personnel Services</b>	<b>580,374</b>	<b>7,964,138</b>	<b>16,372,126</b>	<b>8,407,988</b>
<b>General Operating Expenses</b>				
ADP Payroll Charges	2,610	17,988	40,000	22,012
Workers Compensation Insurance	-	38,035	84,919	46,884
Utilities	24,723	96,273	185,000	88,727
Corporate Insurance	-	143,549	140,800	(2,749)
Mileage, Parking and Other Transportation	177	2,305	22,965	20,660
Telephones	5,908	21,504	53,300	31,796
Cell Phones & Mobile Devices	6,800	54,750	108,300	53,550
Outside Printing & Publishing	165	165	2,300	2,135
Other Supplies	779	4,257	3,000	(1,257)
Postage & Delivery	147	884	2,510	1,626
Educational Supplies	53	380	5,000	4,620
Office Supplies	1,931	12,661	34,790	22,129
Subscriptions & Publication	222	4,737	34,000	29,263
Equipment-Rents & Leases	1,321	12,513	21,000	8,487
Building Repair & Maintenance	34,438	106,496	170,000	63,504
Equipment Repair & Maintenance	-	574	6,500	5,926
Offsite Storage	233	1,649	5,200	3,551
Hardware & Software Maintenance	91,467	182,106	404,000	221,894
Miscellaneous/Contingency	580	18,644	89,800	71,156
Internal Meeting	1,007	16,907	89,200	72,293
Divisional Capacity Building	-	1,750	19,000	17,250
<b>Total General Operating Expenses</b>	<b>172,561</b>	<b>738,127</b>	<b>1,521,584</b>	<b>783,457</b>
<b>Consultant Services</b>				
Consultant Fees	27,686	338,766	972,000	633,234
Other Professional Fees	62,422	182,207	311,900	129,693
<b>Total Consultant Services</b>	<b>90,108</b>	<b>520,973</b>	<b>1,283,900</b>	<b>762,927</b>
<b>Professional Services</b>				
Audit	-	49,370	72,000	22,630
Legal Fees	2,509	48,964	200,000	151,036
Professional Dues	8,518	33,217	74,250	41,033
Staff Recruitment	114	1,761	10,000	8,239
Commission Stipends	750	4,200	20,000	15,800
Web-Based Services	1,023	17,951	70,000	52,049
Bank & Other Service Charges	-	4,733	12,000	7,267
<b>Total Professional Services</b>	<b>12,914</b>	<b>160,196</b>	<b>458,250</b>	<b>298,054</b>
<b>Travel Expenses</b>				
Airfare	122	5,669	117,125	111,456
Lodging	309	10,742	115,348	104,606
Per Diem	-	3,026	45,270	42,244
Other Travel Expense	757	4,106	18,865	14,759
<b>Total Travel Expenses</b>	<b>1,188</b>	<b>23,543</b>	<b>296,608</b>	<b>273,065</b>
<b>Professional Development</b>				
Training Material & Supplies	-	-	12,100	12,100
In-house Training	-	-	64,300	64,300
Leadership Programs	-	8,821	135,000	126,179
Conference/Training Registrations	2,813	7,788	89,700	81,912
Outside Training	-	1,970	49,500	47,530
<b>Total Professional Development</b>	<b>2,813</b>	<b>18,579</b>	<b>350,600</b>	<b>332,021</b>
<b>Capital Improvements</b>				
Capital Outlay (Equipment Purchases)	921	20,459	103,500	83,041
<b>Total Capital Improvements</b>	<b>921</b>	<b>20,459</b>	<b>103,500</b>	<b>83,041</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>860,879</b>	<b>9,446,015</b>	<b>20,386,567</b>	<b>10,940,553</b>

**NOTES - OPERATING & ADMINISTRATIVE BUDGET UPDATE:**

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

The FY 2025-26 operating budget was approved by the Board of Commissioners on June 12, 2025.

**Los Angeles County Children and Families First -  
Proposition 10 Commission  
Statement of Net Assets  
February 28, 2026 Unaudited**

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**Current Assets:**

Cash	\$	2,694,675
Cash- Morlin Mgmt Corp		243,437
Investment:		
Operating and Allocated funds		253,425,948
Advance - Regional Network (RN)		561,487
Advance - Various		198,650
Other Receivables		16,826
<b>Total Current Assets</b>	<b>\$</b>	<b><u>257,141,023</u></b>

**Fixed Assets:**

Land	\$	2,039,000
Building & Improvements		15,970,799
Furniture & Fixtures		627,671
Computer, Software & Accessories		2,280,106
Office Equipment		346,044
Accumulated Depreciation		(8,388,282)
CIP Phase-II		1,441,837
<b>Total Fixed Assets</b>	<b>\$</b>	<b><u>14,317,175</u></b>

<b>Total Assets</b>	<b>\$</b>	<b><u><u>271,458,197</u></u></b>
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**Liabilities and Net Assets**

**Current liabilities:**

Other Liabilities	\$	250,861 (1)
<b>Total Current Liabilities</b>	<b>\$</b>	<b><u>250,861</u></b>

**Net Assets:**

Investment in capital assets	\$	14,317,175
Restricted		256,890,162
<b>Total Net Assets</b>	<b>\$</b>	<b><u>271,207,336</u></b>

<b>Total Liabilities and Net Assets</b>	<b>\$</b>	<b><u><u>271,458,197</u></u></b>
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**NOTES:**

(1) Other Liabilities include accounts payable, and other related liabilities.

**Los Angeles County Children and Family First -  
Proposition 10 Commission (aka) First 5 LA  
Revenue and Expense Statement  
March 31, 2026, Unaudited**

	<b>REVENUES AND EXPENDITURES</b>	
<b>Net Position as of Net Position February 28, 2026</b>	<b>\$ 268,180,063</b>	
<b>Revenue</b>		
Monthly State Allotments	4,112,419	
CA Electronic Cigarette Excise Tax (CECET) FY205-26 Q2	126,114	
State Commission - Other Program Funds	1,664,142	
Interest Income - Unreserved	601,930	
Investment Income - Other	-	
Other General Revenues-Rental Income	48,887	
<b>Total Revenue</b>	<b>\$ 6,553,492</b>	
<b>Expenses</b>		
<b>Program Budget (Attachment A)</b>		
2024-2029 Strategic Plan	\$ 3,805,571	
Strategic Initiatives Development Fund	2,000	
<b>Total Initiative/Program Expenses</b>	<b>\$ 3,807,571</b>	
<b>Operation and Administration (Attachment B)</b>		
Personnel	\$ 947,738	
General Operating	51,755	
Consultant Services	21,257	
Professional Services	13,009	
Travel Expenses	2,339	
Professional Development	13,754	
Capital Improvements	-	
<b>Total Operation and Administration</b>	<b>\$ 1,049,852</b>	
<b>Total Expenses</b>	<b>\$ 4,857,423</b>	
<b>Variance (Revenue - Expenses)</b>	<b>\$ 1,696,069</b>	
<b>Net Position as of March 31, 2026</b>	<b>\$ 269,876,132</b>	<b>(2)</b>

**NOTE:**

- 1) Tobacco tax revenue for January and February 2026.
- 2) Net Position excludes fixed assets and liabilities.

**LOS ANGELES COUNTY CHILDREN AND FAMILY FIRST - PROPOSITION 10 COMMISSION (AKA FIRST 5 LA)**  
**PROGRAM EXPENDITURES BY FY 2023-24 BUDGET**  
**MARCH 31, 2026, UNAUDITED**

INITIATIVE/PROGRAM	FY 2025-26 BUDGET	MARCH EXPENDITURES	FISCAL YTD EXPENDITURES	BALANCE REMAINING
<b>2024-2029 STRATEGIC PLAN</b>				
Center for Family Systems				
Family Supports	30,699,413	2,055,993	18,038,924	12,660,489
Health Systems	1,156,000	41,983	556,980	599,020
Center Support	175,000	-	50,000	125,000
Center for Community Engagement Policy				
Communities	10,189,050	754,092	4,415,607	5,773,443
Impact & Accountability	1,414,000	27,270	279,849	1,134,151
Public Policy & Early Care and Education	9,765,000	904,634	6,247,693	3,517,307
Center for Strategy & Culture				
Communications	1,463,500	21,599	225,102	1,238,398
<b>Subtotal 2024-2029 Strategic Plan</b>	<b>54,861,963</b>	<b>3,805,571</b>	<b>29,814,157</b>	<b>25,047,806</b>
Strategic Initiatives Development Fund	4,751,470	2,000	282,467	4,469,003
<b>TOTAL</b>	<b>59,613,433</b>	<b>3,807,571</b>	<b>30,096,624</b>	<b>29,516,809</b>

The FY 2025-26 program budget was approved by the Board of Commissioners on June 12, 2025.

**NOTES:**

Journal entries for FY 2023-24 accrued expenses were reversed in July 2024. The amounts reported are the actual/accrual program expenditures for March 31, 2026.

**Los Angeles County Children and Family First -  
Proposition 10 Commission (aka) First 5 LA  
Operating & Administrative Budget Update  
March 31, 2026, UNAUDITED**

OPERATION AND ADMINISTRATION EXPENSE	FEBRUARY ACTUAL	FISCAL YTD ACTUAL	FY 2025-26 BUDGET	FISCAL YTD VARIANCE
<b>Personnel Services</b>				
Salaries & Wages	707,516	6,554,297	11,788,254	5,233,957
Fringe Benefits	240,222	2,357,579	4,583,872	2,226,293
<b>Total Personnel Services</b>	<b>947,738</b>	<b>8,911,876</b>	<b>16,372,126</b>	<b>7,460,250</b>
<b>General Operating Expenses</b>				
ADP Payroll Charges	2,780	20,768	40,000	19,232
Workers Compensation Insurance	-	38,035	84,919	46,884
Utilities	-	96,273	185,000	88,727
Corporate Insurance	-	143,549	140,800	(2,749)
Mileage, Parking and Other Transportation	370	2,675	22,965	20,290
Telephones	5,912	27,416	53,300	25,884
Cell Phones & Mobile Devices	6,800	61,550	108,300	46,750
Outside Printing & Publishing	19	184	2,300	2,116
Other Supplies	-	4,257	3,000	(1,257)
Postage & Delivery	-	884	2,510	1,626
Educational Supplies	-	380	5,000	4,620
Office Supplies	2,031	14,692	34,790	20,098
Subscriptions & Publication	18,310	23,047	34,000	10,953
Equipment-Rents & Leases	1,068	13,581	21,000	7,419
Building Repair & Maintenance	733	107,229	170,000	62,771
Equipment Repair & Maintenance	-	574	6,500	5,926
Offsite Storage	186	1,835	5,200	3,365
Hardware & Software Maintenance	12,521	194,627	404,000	209,373
Miscellaneous/Contingency	-	18,644	89,800	71,156
Internal Meeting	1,025	17,932	89,200	71,268
Divisional Capacity Building	-	1,750	19,000	17,250
<b>Total General Operating Expenses</b>	<b>51,755</b>	<b>789,882</b>	<b>1,521,584</b>	<b>731,702</b>
<b>Consultant Services</b>				
Consultant Fees	21,257	360,023	972,000	611,977
Other Professional Fees	-	182,207	311,900	129,693
<b>Total Consultant Services</b>	<b>21,257</b>	<b>542,230</b>	<b>1,283,900</b>	<b>741,670</b>
<b>Professional Services</b>				
Audit	-	49,370	72,000	22,630
Legal Fees	9,314	58,278	200,000	141,722
Professional Dues	872	34,089	74,250	40,161
Staff Recruitment	-	1,761	10,000	8,239
Commission Stipends	1,800	6,000	20,000	14,000
Web-Based Services	1,023	18,974	70,000	51,026
Bank & Other Service Charges	-	4,733	12,000	7,267
<b>Total Professional Services</b>	<b>13,009</b>	<b>173,205</b>	<b>458,250</b>	<b>285,045</b>
<b>Travel Expenses</b>				
Airfare	1,364	7,033	117,125	110,092
Lodging	366	11,108	115,348	104,240
Per Diem	224	3,250	45,270	42,020
Other Travel Expense	385	4,491	18,865	14,374
<b>Total Travel Expenses</b>	<b>2,339</b>	<b>25,882</b>	<b>296,608</b>	<b>270,726</b>
<b>Professional Development</b>				
Training Material & Supplies	1,976	1,976	12,100	10,124
In-house Training	-	-	64,300	64,300
Leadership Programs	5,400	14,221	135,000	120,779
Conference/Training Registrations	5,903	13,691	89,700	76,009
Outside Training	475	2,445	49,500	47,055
<b>Total Professional Development</b>	<b>13,754</b>	<b>32,333</b>	<b>350,600</b>	<b>318,267</b>
<b>Capital Improvements</b>				
Capital Outlay (Equipment Purchases)	-	20,459	103,500	83,041
<b>Total Capital Improvements</b>	<b>-</b>	<b>20,459</b>	<b>103,500</b>	<b>83,041</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>1,049,852</b>	<b>10,495,867</b>	<b>20,386,567</b>	<b>9,890,701</b>

**NOTES - OPERATING & ADMINISTRATIVE BUDGET UPDATE:**

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

The FY 2025-26 operating budget was approved by the Board of Commissioners on June 12, 2025.

**Los Angeles County Children and Families First -  
Proposition 10 Commission  
Statement of Net Assets  
March 31, 2026 Unaudited**

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**Current Assets:**

Cash	\$	4,329,877
Cash- Morlin Mgmt Corp		243,437
Investment:		
Operating and Allocated funds		253,594,943
Advance - Regional Network (RN)		467,906
Advance - Various		198,650
Other Receivables		-
<b>Total Current Assets</b>	<b>\$</b>	<b><u>258,834,812</u></b>

**Fixed Assets:**

Land	\$	2,039,000
Building & Improvements		15,970,799
Furniture & Fixtures		627,671
Computer, Software & Accessories		2,280,106
Office Equipment		346,044
Accumulated Depreciation		(8,388,282)
CIP Phase-II		1,441,837
<b>Total Fixed Assets</b>	<b>\$</b>	<b><u>14,317,175</u></b>

<b>Total Assets</b>	<b>\$</b>	<b><u><u>273,151,987</u></u></b>
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**Liabilities and Net Assets**

**Current liabilities:**

Other Liabilities	\$	10,298 (1)
<b>Total Current Liabilities</b>	<b>\$</b>	<b><u>10,298</u></b>

**Net Assets:**

Investment in capital assets	\$	14,317,175
Restricted		258,822,014
<b>Total Net Assets</b>	<b>\$</b>	<b><u>273,139,189</u></b>

<b>Total Liabilities and Net Assets</b>	<b>\$</b>	<b><u><u>273,151,987</u></u></b>
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**NOTES:**

(1) Other Liabilities include accounts payable, and other related liabilities.

**FIRST 5 LA**  
**SUMMARY MEETING NOTES**  
**Special Joint Meeting of the Board of Commissioners, Program & Planning, Budget & Finance and Executive Committees**  
**September 25, 2025**  
**1:30 pm – 4:30 pm**

**COMMITTEE MEMBERS PRESENT:**

Alejandra Albarran Moses  
Astrid Heger  
Jacquelyn McCroskey (Vice-Chair)  
Carol Sigala (Chair)  
Deanne Tilton Durfee

**OTHER MEMBERS PRESENT:**

Priya Batra (Alternate)  
Mary Barraza (Alternate)  
Lisa Whitecrow (Alternate)

**STAFF PRESENT:**

Karla Pleitez Howell, President & CEO  
JR Nino, VP, Operations and Sustainability  
Linda Vo, Board Relations Manager  
John Wagner, Executive Vice President

**LEGAL COUNSEL:**

Serita Young, Attorney-at-Law

**OPEN SESSION**

**1. Call to Order/Roll Call**

The Special Meeting of the Board/Program & Planning Committee was called to order by Committee Chair Sigala at 1:30 pm. Roll call completed.

**2. AB 2449 Request(s) to Participate Remotely Due to Emergency Circumstances and Notice(s) of Remote Participation for Just Cause**

Commissioner Lisa Whitecrow joined remotely under AB 2449.

**3. Review Meeting Minutes from Special Meeting of the Board/Program & Planning Committee on April 24, 2025**

Notes were received and filed without any deletions, additions, or changes.

**4. President & CEO Remarks**

The President delivered a formal tribute to John Wagner, acknowledging his upcoming departure from the organization on September 30th. Mr. Wagner concludes a distinguished tenure of 12.5 years of service to First 5 LA.

Commissioners and staff collectively expressed their deep appreciation for Mr. Wagner's impactful contributions. The discussion highlighted several pillars of his leadership:

- Integrity and Commitment: Recognized for his unwavering dedication to improving outcomes for children and families.
- Strategic Vision: Commended for a forward-thinking, collaborative approach that strengthened the organization's mission.

- Operational Excellence: Noted for his unique ability to translate complex, systemic issues into practical, actionable terms.

Mr. Wagner reflected on his decade-plus journey with First 5 LA, sharing personal gratitude for the support of the Board and the collaborative spirit of the staff. He announced his decision to step down to prioritize personal and family matters, concluding with a heartfelt thank you to the organization.

## **5. Review of First 5 LA Annual Report to First 5 CA**

### **Presenters:**

- **Kimberly Hall**
- **Laura Covarrubias**

Ms. Hall and Ms. Covarrubias presented the preliminary findings and key takeaways from the First 5 LA Annual Report for fiscal year 2024-2025. The presentation detailed the reporting framework, demographic reach, and strategic investments across the organization's four primary result areas.

Key highlights included:

- Systems Change: Over 50% of the year's investments were dedicated to systems change initiatives.
- Direct Services: Caregivers represented the largest demographic reached through direct service investments.
- Demographics: The majority of children served were under the age of three and identified as children of color.

Commissioners inquired about the representation of local partnerships. Specifically, they requested that the final report place a stronger emphasis on collaborative efforts and partnerships with County government.

Staff are currently finalizing the report to include remaining revenue and expenditure data. The following timeline was established:

- October 9, 2025: Final report to be presented to the Board of Commissioners for formal approval.
- October 31, 2025: Deadline for submission to First 5 California.

This item was received for information only. No discussion or action was taken.

## **6. Annual Comprehensive Financial Report for the Year Ended June 30, 2025**

### **Presenters:**

- **Raoul Ortega**
- **Raj Kumar**
- **Kyle Bartle, Senior Manager, Eide Bailly, LLP**

First 5 LA staff and Kyle Bartle presented findings from the financial audit. Despite minor technical difficulties during the presentation, the following results were confirmed:

- **Audit Opinions:** The audit resulted in "clean" (unmodified) opinions regarding both the financial statements and compliance with the California Children and Families Act.
- **Key Audit Risks:** The team addressed two standard inherent risks for grant-funded organizations:
  1. Management override of internal controls.
  2. Revenue recognition related to grant revenues.
- **Findings:** The audit found no significant issues, material weaknesses, or disagreements with management.

The Finance team announced the receipt of the GFOA Award for the FY 2023-24 ACFR, marking the 17th consecutive year of this achievement. While the overall audit was clean, a finding of noncompliance regarding salaries and benefits policy was noted. This did not impact the financial statements. The team also acknowledged that year-end closing was impacted by delayed data from First 5 California and external contractors.

#### Next Steps and Timeline

- **External Filing:** The final audit report will be submitted to the State Controller's Office, LA County, and First 5 California.

This item was received for information only. No discussion or action was taken.

#### 7. **Break**

#### 8. **Vibrant Environments: First 5 LA's Role and Approach for Access to Healthy Foods and Welcoming Outdoor Spaces for Play**

##### **Presenters:**

- **Aurea Montes-Rodriguez, Vice President of Community Engagement and Policy**
- **John Guevarra, Senior Program Officer**
- **Paula Daniels, Executive Director, LA County Office of Food Systems**
- **Tori Kjer, Executive Director, LA Neighborhood Land Trust**

Staff presented to the Board reviewed First 5 LA's Vibrant Environments Initiative, which focuses on enhancing access to healthy nutrition and safe recreational spaces for children from the prenatal stage through age five. Aurea and John presented data revealing stark disparities in food and park availability across Los Angeles County, emphasizing that current inequities require targeted policy shifts and strategic investments. A key component of this effort is the collaboration with the LA County Office of Food Systems, represented by Executive Director Paula Daniels. Ms. Daniels outlined an ambitious goal to establish a 30% "Good Food System" by 2030 through urban farming, localized food hubs, and modernized public procurement. Commissioners engaged in a detailed dialogue with Ms. Daniels regarding inner-city food deserts and the evolution of school lunch standards, specifically addressing the need to make nutrition programs more accessible to families following recent changes to SNAP eligibility.

The discussion transitioned into the critical role of green spaces, with Tori Chair from the LA Neighborhood Land Trust highlighting successful partnerships such as the LINK project and the renovation of Maywood Riverfront Park. While these projects demonstrate First 5 LA's commitment to community-driven park development, Commissioners raised significant concerns regarding the impact

of homeless encampments on park safety and the overall usability of these spaces for young families. The Board concluded that the work presented by Tori Chair underscores that fostering deep community ownership is essential for the long-term success of these environments. Ultimately, the initiative seeks to align First 5 LA's resources with the broader county-level efforts presented by Paula Daniels to ensure that every child, regardless of zip code, has the foundational benefit of both nutritional security and safe places to play.

This item was received for information only. No discussion or action was taken.

**9. Public Comments (for items not on the agenda)**

Members of the public addressed the board. No action was taken.

**ADJOURNMENT:**

Meeting adjourned at 4:12 pm

**NEXT MEETING:**

The next Special Meeting of the Board/Program & Planning Committee will take place on Thursday, April 16, 2026, at 1:30 pm.

Meeting details will be posted per Brown Act Requirements

Meeting minutes were recorded by Linda Vo, Board Relations Manager

# Memo

**To:** Board of Commissioners  
**From:** Karla Pleitéz Howell, President & CEO  
**Date:** May 14, 2026  
**Subject:** **PRESIDENT & CEO’S REPORT**

## I. PRESIDENT & CEO HIGHLIGHTS

The May board meeting will present two critical areas of focus for First 5 LA – the development of the FY 26-27 budget and investment in home visiting services.

Today’s panel presentation will explore the current landscape and how First 5 LA is working toward aligning the investment in home visiting services to our long-term financial plan. In that effort, our approach remains centered in providing family choice in communities with the highest need and aligning the home visiting investment to the First 5 LA Equity Index.

### Federal Impacts on Children & Families

Many provisions in the harmful H.R. 1 federal budget and the 2025-26 California state budget will directly reduce federal and state funding for Medi-Cal and CalFresh, putting millions of Californians at risk of losing health care coverage and food assistance. Changes to CalFresh eligibility affecting certain non-citizens took effect on April 1, potentially impacting thousands of recipients. L.A. County officials are encouraging recipients to update their contact information, monitor renewal deadlines, and check their mail for notices regarding their benefits to ensure continued benefits.

Additional changes tied to the federal law are expected to take effect June 1, including expanded work or community engagement requirements for certain adults without dependents and reduced exemptions for some groups.

Meanwhile, also on April 1, the Supreme Court of The United States heard oral arguments in a landmark case challenging an executive order by President Trump to terminate birthright citizenship for children of undocumented immigrants and temporary visa holders. A decision is expected by late June. Although the Supreme Court appears likely to rule in favor of upholding birthright citizenship, the consequential case could have an impact on more than 250,000 babies born each year in the U.S. and would drastically advance the already harmful federal administration’s anti-immigration policies.

#### COMMISSIONERS

Los Angeles County Supervisor  
 Holly J. Mitchell  
*Chair*  
  
 Brandon Nichols  
*Vice Chair*

Alma Cortes, Ed. D.  
 Barbara Ferrer Ph.D.,  
 M.P.H., M.Ed.  
 Astrid Heger, M.D.

Abigail Marquez  
 Summer McBride  
 Maricela Ramirez,  
 Ed. D.  
 Carol Sigala, Ph.D.

#### EX OFFICIO MEMBERS

Justin Blakely  
 Robert Byrd, Psy.D.  
 Deanne Tilton Durfee  
 Jacquelyn McCroskey, DSW  
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#### PRESIDENT & CEO

Karla Pleitéz Howell

#### VICE PRESIDENTS

Aurea Montes-Rodriguez  
 JR Nino

Broader federal policy changes will impact the workforce systems serving children and families. New higher education regulations under the Reimagining and Improving Student Education (RISE) rule would reduce federal loan availability for physician assistant, physical therapy, occupational therapy, social work, and graduate nursing programs, with downstream impacts on the home visiting and broader health care workforce. Separately, the “Do No Harm” earnings provision included in H.R. 1 could impact early childhood education preparation programs because earnings thresholds do not reflect the historically low wages in the early learning field. First 5 LA is actively monitoring these developments, engaging with partners, and preparing public comment given the potential long-term impacts on workforce recruitment, retention, and pipeline stability.

At a time of significant uncertainty for children and families, there is a growing need to ensure that policies, systems, and investments are informed by the lived experiences of those most impacted. Across Los Angeles County and the nation, families with young children are navigating shifting federal dynamics, economic pressures, and uneven access to essential supports such as health care, housing, and early learning.

### **First 5 LA Inaugural Vision to Action Summit**

On April 24, First 5 LA hosted its inaugural Vision to Action Summit, designed as a convening to respond to this moment. It marked the beginning of an ongoing effort to strengthen a shared platform for dialogue and collaboration among parents of children prenatal to age five, caregivers, community stakeholders, and systems leaders. The purpose of the summit was to elevate family and community voice in shaping solutions that are responsive, equitable, and grounded in real experience.

It was inspiring to see how the Summit created the space and opportunity to bring together diverse perspectives to explore current challenges, share information on key policy and systems opportunities, and engage in dialogue on approaches that can better support families across Los Angeles County. First 5 LA was honored to have Dr. Karla V. Estrada, Ed.D. Deputy Superintendent of Instruction, LAUSD as the summit's keynote speaker and participation by our Board Chair Supervisor Holly Mitchell, Chair Pro Tem, Second District in the closing fireside chat. Supervisor Mitchell closed the day with a bold challenge that still resonates: "What are you going to do differently? How big is your brave?"

### **First 5 LA FY26-27 Budget & Long-term Financial Plan**

The recent summit was a reminder that we come to this work with a shared commitment to make the greatest possible impact for L.A. County's youngest children and their families. First 5 LA's 2024-2029 Strategic Plan is guided by equitable and measurable objectives and is rooted in that shared commitment to community, partnership, and collective impact.

Today's meeting will present the organization's draft FY26-27 budget as aligned with the Long-Term Financial Plan (LTFP) adopted by First 5 LA's Board of Commissioners in October 2024. The budget reflects our shared commitment to being responsive while preparing for what's next. Our primary funding source—Proposition 10 tobacco tax revenue—continues to decline as smoking rates decrease statewide. While this reflects positive public health outcomes, it creates an ongoing structural challenge for long-term financial sustainability. In recent years, we have taken deliberate steps to better align expenditures with declining revenues. The proposed FY 2026–27 budget of \$70.0 million reflects those efforts and is grounded in responsible fiscal stewardship and long-term sustainability.

Given expected year-to-year shifts in revenue and expenditures, the LTFP has also been updated to reflect current realities to ensure our financial planning remains accurate, transparent, and responsive.

The plan also guides our path forward. Beginning in FY 2027–28, First 5 LA is expected to be a \$60 million organization. This represents a planned and disciplined approach to sustaining impact while managing resources responsibly in continued service of the children and families of Los Angeles County.

We find ourselves at an important moment of inflection. Amid today's uncertainties and challenges for young children and their families – we must meet this moment with focus, with urgency and with resolve.

## **II. UPDATES FROM THE TEAM – WHAT HAS FIRST 5 LA BEEN UP TO?**

### **Strengthening Housing Stability Through Community Engagement**

On April 8, First 5 LA took an important first step in strengthening its housing and systems change efforts by convening five trusted contracted community-based organizations, Esperanza Community Housing Corporation, LA Family Housing, Public Counsel, Strategic Actions for a Just Economy (SAJE), and TRUST South LA, to learn from partners and clarify First 5 LA's role within Los Angeles County's housing ecosystem and strengthen community-informed solutions. This initial engagement brought together community partners, housing researchers, and First 5 LA staff to align data with lived experience and deepen understanding of the housing conditions affecting families with young children. The discussion reaffirmed the critical role of stable housing in meeting families' basic needs and supporting early childhood development, while highlighting ongoing challenges such as rising housing costs, displacement pressures, and structural inequities. This work advances First 5 LA's Strategic Plan goal of ensuring families can meet their basic needs by informing housing policy, advocacy, and systems change strategies focused on reducing housing insecurity for families with children prenatal to age five. Insights from these engagements will strengthen First 5 LA's ability to advance coordinated, cross-sector solutions that support housing stability and equitable outcomes for young children and their families.

### **Aligning for Impact: Transitioning the Best Start Regional Network**

First 5 LA has been meeting with Best Start Regional Network (RNG) Directors and staff to align ongoing work with the 2024–2029 Strategic Plan and current fiscal realities. These discussions have informed our approach to transitioning and concluding the Best Start investment in a manner consistent with First 5 LA's guiding principles of impact, equity, and sustainability. At a meeting held on March 16, 2026, First 5 LA confirmed that FY 2026–27 will be the final year of the RNG contract. This decision provides a 15-month transition period during which First 5 LA will support RNGs to ensure an orderly and thoughtful wind-down that minimizes disruption for communities. The transition plan will clearly demonstrate a ramp-down of existing activities supporting families with children prenatal to age five, while maintaining alignment with three of First 5 LA's Strategic Plan priority areas: housing, poverty, and culturally affirming early care and education (ECE) services and supports.

### **Centering Community Voices to Elevate and Advance Black Maternal Health**

During Black Maternal Health Week (BMHW) in April, First 5 LA supported strategic communications promoting more than 16 African American Infant and Maternal Mortality Prevention Initiative partner events across Los Angeles County that celebrated community, elevated community-led advocacy, and positioned Black maternal health as a policy priority (<https://www.blackinfantsandfamilies.org/bmhw26>). Founded by the Black Mamas Matter Alliance and recognized by the Los Angeles County Board of Supervisors, this year's BMHW theme, Rooted in Justice and Joy, honored Black-led leadership and the role of community-driven care in advancing systems change. In culmination of a powerful week of events, First 5 LA's Health Systems department also sponsored Changing the Story of Black Maternal Health: Where Journalism, Policy, and Hollywood Storytelling Meet, a convening that examined how narrative change can shape public will and inform policy decisions impacting Black maternal health.

### **III. CONTRACTS EXECUTED LEVERAGING PRESIDENT & CEO DELEGATION AUTHORITY**

Pursuant to the Procurement Policy adopted on September 9, 2021, "The Executive Director (or designee) may approve any contract or amendment up to and including \$150,000 in the aggregate and will establish appropriate internal policies and controls for those awards. Contracts that are executed under the Executive Director (or designee) between \$10,000-\$150,000 will be presented as information at the next Board of Commissioners meeting.

The following agreements and amendments were executed between January 1, 2026, and April 10, 2026, by President & CEO Karla Pleitez Howell and her designees.

#### **#10497 Public Counsel – Contract Amount: \$60,000**

##### **Contract Period: 2/13/2026 – 6/30/2026**

The Contractor will support First 5 LA's housing policy priorities by translating housing research into actionable, community-informed policy recommendations grounded in the lived experiences of families with children prenatal to age five (0–5). The Contractor will participate in three (3) to four (4) structured engagement sessions with four (4) other community-based organization (CBO) partners, the Neighborhood Data for Social Change (NDSC), and First 5 LA staff to review and interpret housing research findings; validate insights based on the lived experiences of families and communities served; contribute community-informed input to the refinement of performance measures; and inform the development of a countywide housing policy agenda focused on improving housing stability for families with children prenatal to age five (0-5).

#### **#10500 Esperanza Community Housing Corp. – Contract Amount: \$54,564**

##### **Contract Period: 2/13/2026 – 6/30/2026**

The Contractor will support First 5 LA's housing policy priorities by translating housing research into actionable, community-informed policy recommendations grounded in the lived experiences of families with children prenatal to age five (0–5). The Contractor will participate in three (3) to four (4) structured engagement sessions with four (4) other community-based organization (CBO) partners, the Neighborhood Data for Social Change (NDSC), and First 5 LA staff to review and interpret housing research findings; validate insights based on the lived experiences of families and communities served; contribute community-informed input to the refinement of performance measures; and inform the development of a countywide housing policy agenda focused on improving housing stability for families with children prenatal to age five (0-5).

#### **#10501 Strategic Actions for a Just Economy (SAJE) – Contract Amount: \$59,850**

##### **Contract Period: 2/13/2026 – 6/30/2026**

The Contractor will support First 5 LA's housing policy priorities by translating housing research into actionable, community-informed policy recommendations grounded in the lived experiences of families with children prenatal to age five (0–5). The Contractor will participate in three (3) to four (4) structured

engagement sessions with four (4) other community-based organization (CBO) partners, the Neighborhood Data for Social Change (NDSC), and First 5 LA staff to review and interpret housing research findings; validate insights based on the lived experiences of families and communities served; contribute community-informed input to the refinement of performance measures; and inform the development of a countywide housing policy agenda focused on improving housing stability for families with children prenatal to age five (0-5).

**#10502 LA Family Housing – Contract Amount: \$60,000**

**Contract Period: 2/13/2026 – 6/30/2026**

The Contractor will support First 5 LA's housing policy priorities by translating housing research into actionable, community-informed policy recommendations grounded in the lived experiences of families with children prenatal to age five (0–5). The Contractor will participate in three (3) to four (4) structured engagement sessions with four (4) other community-based organization (CBO) partners, the Neighborhood Data for Social Change (NDSC), and First 5 LA staff to review and interpret housing research findings; validate insights based on the lived experiences of families and communities served; contribute community-informed input to the refinement of performance measures; and inform the development of a countywide housing policy agenda focused on improving housing stability for families with children prenatal to age five (0-5).

**#10503 Tenemos Que Reclamar Y Unidos Salvar La Tierra South LA – Contract Amount: \$60,000**

**Contract Period: 2/13/2026 – 6/30/2026**

The Contractor will support First 5 LA's housing policy priorities by translating housing research into actionable, community-informed policy recommendations grounded in the lived experiences of families with children prenatal to age five (0–5). The Contractor will participate in three (3) to four (4) structured engagement sessions with four (4) other community-based organization (CBO) partners, the Neighborhood Data for Social Change (NDSC), and First 5 LA staff to review and interpret housing research findings; validate insights based on the lived experiences of families and communities served; contribute community-informed input to the refinement of performance measures; and inform the development of a countywide housing policy agenda focused on improving housing stability for families with children prenatal to age five (0-5).

**#10505 Saint Sophia Cathedral Greek Orthodox Community – Contract Amount: \$15,000**

**Contract Period: 4/24/2026 – 4/24/2026**

This Vendor will provide the rental space and catering for First 5 LA's Annual Summit, where First 5 LA will bring together a diverse group of stakeholders—including families with lived experience, community-based organizations (CBOs), county agencies (systems leaders), and elected officials to dialogue with community experts who bring both lived and service experience, elevating family and community voices while exploring opportunities for advocacy and systems change.

**#10506 Metropolitan Group, LLC – Contract Amount: \$150,000**

**Contract Period: 3/1/2026 – 6/30/2026**

The Contractor will provide strategic communications and social media expertise to support the development of strategies and messaging frameworks to reach and engage target audiences to advance the implementation of First 5 LA's 2024-29 Strategic Plan and its four initiative areas. The Contractor will provide thought-partnership, capacity building, knowledge sharing, internal and external best practices on effectively developing and communicating the values of diversity, racial justice and equity as part of messaging development and narrative change strategies. The general scope of work includes but is not limited to: narrative change strategy, stakeholder engagement and messaging, social media content strategy, campaign design, brand refresh messaging, internal employee capacity building, reporting/measurement, etc.

**#10507 SHI International Corp. – Contract Amount: \$62,481.11**

**Contract Period: 3/16/2026 – 3/30/2031**

This Vendor will support First 5 LA's Brand Refresh via the redesign of the organization's website, which will enhance navigation and user experience, implement a modern non-WordPress Content Management Solution (CMS), and provide secure hosting to ultimately reflect the First 5 LA's vision, mission, values and strategic plan initiatives, tactics. The Vendor will work with a cross-departmental team that has identified user needs and outlined strategies for content migration and stakeholder engagement.

**#10508 William Pitkin – Contract Amount: \$44,600**

**Contract Period: 3/9/2026 – 6/30/2026**

The Contractor will design and facilitate an equity-centered housing policy engagement process to inform First 5 LA's fiscal year 2026-27 Housing Policy Agenda and refine performance measures aligned with Strategic Plan Objective 1.3. The work includes facilitating three to four stakeholder sessions and producing a final synthesis memorandum with recommendations aligned to First 5 LA's core strategies.

**#10511 Carahsoft Technology Corporation – Contract Amount: \$33,708.6**

**Contract Period: 3/30/2026 – 3/29/2028**

The Vendor provides First 5 LA with digital routing services. DocuSign is a cloud-based enterprise software that allows First 5 LA to send and sign documents electronically, eliminating the need for physical printing, signing, and scanning. It streamlines agreement processes and offers various security features. DocuSign is used by First 5 LA for approvals and signatures, mainly for contracts and financial documents.

**#10426 CHRISSIE M. CASTRO & ASSOCIATES – Amendment Amount: \$120,000 Amendment Period: 01/01/2026- 06/30/2026**

This amendment adds additional funds in the amount of \$120,000 for a total contract amount of \$895,000 to allow the Contractor to continue providing consulting services focused on developing a leadership coaching framework and supporting the implementation and operationalization of the Culture Framework to support First 5 LA.

**# 10427 Nancy Strohl – Amendment Amount: \$50,000**

**Amendment Period: 01/01/2026 –12/31/2026**

This amendment adds additional funds in the amount of \$50,000 for a total contract amount of \$150,000 to allow the Contractor to provide consultation to support the 2024-2029 Strategic Plan by facilitating the First 5 LA Board of Commissioners' involvement in, implementation of, and support for the 2024-2029 Strategic Plan.

**FIRST 5 LA**

**SUBJECT:**

**Amend Strategic Partnerships with eight (8) Hospitals in Los Angeles County in the Amount of \$14,314,284 for a Total of \$319,148,965 Through June 30, 2027, to Continue Implementing the Welcome Baby Program.**

**RECOMMENDATION (PROVIDED AS INFORMATION):**

This memo is provided as information for the Board's consideration at the May 14, 2026, Board of Commissioners Meeting. First 5 LA staff recommends that at the June 11, 2026, Commission meeting, the Board approve amending the Strategic Partnerships with eight Hospitals in Los Angeles County to implement Welcome Baby in the amount of \$14,314,284 or a total of \$319,148,965. Funds for FY 26-27 are included in the proposed First 5 LA Programmatic Budget under Welcome Baby Hospitals, subject for approval by the Board of Commissioners on June 11, 2026.

**BACKGROUND:**

On June 14, 2012, the Board of Commissioners approved the establishment of Strategic Partnerships with 24 hospitals in Los Angeles County to implement Welcome Baby/Universal Assessment for Newborns through the issuance of the Welcome Baby Letter of Intent (LOI). Findings from birthing rate data from all Los Angeles County hospitals were used to identify the hospitals serving the majority of women giving birth in Best Start Communities. Hospitals also had to serve at least eight (8) percent of families in at least one Best Start community. Based on 2012 data, these hospitals and the pilot hospital served 80% of all families within Best Start communities and 26% of births countywide. Ten of the 24 hospitals responded to the initial Welcome Baby LOI.

On September 12, 2013, the Board of Commissioners approved the expansion of Welcome Baby to three additional hospitals which had responded to the Welcome Baby LOI in May 2013. On January 8, 2015, the Board of Commissioners also approved the addition of Martin Luther King Jr. – Los Angeles (MLK-LA) Healthcare Corporation to the list of hospitals eligible for a Strategic Partnership for a total of 14 hospitals. On June 11, 2015, the Board of Commissioners extended the strategic partnerships with 14 Welcome Baby/Universal Assessment grantees to align with the 2015-20 Strategic Plan.

On June 11, 2020, the Board of Commissioners approved to amend the Strategic Partnership of Welcome baby grantees through June 2023 for 14 hospitals. However, in 2021 and 2023, two of the Welcome Baby hospitals, Providence Little Company of Mary San Pedro and Centinela Hospital Medical Center, closed their labor and delivery departments, bringing the total number of participating hospitals to 12. Providence Little Company of Mary San Pedro hospital continued to serve as the fiscal entity for Torrance Memorial Hospital. In April 2024, First 5 LA and Valley Presbyterian Hospital mutually decided to end the Welcome Baby contract for Valley Presbyterian Hospital

Due to First 5 LA's declining revenue and continued fiscal alignment efforts towards the Long-Term Financial Plan, First 5 LA developed criteria with input from key home visiting stakeholders to inform decisions for FY 25-26. As a result, two Welcome Baby program contracts were not renewed for FY 25-26: Providence Little Company of Mary Foundation, fiscal entity for Torrance Memorial Hospital, and Northridge Hospital Foundation, bringing the total number of participating hospitals to nine. At the June 12, 2025, Board meeting, the commission approved to amend the Strategic Partnership of Welcome baby grantees through June 2026.

Given the current challenging fiscal environment, Martin Luther King Jr. Community Hospital (MLK) informed First 5 LA that it would not renew its Welcome Baby agreement for FY 26-27, bringing the total number of participating hospitals to eight.

For FY 26-27, Welcome Baby sites have the option to pursue external funding via the Medi-Cal Community Health Worker benefit. Furthermore, in alignment with the Long-Term Financial Plan, reductions were applied across sites which resulted in reduced contract amounts as noted in the table below. First 5 LA staff recommend continuing Strategic Partnerships with the eight hospitals listed below to continue implementing the Welcome Baby Program through June 30, 2027.

<b>Agreement No.</b>	<b>Welcome Baby Hospitals</b>	<b>FY 26-27</b>
07408	Dignity Community Care	\$2,116,200
00800	Providence Health & Services Foundation/San Fernando and Santa Clarita Valleys Service Areas	\$1,695,955
00802	Prime Healthcare Services – St. Francis, LLC	\$1,826,713
00803	St. Mary Medical Center	\$1,513,248
00804	White Memorial Medical Center Charitable Foundation	\$1,739,843
00810	*Antelope Valley Partners for Health	\$1,868,006
00809	Long Beach Memorial Medical Center	\$2,134,407
00805	Emanate Health	\$1,419,912
<b>Total</b>		<b>\$14,314,284</b>

\*Antelope Valley Hospital was previously approved as a Strategic Partner but requested another entity to administer this program and ceded fiscal oversight to Antelope Valley Partners for Health.

**RATIONALE FOR AMENDMENT:**

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. The eight participating Welcome Baby hospitals enroll approximately 10,200 families annually and continue to successfully provide families with up to nine engagement points that include prenatal, hospital, and postpartum visits. As a short-term intervention with triage to the necessary level of postpartum support, Welcome Baby plays a critical role in countywide home visiting efforts. Welcome Baby demonstrates the highest enrollment reach of home visiting programs in the county and includes a risk assessment at the hospital visit that helps connect families to the appropriate level of support based on their needs. Families with more focused needs are referred by Welcome Baby staff to other more intensive home visiting programs.

Welcome Baby is a long-standing First 5 LA investment, representing a unique approach in its ability to reach all families at participating hospitals, regardless of need, and connect families to the appropriate home visiting program. The depth and scale of data collected by Welcome Baby also plays a critical role in informing cross-sector service needs and gaps and the 2024-2029 Strategic Plan, including areas such as maternal mental health, early identification, referral needs and health coverage. Additionally, the launch of Community Health Worker benefit provides an opportunity to leverage public funding while continued efforts with key partners on potential strategies such as Families First Prevention Services Act continue. Updating the strategic partnership for an additional year with the eight hospitals identified in the table above will maintain the core infrastructure while First 5 LA finalizes its home visiting long-term vision and transition from the current scale and approach to a system-aligned approach that delivers meaningful impact at a new, significantly lower level of investment by focusing on highest-need families, generating policy-relevant data, and aligning with public systems for long-term sustainability. As First 5 LA staff and the Board of Commissioners develop the long-term vision and plan for Welcome Baby and Home Visiting, FY 26-27 represents the final year of funding at the current levels, with future funding and structure subject to change based on the long-term direction and vision.

The amended amount identified by this Amendment to the Strategic Partnership was informed by expenditures from previous fiscal years. The majority of funds cover personnel costs, supplies, mileage, space costs, and professional development expenses.

The following were considered when developing the amended amount for this Strategic Partnership with all eight hospitals:

- Hospital Birth Rate to inform personnel needs and estimated enrollment per hospital
- Increases in related program costs such as mileage rate
- Analysis of expenditure trends from prior fiscal years
- General reductions and estimation of Community Health Worker benefit revenue

Pursuant to the Procurement Policy, Strategic Partners greater than \$150,000 must be presented to the Board for approval. Staff is requesting to amend these Strategic Partnerships in the Amount of \$14,314,284 for a Total Project Cost of \$319,148,965 to comply with this policy.

**GOVERNANCE GUIDELINES #5 AND #6 (SUSTAINABILITY AND LEVERAGING):**

In partnership with the Welcome Baby hospitals, First 5 LA staff have been leading efforts to explore and pilot sustainability strategies. These efforts have included the Community Health Worker (CHW) Pilot, emerging as a result of Department of Health Care Service's California Advancing and Innovating Medi-Cal (CalAIM), a long-term commitment to transforming and strengthening Medi-Cal services. Welcome Baby sites will launch and test CHW benefit revenue in FY 26-27. Additional sustainability strategies continue to be assessed in collaboration with key partners, including Families First Prevention and Services Act (FFPSA) and ongoing efforts with managed care plans. These strategies will inform First 5 LA's scale and approach in its home visiting long-term vision.

**NEXT STEPS**

Staff anticipates returning to the Board for action at the June Board meeting to approve this amendment to the Strategic Partnership in the amount of \$14,314,284 for a total project cost of \$319,148,965 and seek authority to execute contract renewals for the eight hospitals for a period of twelve months.

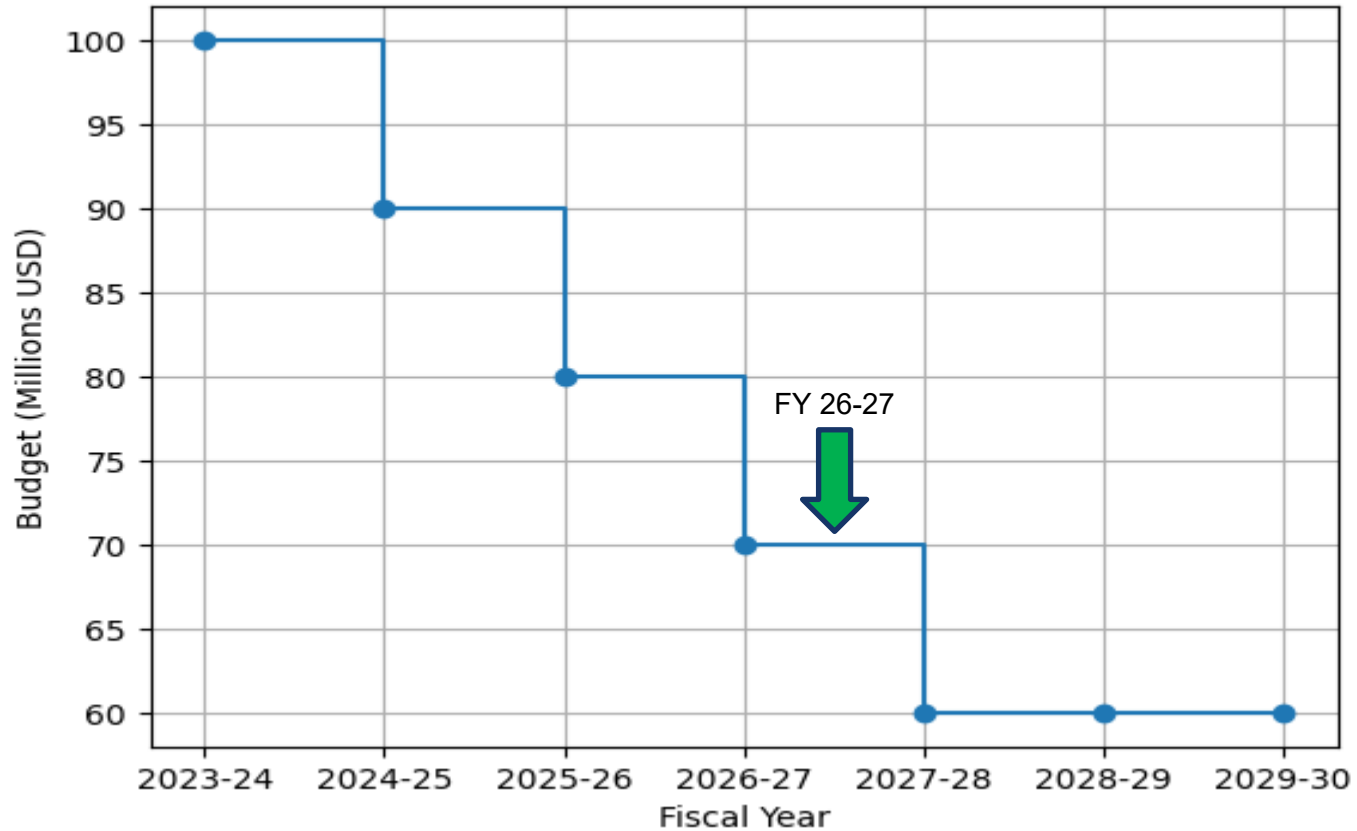


May 14, 2026  
Meeting of the Board of Commissioners

# FY 2026-27 Budget and Long-Term Financial Plan Updates

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### Strategic Step-Down and Stabilization at \$60M



# Guiding Our Work

- Investment review and alignment with Strategic Plan
- Right-sizing to align with the Long-Term Financial Plan
- Transparent Partner Communication
- Innovation
- Equity to inform targeting of resources (racial, poverty, and regional disparities)

# Sustainability Framework

## First 5 LA Sustainability Efforts toward Our Mission

### Maximize First 5 LA Assets

- Leasing portion of building
- Maximizing staff capabilities and current technology
- Cost efficiency
- Optimizing use of Fund Balance and Maximizing its investments

- Maximizing current investments with a return-on-investment approach integrated with exit strategies or leveraging external funding streams (programs)

### Alternative Revenue Strategies

#### Policy Advocacy

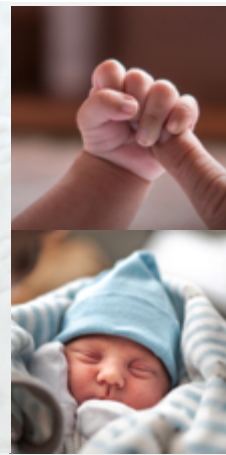
- Lead and support monitoring of local, state, and federal policies

#### Business Models

- Assessing use of different business models (e.g., fiscal intermediary, etc.)

#### Collective Impact

- Partnering with other organizations to pool funding



# Objectives

1. Budget Process Overview
2. Budget Highlights
  - Components
  - Programs
  - Support Costs (Internal Operations)
3. Long-Term Financial Plan Update
4. Next Steps

# Budget Process Overview

- 1) Informed by the LTFP and our fiscal reality, the target budget was 12.5% below our approved Mid-Year Revised FY 2025-26 Budget.
- 2) Developed based on an analysis of historical spending, projected expenditures, and anticipated need aligned with the fiscal reality and the LTFP's baseline funding.
- 3) Budget framework aligns with the FY 2025-26 Budget.
- 4) Operating budget framework is divided into administrative support and program support. Teasing out program support costs help capture the total program cost.

# General Budget Highlights

- 1) The FY 2026-27 Budget meets the LTFP FY 2026-27 baseline funding of \$70.0 million.
- 2) Continued eye toward long-term sustainability.
  - Restricted Board approved non-First 5 LA funding will offset expenditures (~\$7.1 M).
- 3) Activities ramping down/sunseting consistent with terms.
- 4) Proposed budget resources are anchored on the work priorities with greater budget alignment to the fiscal realities reductions across program spending and support (operating) budget categories.

# Budget Components

## Components of the FY 2026-27 Budget

1. Strategic Plan (Program)
  - a) Center for Family Systems & Human Resources
  - b) Center for Community Engagement & Policy
  - c) Center for Strategy & Culture
2. Legacy Investments (Program)
3. Strategic Initiatives Development Fund (Program)
4. Support Costs (Internal Operations)

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# FY 2026-27 Budget Summary

Budget Component	FY 2025-26 Budget		Proposed FY 2026-27	Variance
	Original	Revised		
<b>Program</b>				
<i>Center for Family Systems &amp; Human Resource:</i>	32,030,413	32,030,413	29,433,146	(2,597,267)
<i>Center for Community Engagement &amp; Policy</i>	21,368,050	21,368,050	18,414,224	(2,953,827)
<i>Center for Strategy &amp; Culture</i>	1,463,500	1,463,500	1,225,524	(237,976)
<b>Strategic Plan Total</b>	<b>\$ 54,861,963</b>	<b>\$ 54,861,963</b>	<b>\$ 49,072,894</b>	<b>\$ (5,789,070)</b>
<b>Strategic Initiatives Development Fund</b>	4,751,470	4,751,470	3,951,555	(799,916)
<b>Program Total</b>	<b>\$ 59,613,433</b>	<b>\$ 59,613,433</b>	<b>\$ 53,024,448</b>	<b>\$ (6,588,985)</b>
<b>Program Support Total*</b>	7,733,819	7,733,819	6,111,428	(1,622,392)
<b>Total Program</b>	<b>\$ 67,347,252</b>	<b>\$ 67,347,252</b>	<b>\$ 59,135,876</b>	<b>\$ (8,211,377)</b>
<b>Total Administrative Support*</b>	12,652,748	12,652,748	10,864,124	(1,788,623)
<b>TOTAL BUDGET</b>	<b>\$ 80,000,000</b>	<b>\$ 80,000,000</b>	<b>\$ 70,000,000</b>	<b>\$ (10,000,000)</b>

\*The sum of Program Support and Administrative Support corresponds to what was formerly referred to as internal operations costs.

- Net decrease of \$10.0 million or 12.5%
- Net decrease of approximately \$6.6 million (11.1%) in total programs spending, not including program support. Including program support, the total program costs decreased by approximately \$8.2 million or 12.2%
- Net decrease of approximately \$1.8 million (14.1%) in administrative support spending
- Just under \$4.0 million in Strategic Initiatives Development Fund resources

# Diversifying our Funding

FUNDING SOURCE	PURPOSE	AMOUNT \$
LA County Department of Mental Health	SHV Services in SPAs 1&2 (Family Supports)	4,123,904
F5CA IMPACT	IMPACT Legacy (ECE)	2,387,926
Medi-Cal Managed Care Plan	WB	100,000
LA Care Grant	WB	450,000
WB = Welcome Baby Hospitals SHV = Select Home Visiting	TOTAL	\$ 7,061,830

# Program Centers

Budget Component	Original FY 2025-26	Revised FY 2025-26	Proposed FY 2026-27	Variance
<b>Program</b>				
<i>Center for Family Systems &amp; Human Resources</i>				
Family Supports	\$ 30,699,413	\$ 30,699,413	\$ 28,242,146	\$ (2,457,267)
Health Systems	1,156,000	1,156,000	1,066,000	(90,000)
Center Support	175,000	175,000	125,000	(50,000)
<i>CFS&amp;HR Total</i>	32,030,413	32,030,413	29,433,146	(2,597,267)
<i>Center for Community Engagement &amp; Policy</i>				
Communities	10,189,050	10,189,050	8,668,974	(1,520,077)
Impact & Accountability	1,414,000	1,414,000	992,500	(421,500)
Public Policy & Early Care Education	9,765,000	9,765,000	8,752,750	(1,012,250)
<i>CCE&amp;P Total</i>	21,368,050	21,368,050	18,414,224	(2,953,827)
<i>Center for Strategy &amp; Culture</i>				
Communications	1,463,500	1,463,500	1,225,524	(237,976) <sup>43</sup>
<i>CS&amp;C Total</i>	1,463,500	1,463,500	1,225,524	(237,976)
<b>Total 2024-2029 Strategic Plan</b>	<b>\$ 54,861,963</b>	<b>\$ 54,861,963</b>	<b>\$ 49,072,894</b>	<b>\$ (5,789,070)</b>

# Strategic Initiatives Development Fund

\$ 3,951,555 in proposed funding to respond to emerging needs and opportunities to further the strategic plan goals as well as to respond to local emergencies

The fund will be available for a variety of expenditures aligned with the Strategic Plan, that may include but is not limited to:

1. Innovation
2. Federal Response
3. Emergency Response

# Support Costs

SUPPORT COST CATEGORY	FY 2025-26 Budget		Proposed FY 2026-27 Budget	Variance
	Original	Revised		
Program Support	\$ 7,733,819	7,733,819	\$ 6,111,428	\$(1,622,392)
Administrative Support	12,652,748	12,652,748	10,864,124	(1,788,623)
<b>Total Internal Support Costs</b>	<b>\$ 20,386,567</b>	<b>\$ 20,386,567</b>	<b>\$ 16,975,552</b>	<b>\$(3,411,015)</b>

SUPPORT COST CATEGORY	FY 2025-26 Budget		Proposed FY 2026-27 Budget	Variance
	Original	Revised		
Personnel Services	\$ 16,372,126	\$ 16,372,126	\$ 13,518,053	\$(2,854,073)
Operating Services	1,625,084	1,622,784	1,449,509	(173,275)
Consultant Services	1,283,900	1,283,900	1,051,518	(232,382)
Professional Services	458,250	457,850	426,700	(31,150)
Travel Expenses	296,608	294,808	233,512	(61,296)
Professional Development	350,600	355,100	296,260	(58,840)
<b>Total Internal Support Costs</b>	<b>\$ 20,386,567</b>	<b>\$ 20,386,567</b>	<b>\$ 16,975,552</b>	<b>\$(3,411,015)</b>

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# Administrative Cost Limit (ACL)

FY 2026-27 ACL: \$10,864,124 (15.52%)

- Broad (Inclusive) Approach:
  - All administrative team costs, including the Executive budget, Board, and Communications operational costs, as well as 65% of salary/benefit costs for all remaining Vice Presidents, Directors and Administrative Assistants
- Decrease of approximately \$1.8 million compared with the FY 2025-26 Mid-Year Revised ACL of \$12.7 million (15.82%)

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# Long-Term Financial Plan

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# LTFP: Overview

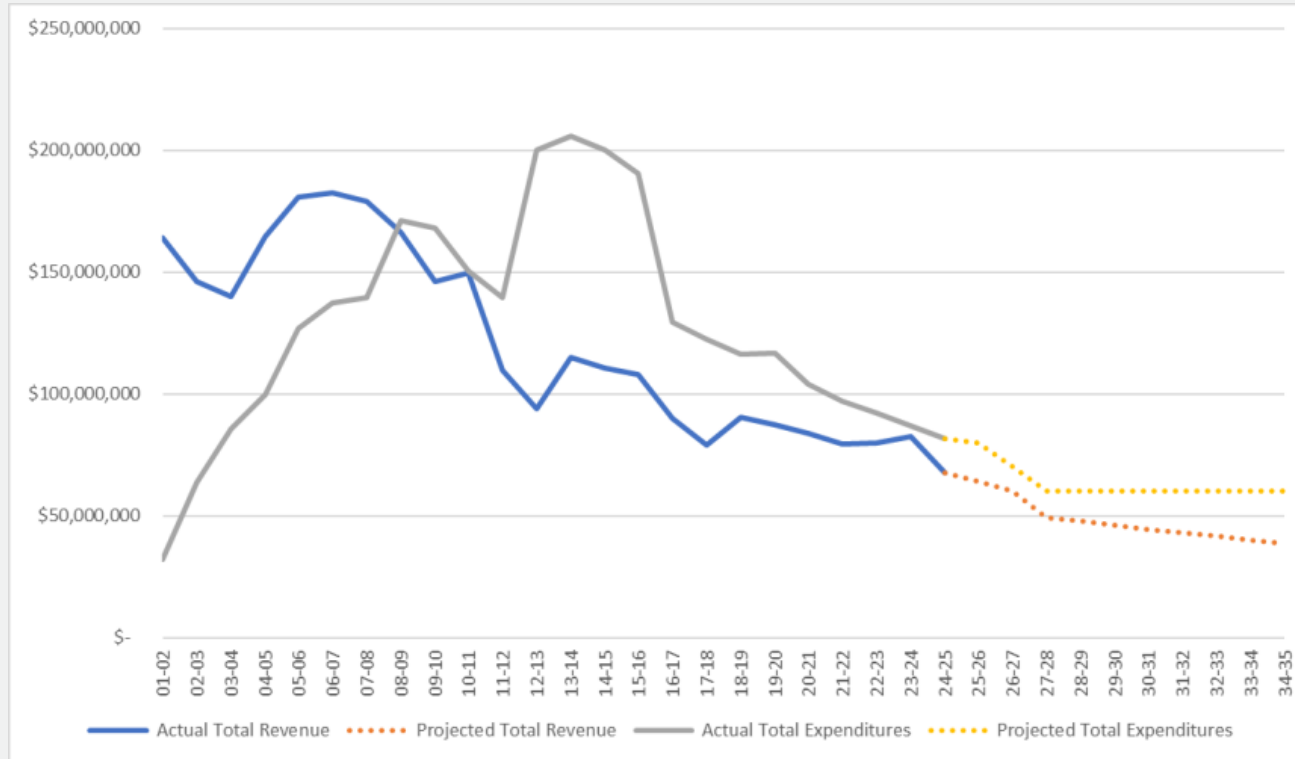
- Purpose of the LTFP: To aid in the Commission's financial stewardship role by providing a framework that shows the long-term implications of funding decisions.
- Our LTFP (plan period FY 2024-2035) revised spending plan was approved by the Board in October 2024. The plan includes revenue, program commitments (including program support) and administrative expenditures that establish First 5 LA's baseline funding. The plan also presents our fund balance through FY 2034-35.

# LTFP: Overview

- The FY 2026-27 Proposed Budget is aligned with the baseline funding established by the Long-Term Financial Plan and approved by the Board in October 2024.
- The current process requires that we update the Plan estimates approved by the Board in October 2024 to capture the most recent audited fund balance, updated revenue forecasts, mid-year revised estimates, and the estimated expenditures for the proposed draft budget.
- Revisions to our current LTFP's annual spending and revenues will be shared with the Board separately for discussion, feedback, and approval in tandem with our draft FY budget.

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# Revenue & Expenditure Projections (April 2026)



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# LTFP Assumptions

1. The current annual LTFP baseline funding was established and approved by the Board in October 2024.
  - ❖ Any changes to revenue, proposed expenditures, and/or fund balance must be presented to the Board for review and approval.
2. The annual rate of spending decline, beginning in FY 2025-26 through FY 2027-28, is approximately 13%. Baseline funding is projected to stabilize from FY 2027-28 through FY 2034-35.

# LTFP Assumptions

3. Proposition 10 revenue estimates are projected to decline annually at a rate between 3.0% and 3.25%. These projections are based on a combination of historical trends, external market factors, and data provided by First 5 California (F5CA), the Department of Finance (DOF), and the most recent projections from the California Department of Tax and Fee Administration (CDTFA).
4. Other revenue estimates have been updated to reflect revised, confirmed, and projected revenue sources.
5. The reserve level is assumed to be 50% of the total budget beginning in FY 2020-21, in accordance with Resolution #2020-05, which was reviewed and approved by the Board in July 2020.

# LTFP Updates and Financial Implications

- FY 2026-27 Revenue estimates were updated to align with projections received in April 2025 by the Department of Finance (DOF) and the California Department of Tax and Fee Administration (CDTFA).
  - Secured revenue estimates are updated to align with updated confirmed and projected revenues
  - Secured Revenue includes revenue from: First 5 CA, the Los Angeles County Department of Mental Health, a Medi-Cal Managed Care Plan, an LA Care Grant, and the second-floor lease.
  - Interest earnings calculated at 2.5% for FY 2025-26, 2.0% for FY 2026-27, and 1.2% in interest earnings from FY 2027-28 through FY 2034-35 based on the latest analysis of market conditions.

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# LTFP Updates and Financial Implications

- FY 2024-25 Total Estimated Budget was revised to align with actual expenditures as reported in the audited financial statements.
  - Estimated spending decreased from \$91.7 million to approximately \$81.5 million in actual spending.
- FY 2025-26 Total Estimated Budget was updated to reflect the FY25-26 Mid-Year revised budget, which was cost neutral.
  - Cost neutral adjustments resulted in \$80.0 million in estimated spending
- FY 2026-27 Proposed Budget is aligned with the FY 2026-27 baseline funding level of \$70.0 million

# Results

Collectively, updates to the LTFP revenue and actual expenditures result in a projected available ending fund balance for FY 2034-35 of \$88.0 million.



# Next Steps

# Next Steps

- **May 11, 2026 – Combined BFC/Exec Committee Meeting**
  - Overview of the Draft FY 2026-27 Budget and Updated Long-Term Financial Plan
- **May 14, 2026 – Commission Meeting (Information)**
  - Information Item: High-level Overview of the Draft FY 2026-27 Budget, Discussion of Proposed Programmatic Expenses, and Overview of Updated Long-Term Financial Plan
- **June 11, 2026 – Commission Meeting (Action)**
  - Action Item: Final FY 2026-27 Budget and Updated Long-Term Financial Plan presented to the Board for action

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# PROPOSED DRAFT FY 2026-27 BUDGET



Meeting of the Board of Commissioners

May 14, 2026

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# Memo

To: Board of Commissioners

From: Karla Pleitéz Howell, President & CEO

Date: May 14, 2026

Subject: **FIRST 5 LA PROPOSED FISCAL YEAR 2026-27 BUDGET**

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Members of the Commission:

On behalf of the First 5 LA team, I am pleased to present the proposed budget for fiscal year (FY) 2026-2027. This budget comes at a pivotal moment for First 5 LA and the communities we serve. As the external landscape continues to evolve, we remain steadfast in our mission to ensure every child has the opportunity to thrive, while also recognizing the need to build resilience, strengthen partnerships, and focus our efforts where we can have the greatest impact for L.A. County’s youngest children and their families.

Over the past years, First 5 LA has continued to advance our Strategic Plan 2024–2029 — building on prior investments, advancing innovation, and deepening engagement with community partners. At the same time, we are operating in an increasingly complex environment shaped by fiscal uncertainty and shifting federal and state policies. Recent federal actions—including proposed funding freezes to critical programs and policy changes affecting health coverage, food assistance, and family economic supports – have heightened risks for the very families we aim to serve. These developments, alongside ongoing immigration enforcement actions that are impacting children and families across Los Angeles County, underscore the urgency of our work and the importance of remaining responsive and adaptive. While these pressures are expected to persist into FY 2026–27, they also present an opportunity to align our efforts more intentionally and strengthen our collective response on behalf of children and families.

First 5 LA recognizes that this moment requires both discipline and adaptability. In this context, First 5 LA’s proposed budget remains focused and flexible. As we align the proposed budget with the Board-approved Long-Term Financial Plan, we are advancing investment strategies that balance long-term sustainability with the ability to remain responsive to what lies ahead. This includes right-sizing organizational resources while maintaining our commitment to stability for communities and partners and designing solutions that are both impactful and sustainable over time. As we move forward, we also recognize that this moment will require continued leadership and collaboration. By working together with our partners and communities, we can navigate this period of uncertainty and continue advancing meaningful progress toward a brighter future for every child in Los Angeles County.

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The FY 2026–27 budget includes a total request of approximately \$70.0 million, as presented in the table below. This amount will be partially offset by non–Proposition 10 revenues of approximately \$7.1 million, resulting in a net use of First 5 LA resources of approximately \$62.9 million.

Budget Component	FY 2025-26 Budget Revised	Proposed FY 2026-27 Budget	Variance	
<b>Program</b>				
<i>Center for Family Systems &amp; Human Resources</i>	32,030,413	29,433,146	(2,597,267)	-8.1%
<i>Center for Community Engagement &amp; Policy</i>	21,368,050	18,414,224	(2,953,827)	-13.8%
<i>Center for Strategy &amp; Culture</i>	1,463,500	1,225,524	(237,976)	-16.3%
<b><i>Strategic Plan Total</i></b>	<b>\$ 54,861,963</b>	<b>\$ 49,072,894</b>	<b>\$ (5,789,070)</b>	<b>-10.6%</b>
<b><i>Strategic Initiatives Development Fund</i></b>	<b>4,751,470</b>	<b>3,951,555</b>	<b>(799,916)</b>	<b>-16.8%</b>
<b><i>Program Total</i></b>	<b>\$ 59,613,433</b>	<b>\$ 53,024,448</b>	<b>\$ (6,588,985)</b>	<b>-11.1%</b>
<b><i>Program Support Total*</i></b>	<b>7,733,819</b>	<b>6,111,428</b>	<b>(1,622,392)</b>	<b>-21.0%</b>
<b>Total Program</b>	<b>\$ 67,347,252</b>	<b>\$ 59,135,876</b>	<b>\$ (8,211,377)</b>	<b>-12.2%</b>
<b>Total Administrative Support*</b>	<b>12,652,748</b>	<b>10,864,124</b>	<b>(1,788,623)</b>	<b>-14.1%</b>
<b>TOTAL BUDGET</b>	<b>\$ 80,000,000</b>	<b>\$ 70,000,000</b>	<b>\$ (10,000,000)</b>	<b>-12.5%</b>

\*The sum of Program Support and Administrative Support corresponds to what was formerly referred to as internal operations costs.

The detailed summary of the proposed budget is captured in Attachment B, which provides an overview of the work ahead across the organization and the deployment of First 5 LA’s human assets. Attachments C–G provide a more detailed overview of programmatic and operational support efforts.



## ATTACHMENT A:

# FY 2026-27 BUDGET HIGHLIGHTS

**ATTACHMENT A:  
FY 2026-27 BUDGET – HIGHLIGHTS**

The FY 2026-27 Budget represents an ongoing commitment to advancing the 2024-2029 Strategic Plan, approved by the Commission in November 2023.

This budget incorporates difficult but necessary trade-offs as the organization aligns its work with declining revenues and long-term sustainability goals. It is the result of extensive internal collaboration and cross-departmental planning, including the right-sizing of investments based on actual expenditures and future projections, ensuring alignment between program costs and fiscal realities, and supporting the continued evolution of First 5 LA.

This year's budget not only tightens expenditures but also sharpens our strategic focus, shifting from a focus on direct program funding toward the development of sustainable, equity-centered systems capable of scaling impact across Los Angeles County. Our approach will continue to evolve as we advance the goals of the 2024-2029 Strategic Plan. The Long-Term Financial Plan (LTFP) will support and guide the transition to a more sustainable spending framework, better aligned with the Strategic Plan and current fiscal reality, while also providing greater consistency for both our work and our partners.

As First 5 LA experiences declining revenues, the Commission must continue to refine the allocation of resources necessary to achieve the goals and strategies outlined in the Strategic Plan. The FY 2026-27 Budget reflects a balance between fiscal responsibility and sustained commitment to these priorities – ensuring the continuation of core investments while positioning the organization for long-term impact and maximizing available revenues and fund balance.

Moving forward we will continue to advance the Commission's priorities with an emphasis on sustainability and strategic leveraging, building systems that reduce reliance on First 5 LA funding while advancing the organization's mission and Strategic Plan goals.

These FY 2026-27 Budget Highlights provide a general high-level overview of budget requests at the Center/Department level, specifically calling out investments that are new, large, high-profile, or Commission priorities. The document is organized into five sections as detailed in the outline below:

- I. Budget Overview
  - A. Budget Development Context
  - B. Overall Budget Summary
  - C. Program Costs Summary
  - D. Support Costs (Combined Program Support and Administrative Support)
- II. Revenue Assumptions
- III. Impact on Fund Balance
- IV. Administrative Cost Limit
- V. Conclusion

Additional detail on budget requests by department is provided in Attachments C - G. While the budget document outlines broad parameters around programmatic spending, it is important to note that much of the information included is subject to change, as funding requests were based on the most current

information available at the time of budget development. Activities and funding estimates for contracts that have not yet been negotiated may also be revised as needed. Formal budget adjustments will be included as part of the mid-year adjustment process, as appropriate.

Key budget and supporting documents are organized as follows:

Attachment A: FY 2026-27 Budget – Highlights

Attachment B: Supplemental Documents

- Program Budget Summary
- Combined Program Support and Administrative Support Costs Summary (Operating Budget)
- Administrative Limit Calculation
- Time Survey
- Schedule of Authorized Positions

Attachment C: Center for Family Systems & Human Resources

- Center/Department Cover Page
- Program/Administrative Support Budget –Detail by Center/Department
- Program Budget – Detail by Program

Attachment D: Center for Community Engagement & Policy

- Center/Department Cover Page
- Program/Administrative Support Budget –Detail by Center/Department
- Program Budget – Detail by Program

Attachment E: Center for Strategy & Culture

- Center/Department Cover Page
- Program/Administrative Support Budget –Detail by Center/Department
- Program Budget – Detail by Program

Attachment F: Center for Operations & Sustainability

- Center/Department Cover Page
- Administrative Support Budget Detail by Center/Department

Attachment G: Executive

- Center/Department Cover Page
- Administrative Support Budget Detail

## **I. BUDGET OVERVIEW**

Fiscal Year 2026-27 reflects major strategic shifts in the organization as we move from place-based programs to a countywide approach and from direct service expansion to systems change. We are leveraging data, accountability, and continuous learning to identify the most effective means by which to advance the 2024-2029 Strategic Plan goals, with a focus on sustainability and alignment with our long-term financial outlook.

### **A. BUDGET DEVELOPMENT CONTEXT**

## ***Format and Approach to the FY 2026-27 Budget***

As the organization is currently engaged in discussions on how best to organize our resources to reflect our 2024-2029 Strategic Plan investment priorities, budget framework alignment will be reflected in the FY 2027-28 Budget, as applicable. In the interim, we remain committed to evaluating investments through the lens of our Strategic Plan, taking into account our fiscal realities and any necessary adjustments to ensure enhanced alignment across functions and departments.

The purpose of the FY 2026-27 Budget is to set the context and provide a proposal for spending on Commission priorities. 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. Other notable approaches to the FY 2026-27 Budget include:

1. A total budget that adheres to the \$70.0 million FY 2026-27 First 5 LA baseline funding outlined in the Long-Term Financial Plan (LTFP) approved by the Board in October 2024.
2. Restricted external funds being used to support or offset the activities earmarked for FY 2026-27 (\$7.1 million).
3. Strategic Initiatives Development Fund resources, intended to be flexible and responsive to emergencies as well as emerging needs and opportunities that contribute to the organization's long-term strategic objectives as we begin to move toward full implementation of the strategic plan.
4. Elimination of 19 vacant full-time equivalent (FTE) positions, reducing the total revised FTE count from 95 to 76, in an effort to reduce spending in alignment with our long-term direction. Of the 76 FTEs, 3 FTEs are vacant and on-hold under the Human Resources budget, pending the outcome of the 2024-2029 Strategic Plan implementation process.
5. A 3.0% salary adjustment.

It is important to distinguish the relationship between our Program Costs Summary, which reflects our external work, and our Support Costs (including both program support and administrative support), which cover efforts to improve our workplace and ensure operational effectiveness.

As an organization, we will continue to filter our investments in a manner that promotes implementation and engagement that is reflective and responsive to the needs of our communities. Additional funding changes and highlights are noted in the pages that follow.

## **B. OVERALL BUDGET SUMMARY**

The total FY 2026-27 Budget is presented in a summary schedule in Attachment B. As shown in the high-level table below, the budget totals \$70.0 million, representing a decrease of \$10.0 million, or 12.5%, compared to the FY 2025-26 revised budget of \$80.0 million. This total includes just under \$17.0 million in program support and administrative support costs, which combined were previously classified as internal operations costs. As a reminder, effective FY 2025-26 First 5 LA transitioned from reporting total internal operations costs as a single category to separately presenting program

support and administrative costs. This change is intended to more accurately reflect the true cost of programs.

Budget Component	FY 2025-26 Budget	Proposed	Variance	
	Revised	FY 2026-27 Budget		
<b>Program</b>				
<i>Center for Family Systems &amp; Human Resources</i>	32,030,413	29,433,146	(2,597,267)	-8.1%
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<b>TOTAL BUDGET</b>	<b>\$ 80,000,000</b>	<b>\$ 70,000,000</b>	<b>\$ (10,000,000)</b>	<b>-12.5%</b>

\*The sum of Program Support and Administrative Support corresponds to what was formerly referred to as internal operations costs.

The FY 2026-27 Budget reflects a net decline in spending, consistent with the decline in revenues and long-term plan baseline funding and strategic direction.

## C. PROGRAM COSTS SUMMARY

### 2024-2029 STRATEGIC PLAN

All proposed work and activities included in the FY 2026-27 Budget operate in support of the Strategic Plan initiatives, goals, and tactics. Additionally, a long-term emphasis on sustainability continues to undergird the investment decisions to advance results for children and families in our communities.

The 2024-2029 Strategic Plan programmatic costs are captured within three of the four organizational centers (excluding Executive): The Center for Family Systems & Human Resources, the Center for Community Engagement & Policy, and the Center for Strategy & Culture.

#### 1) CENTER FOR FAMILY SYSTEMS & HUMAN RESOURCES

The Center for Family Systems and Human Resources plans, develops, and oversees First 5 LA's endeavors focused on family strengthening, health systems, and program development, including efforts to enhance and sustain our programmatic work through key partnerships with family serving public systems. More information is included below and in Attachment C.

##### Family Supports (\$28,242,146)

The Family Supports Department will prioritize sustainability and alignment of home visiting investments – its largest portfolio – with First 5 LA's long-term financial plan. Key activities include advancing braided funding strategies (such as Medi-Cal reimbursement), strengthening partnerships with managed care plans and county agencies, and enhancing data systems like the Stronger Families

Database to improve service coordination and outcomes tracking. The department will continue to lead countywide home visiting system integration, including oversight through the Family Strengthening Oversight Entity, while refining program models like Welcome Baby and Select Home Visiting (SHV). Efforts will also emphasize improving referral pathways, expanding data integration, and leveraging home visiting insights to inform broader maternal and child well-being initiatives.

The FY 2026-27 Family Supports program budget is anticipated to be offset by a total of \$4,223,904 in funding from the Los Angeles County Department of Mental Health (LACDMH) (\$4,123,904) to support SHV services in Service Planning Areas (SPAs ) 1 and 2, and funding from a Medi-Cal Managed Care Plan (\$100,000) to support home visiting sustainability strategies. Funds from the LACDMH partnership and award indicated above will also be used to support First 5 LA's Family Supports indirect/operational costs, per the agreement with LACDMH.

The above represents some examples of the costs included within the FY 2026-27 Family Supports budget.

For further information and detail on the FY 2026-27 Family Supports program budget amounts and activities, please refer to Attachment C.

#### Health Systems (\$1,066,000)

In FY 2026-27, the Health Systems Department will focus on building sustainable financing and advancing health equity initiatives. Core activities include supporting infrastructure for long-term funding strategies, engaging expert consultants, and contributing to regional health planning collaborations. A major priority remains the co-leadership of the African American Infant and Maternal Mortality (AAIMM) Prevention Initiative, with investments in communications, community capacity building, and coalition infrastructure to address racial disparities in birth outcomes. Through these efforts, the department aims to strengthen systems, promote culturally responsive care, and support policy and systems change that improves maternal and infant health outcomes across Los Angeles County.

For further information and detail on the FY 2026-27 Health Systems program budget amounts and activities, please refer to Attachment C.

#### Center Support (\$125,000)

In FY 2026-27, Center Support will continue to invest in cross-sector partnership infrastructure, primarily through support of the Center for Strategic Partnerships and the County Partnership Fund. Activities this year focus on maintaining strong collaboration between government, philanthropy, and community partners to advance systems change aligned with the Strategic Plan. This includes sustaining core operations of key partnership entities, supporting convenings and strategic coordination, and providing flexible resources to pursue emerging county-level opportunities. Compared to the prior year, there is a notable reduction in flexible partnership funding, reflecting tighter fiscal conditions while maintaining a baseline level of strategic engagement.

For further information and detail on the FY 2026-27 Center Support program budget amounts and activities, please refer to Attachment C.

## 2) CENTER FOR COMMUNITY ENGAGEMENT & POLICY

The Center of Community Engagement & Policy is responsible for overseeing and integrating First 5 LA's community engagement strategy, data agenda, public policy strategy and agenda (including early care and education), and leading First 5 LA's strategic development of external partnership development. More information is included below and in Attachment D.

### Communities (\$8,668,974)

FY 2026-27 represents a year of intentional transition, alignment, and sustainability planning for the Communities Department. The Communities Department will navigate a significant transition year by winding down the Best Start Regional Networks while shifting toward a more countywide systems-change approach. Activities will focus on sustainability planning, partnership alignment, and equitable closeout of long-standing regional investments, ensuring continuity where possible. At the same time, the department will expand efforts in cross-regional alignment, network strengthening, and stakeholder engagement to support broader policy and systems change. Investments in learning, data, and metrics will underpin decision-making and adaptation, while increased emphasis on convening partners and building a countywide movement will help sustain impact in high-need communities beyond the life of direct regional funding.

The above represents just some examples of the activities and costs included within the FY 2026-27 Communities budget.

For further information and detail on the FY 2026-27 Communities program budget amounts and activities, please refer to Attachment D.

### Impact & Accountability (\$992,500)

The Impact & Accountability Department will lead organization-wide efforts to strengthen data-driven decision-making, measurement, and transparency. In FY 2026-27, key activities include advancing the Impact Framework to track Strategic Plan progress, expanding the use of the Equity Index to guide resource allocation, and maintaining partnerships (such as with the Children's Data Network) to access and analyze administrative data. The department will also enhance reporting infrastructure, including piloting internal dashboards, fulfilling Proposition 10 reporting requirements, and responding to increased demand for data requests across teams. Overall, the focus is on improving analytic capacity, standardizing measurement, and ensuring accountability in both internal operations and public reporting.

For further information and detail on the FY 2026-27 Impact & Accountability program budget amounts and activities, please refer to Attachment D.

### Public Policy & Early Care and Education (\$8,752,750)

The Public Policy & Early Care Education Department will focus on advancing policy, advocacy, and systems-change strategies that support early childhood development and equitable access to care. Activities include sustaining investments in early care infrastructure, home-based child care strategies, dual language learner supports, and universal preschool efforts, while also funding policy advocacy, stakeholder engagement, and technical assistance. The department will continue to build partnerships, support provider engagement, and align advocacy strategies with the Strategic Plan,

even as many program areas experience funding reductions. Increased emphasis will be placed on strategic advocacy initiatives and leveraging partnerships to influence policy outcomes at the county and state levels.

Two of the largest investments overseen by this department include Improve and Maximize Programs so All Children Thrive (IMPACT) Legacy and Early Childhood Policy and Advocacy Fund. IMPACT Legacy, funded by First 5 California through a draw down process intended to support quality improvement services in local counties, will support the continued implementation, stabilization, and sustainability of the Quality Start Los Angeles (QSLA) model through quality improvement services, coaching, technical assistance, professional development, quality improvement stipends for providers, and database management. The Early Childhood Policy Advocacy Fund (ECPAF) investment intends to promote more aligned and holistic advocacy through a Whole Child and Whole Family lens. It will also bring together diverse advocacy voices whose work occurs and operates at the intersection of systems, supports the achievement of First 5 LA's strategic and sustainability priorities, and reflects a commitment to diversity, equity, and inclusion.

For further information and detail on FY 2026-27 Public Policy & Early Care Education program budget amounts and activities, please refer to Attachment D.

### **3) CENTER FOR STRATEGY & CULTURE**

The Center for Strategy & Culture is responsible for overseeing the advancement of the strategic plan. More information is included below and in Attachment E.

#### Communications (\$1,225,524)

The Communications Department will concentrate on strategic communications, marketing, and partnerships to support organizational priorities and amplify impact. FY 2026-27 activities include maintaining core communications functions, managing partnerships, and executing targeted marketing efforts to support initiatives such as policy advocacy and systems change. While overall funding is reduced, the department will continue to play a critical role in shaping narratives, supporting stakeholder engagement, and ensuring consistent messaging across the organization, with a focus on efficiency and alignment with strategic goals.

For further information and detail on the FY 2026-27 Communications program budget amounts and activities please refer to Attachment E.

### **4) STRATEGIC INITIATIVES DEVELOPMENT FUND**

The Strategic Initiatives Development Fund is allocated to support expenditures related to the development of new initiatives, tactics, and projects that align with the goals outlined in our Strategic Plan. This fund is intended to be flexible and responsive to emerging needs and opportunities that contribute to the organization's long-term strategic objectives.

The total amount allocated to this fund has been carefully determined by analyzing the variance (or delta) between budgeted tactics and the budget limit set by management and aligned to the organization's long-term financial plan.

This approach ensures that funds are used efficiently and that we remain aligned with our strategic priorities, while providing room for additional projects that may arise throughout the year.

The fund will be available for a variety of expenditures, that may include but is not limited to:

- Research and analysis for new initiatives (data).
- Pilot programs or prototypes related to strategic objectives.
- Staffing with expertise and/or specialized knowledge.
- External consultant fees or expertise for specialized knowledge.
- Strategic partnerships or collaborations to further organizational goals.
- Technology or tools that support new tactics.
- Rapid Response Team identified needs.

For FY 2026-27, the scope of the Strategic Initiatives Development Fund will be expanded to include resources to respond to unanticipated emergency situations affecting our families in alignment with the Strategic Plan and the priorities determined by the Senior Leadership Team and Rapid Response Team.

**D. Support Costs (Combined Program Support and Administrative Support)**

The FY 2026-27 Budget has been shaped by historical spending and anticipated needs for the year. It includes nearly \$17.0 million in First 5 LA’s support costs, which encompass both program and administrative support expenses, formerly referred to as internal operations. As of FY 2025-26, First 5 LA shifted from reporting total internal operation costs to separately reflecting program support and administrative costs. This change is intended to more accurately represent the true cost of the programs.

SUPPORT COST CATEGORY	FY 2025-26 Budget				Proposed	
	Original		Revised		FY 2026-27 Budget	
Program Support	\$ 7,733,819	37.9%	7,733,819	37.9%	\$ 6,111,428	36.0%
Administrative Support	12,652,748	62.1%	12,652,748	62.1%	10,864,124	64.0%
<b>Total Internal Support Costs</b>	<b>\$ 20,386,567</b>	<b>100.0%</b>	<b>\$ 20,386,567</b>	<b>100.0%</b>	<b>\$ 16,975,552</b>	<b>100.0%</b>

SUPPORT COST CATEGORY	FY 2025-26 Budget				Proposed	
	Original		Revised		FY 2026-27 Budget	
Personnel Services	\$ 16,372,126	80.3%	\$ 16,372,126	80.3%	\$ 13,518,053	79.6%
Operating Services	1,625,084	8.0%	1,622,784	8.0%	1,449,509	8.5%
Consultant Services	1,283,900	6.3%	1,283,900	6.3%	1,051,518	6.2%
Professional Services	458,250	2.2%	457,850	2.2%	426,700	2.5%
Travel Expenses	296,608	1.5%	294,808	1.4%	233,512	1.4%
Professional Development	350,600	1.7%	355,100	1.7%	296,260	1.7%
<b>Total Internal Support Costs</b>	<b>\$ 20,386,567</b>	<b>100%</b>	<b>\$ 20,386,567</b>	<b>100%</b>	<b>\$ 16,975,552</b>	<b>100%</b>

*Note: Percentages have been rounded to the nearest tenth*

The nearly \$17.0 million represents a decrease of approximately \$3.4 million or 16.7% compared to the mid-year revised FY 2025-26 Budget, influenced primarily by downward spending in all cost categories.

Additional detail on the proposed internal support costs (combined program support and administrative support costs) can be found in Attachments B - G.

### **Highlights and Assumptions:**

The estimated \$3.4 million net decrease is primarily driven by reduced spending as the organization ramps down costs to achieve a \$60 million annual budget over eight years, effective in FY 2027-28, which is anticipated to provide much needed consistency for our work and our partners while aligning better with our fiscal reality and Strategic Plan goals. As shown in the department budgets in Attachments C - G, the overall budget includes many decreases within individual team budgets as well as shifts in funding between line items.

The following are highlights of the major spending categories:

#### Personnel Services

Of the total proposed \$16.9 million in organization-wide operating support costs, which include Program Support and Administrative Support, \$13.5 million, or approximately 79.6%, is designated for Personnel Services. This amount covers salaries and employee benefits, representing a decrease of about \$2.9 million or 17.4% from the revised FY 2025-26 personnel budget.

The decrease in personnel costs is primarily due to the elimination of 19 vacant positions, reducing the organization's overall full-time equivalent (FTE) count from 95 to 76. These positions were either vacant or became vacant in FY 2025-26. Of the 76 FTEs included in the budget, three positions remain vacant and are temporarily included in the HR budget. Departmental roles and assignments will be determined following an internal review and assessment of staff capacity.

First 5 LA continues to assess and strategically deploy resources in alignment with organizational changes, fiscal realities, and desired outcomes for the children and families served in Los Angeles County. These personnel costs have been carefully assessed and align with the staffing needs necessary to achieve the organization's strategic priorities. A complete schedule of authorized positions can be found in Attachment B.

#### Operating Expenses

In FY 2026-27, general operating expenses is \$1.45 million, or 8.5% of the total operating support costs. This is a net decrease of \$173,275 or 10.7% from the revised FY 2025-26 operating services budget. There were increases and decreases across the organization but for the most part, operating services decreased compared with the FY 2025-26 amount. Many of the decreases are associated with savings from a reduction in total organizational headcount (Cell Phone & Mobile Devices, Office Supplies, etc.). The most significant decrease was made to Hardware and Software Maintenance, a \$40,000 decrease from FY 2025-26. Additionally, the Divisional Capacity Building has decreased to align with historical actual spending and anticipated need. Some increases to consider are Corporate Insurance (a \$13,200 increase) and Equipment Rent & Leases (a \$5,000 increase related to printing costs).

### Consultant Services

The budget includes \$1.1 million for Consultant Services, representing about 6.2% of the total operating support costs. This is a \$232,382 or 18.1% decrease from the FY 2025-26 revised budget. A significant factor for the decrease is the conclusion of several consultant contracts to support the implementation of the 2024-2029 Strategic Plan. This includes reductions in contracts within Strategy & Culture in FY 2026-27, namely Chrissie Castro & Associates and Nancy Strohl for consultation support, training, technical assistance, and development and implementation of the organization's Strategic Plan tactics. Similarly, as the organization continues to transition to its future state, the Center for Family Support & Human Resources will require less support from consultants for facilitation, content and/or core capability-specific trainings, or workshops. One increase to consider is services for building management and security reflected in the Facilities budget as the costs have gone up by 7.5% from last fiscal year. In FY 2026-27, Consultant Services costs for the various departments will continue to be centralized in the Senior Leadership Team member's center budget.

### Professional Services

The budget includes approximately \$426,700 for Professional Services, representing 2.5% of total operating support costs. Despite a \$31,150 decrease or approximately 6.8% decline from the revised FY 2025-26 budget, resources will continue to fund staff recruitment, legal fees, web-based services, audit fees and miscellaneous bank charges.

### Travel Expenses

The \$233,512 Travel Expenses budget, 1.4% of the total operating support costs, has gone down by 20.8% (\$61,296 decrease) in comparison to the revised funding amount in FY 2025-26. This decrease corresponds with less travel costs (airfare, lodging, per diem, etc.) related to professional development opportunities such as off-site trainings. With the focus on the 2024-2029 Strategic Plan, the organization's public policy and advocacy related travel will remain a priority and will require increased frequency of travel to Sacramento, CA and Washington, DC.

### Professional Development

Professional Development represents 1.7% of the total operating support budget, in the amount of \$296,260. This is a \$58,840 decrease from the revised FY 2025-26 budget. There will be less spending as more in-house training initiatives are completed, and more phases of the Strategic Plan are implemented. Even with this decrease, the organization will continue to develop its staff by pursuing external staff professional development opportunities such as CORO (\$3,000 per staff member), coaching for the Senior Leadership Team (\$15,000 per SLT member) and Leadership Team (\$5,000 per LT member), and other leadership programs. First 5 LA prioritizes staff training to ensure that members of the organization are well equipped to perform their key job functions needed to advance the desired short and long-term goals. In FY 2026-27, Professional Development costs for the various departments have been centralized in the Senior Leadership Team member's center budget.

## **II. REVENUE ASSUMPTIONS**

As Proposition 10 revenues continue to decrease, First 5 LA is not only maintaining but expanding its efforts to identify alternative revenue sources and sustainability strategies. The organization is actively pursuing partnerships and funding opportunities to support its mission and serve the children of Los Angeles County. Recent examples include: IMPACT funding from First 5 California (F5CA), support from the Los Angeles County Department of Mental Health (LACDMH) for home visiting services in Service Planning Areas (SPAs) 1 and 2, and funding through a collaboration with a Medi-Cal managed care plan to advance Welcome Baby sustainability strategies. Combined, these sources are expected to contribute approximately \$7.1 million in FY 2026–27.

Proposition 10 allocates 80% of tobacco tax revenue to county commissions, based on their share of statewide births. Los Angeles County consistently receives the largest share— about 22–23% of the total allocation. As reflected in current and past LTFPs, Proposition 10 revenue has been steadily declining and is expected to continue this trajectory. FY 2026-27 tobacco tax revenue is projected at approximately \$46.8 million— down \$3.1 million, or 6.2%, from estimates shared with the Board in June 2025. State revenue projections are inherently variable. These projections are updated as actual revenue data becomes available. Staff will also continue working with other county commissions and the First 5 Association to monitor and respond to developments that may impact funding.

The Commission currently invests in two pools: the County surplus pool and a dedicated investment portfolio. For FY 2026-27, interest income from these investments is projected at approximately \$5.6 million, based on a 2.0% estimated rate of return on expected cash balances.

In alignment with the 2024-2029 Strategic Plan and the LTFP, First 5 LA will continue exploring both public and private funding opportunities to support its fiscal sustainability and strategic goals. Any additional revenue secured during the fiscal year— whether restricted or unrestricted— will be presented to the Commission either through the FY 2026-27 Mid-Year Revised Budget or the next update to the LTFP, as appropriate.

### **III. IMPACT ON FUND BALANCE**

The annual budget has a direct impact on the organization’s fund balance. As tobacco tax revenues – historically the primary funding source – continue to decline, expenditures are projected to exceed revenues, resulting in a gradual drawdown of the fund balance.

To manage this decline, a portion of the budget is reserved in accordance with Board policy adopted in July 2020. This policy requires a fund balance reserve equal to 50% of the projected annual budget. For FY 2026-27, this reserve totals \$35.0 million and is classified as unassigned.

Updates to the Long-Term Financial Plan (LTFP), approved in October 2024, project a higher ending fund balance for FY 2034-35. This increase reflects several factors:

- Lease revenue from the second floor
- Higher-than-expected interest earnings in FY 2024-25
- Lower-than-expected expenditures in FY 2024-25
- A cost-neutral mid-year adjustment to the FY 2025-26 budget
- Additional secured external funding for FY 2025-26 and FY 2026-27

These projections will continue to evolve as assumptions related to revenues, external funding, interest earnings, and expenditures are updated. Mid-year budget adjustments and future proposed budgets will also affect the outlook.

First 5 LA's efforts to improve long-term sustainability, including securing alternative revenue sources, further influence the fund balance. The FY 2026-27 budget totals \$70.0 million, with approximately \$7.1 million expected from external sources. This results in a net draw of about \$62.9 million from internal resources and the fund balance.

Under Board policy, the Commission formally adopts the annual budget through a resolution committing funds to approved initiatives. Any remaining allocations as of June 30, 2026, will be presented for reaffirmation on June 11, 2026, alongside approval of the FY 2026-27 Budget. For reporting purposes, only the current year's approved appropriation is classified as committed for programmatic investments without multi-year authorization. Unspent funds from the prior fiscal year revert to the assigned fund balance, making them available for use under the Board-approved Strategic Plan.

Final fund balance amounts will be confirmed following the close of FY 2025-26, the year-end audit, and completion of the Comprehensive Annual Financial Report. Updated figures will be shared with the Commission through the audit process and incorporated into the next LTFP update and draft budget.

#### **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 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. Through the LTFP, the annual recommended administrative limit has been designated as representing no more than 15% of total annual costs, unless otherwise approved by the Board. As we work toward alignment to the \$60 million annual spending and greater stability for our work and our partners, the administrative cost is expected to fluctuate above the 15% target. This year, the administrative cost for FY 2026-27 is a projected 15.52% of total spending for the year.

The administrative cost accounts for 100% of the following departments' costs: Board of Commissioners, Communications, Contract Administration & Purchasing, Executive, Facilities Management, Finance, Human Resources, Information Technology, and the Center for Operations & Sustainability. In addition to these costs, the existing definition includes salary and employee benefit (S&EB) costs for Vice Presidents, Directors and Administrative Assistants in the following programmatic departments: Communities, Family Supports, Health Systems, Impact & Accountability, Center for Community Engagement & Policy, Center for Strategy & Culture, Center for Family Systems & HR Support, and the Public Policy & ECE department. The Administrative Cost for Vice Presidents,

Directors and Administrative Assistants is calculated at 65% of total Salary & Benefits for FY 2026-27, per the high-level Staff Time Allocation survey collected in August 2024. The 35% difference is captured as a program support cost.

Using the methodology noted above (further details are provided as part of Attachment B), the administrative cost to support First 5 LA functions is projected to be approximately \$10.9 million, or 15.52% of the total budget. The decrease from the previous year's revised \$12.7 million or 15.82% is due to the cost reductions proposed across all budget categories and eliminating vacant FTEs, as we continue to align with the approved long-term financial plan.

## **V. CONCLUSION**

The FY 2026-27 budget is about focus – ensuring that every dollar advances our strategic priorities and positions us for long-term impact. First 5 LA departments will deepen their systems change efforts through strategic investments, cross-sector collaboration, and data-informed practices. Each department's work aligns with the organization's 2024-2029 Strategic Plan and reflects a shared commitment to improving outcomes for children prenatal to age 5 and their families across Los Angeles County.

We extend our gratitude to the Commission for their steadfast leadership and support of First 5 LA's mission to create a future where every child is born healthy and thrives in nurturing, safe, and loving communities.



## ATTACHMENT B:

### FY 2026-27 BUDGET

### SUPPLEMENTAL DOCUMENTS

- Budget Summary
- Combined Program Support and Administrative Support Costs (Organization-wide Operation Costs)
- Administrative Limit Calculation
- Time Survey
- Schedule of Authorized Positions

CENTER/DEPARTMENT	PROJECT NAME	REVISED FY 2025-26 BUDGET	FY 2026-27 BUDGET		VARIANCE	
			PROPOSED		\$	% CHANGE
<b>2024-2029 STRATEGIC PLAN</b>						
<b>Center for Family Systems &amp; Human Resources</b>						
FAMILY SUPPORTS	Welcome Baby Hospitals	\$ 16,990,000	\$ 14,078,295	\$ (2,911,705)	-17.1%	
	Select Home Visiting Programs	9,630,000	10,476,976	846,976	8.8%	
	Family Strengthening Oversight Entity	3,415,113	3,022,375	(392,738)	-11.5%	
	Stronger Families Database	664,300	664,500	200	0.0%	
<b>Sub-total Family Supports</b>		<b>\$ 30,699,413</b>	<b>\$ 28,242,146</b>	<b>\$ (2,457,267)</b>	<b>-8.0%</b>	
HEALTH SYSTEMS	Help Me Grow	\$ 60,000	\$ -	\$ (60,000)	-100.0%	
	Infrastructure Support for Sustainability and Health Planning	170,000	140,000	(30,000)	-17.6%	
	AAIMM Birth Outcomes and Disparities – Policy and Systems Change	926,000	926,000	-	0.0%	
<b>Sub-total Health Systems</b>		<b>\$ 1,156,000</b>	<b>\$ 1,066,000</b>	<b>\$ (90,000)</b>	<b>-7.8%</b>	
CENTER SUPPORT	Center for Strategic Partnerships	\$ 50,000	50,000	\$ -	0.0%	
	County Partnership Fund	125,000	75,000	(50,000)	-40.0%	
<b>Sub-total Center Support</b>		<b>\$ 175,000</b>	<b>\$ 125,000</b>	<b>\$ (50,000)</b>	<b>-28.6%</b>	
<b>Sub-Total: Center for Family Systems &amp; Human Resources</b>		<b>\$ 32,030,413</b>	<b>\$ 29,433,146</b>	<b>\$ (2,597,267)</b>	<b>-8.1%</b>	
<b>Center for Community Engagement &amp; Policy</b>						
COMMUNITIES	Region 1: Central-East Regional Network	\$ 2,582,580	\$ 2,001,500	\$ (581,081)	-22.5%	
	Region 2: SLA Regional Network	2,948,080	2,284,762	(663,318)	-22.5%	
	Region 3: SFV Regional Network	1,377,210	1,101,768	(275,442)	-20.0%	
	Region 4: Port Cities Regional Network	1,554,880	1,243,904	(310,976)	-20.0%	
	Region 5: AV Regional Network	1,296,300	1,037,040	(259,260)	-20.0%	
	Cross Regional Alignment	95,000	200,000	105,000	110.5%	
	Network Alignment and Strengthening	300,000	650,000	350,000	116.7%	
	Learning, Metrics, & Data Agenda	35,000	150,000	115,000	328.6%	
<b>Sub-total Communities</b>		<b>\$ 10,189,050</b>	<b>\$ 8,668,974</b>	<b>\$ (1,520,077)</b>	<b>-14.9%</b>	
IMPACT & ACCOUNTABILITY	Annual Reporting	\$ 41,000	\$ 42,000	\$ 1,000	2.4%	
	Data Requests	5,000	20,000	15,000	300.0%	
	Children's Data Network (CDN)	530,000	450,500	(79,500)	-15.0%	
	WIC Data Mining Research Partnership	266,000	-	(266,000)	-100.0%	
	Impact Framework	272,000	230,000	(42,000)	-15.4%	
	Equity Index	300,000	250,000	(50,000)	-16.7%	
<b>Sub-total impact &amp; Accountability</b>		<b>\$ 1,414,000</b>	<b>\$ 992,500</b>	<b>\$ (421,500)</b>	<b>-29.8%</b>	
PUBLIC POLICY & EARLY CARE AND EDUCATION	County ECE Infrastructure Support	\$ 200,000	\$ 200,000	\$ -	0.0%	
	Provider Advisory Group	250,000	55,000	(195,000)	-78.0%	
	Universal Preschool	75,000	65,000	(10,000)	-13.3%	
	Dual Language Learner	400,000	325,000	(75,000)	-18.8%	
	Home-Based Child Care Strategy	600,000	375,000	(225,000)	-37.5%	
	IMPACT Legacy	2,600,000	2,840,000	240,000	9.2%	
	QSLA Facilitation and Communications	250,000	150,000	(100,000)	-40.0%	
	Early Childhood Policy and Advocacy Fund	3,610,000	3,070,000	(540,000)	-15.0%	
	Policy Advocacy Fund Technical Assistance Provider	525,000	445,000	(80,000)	-15.2%	
	Organization-Wide Sponsorships	240,000	204,000	(36,000)	-15.0%	
	Organizational Memberships	170,000	144,500	(25,500)	-15.0%	
	Organization-Wide Partnerships	140,000	118,000	(22,000)	-15.7%	
	Policy & Advocacy Stakeholder Engagement	125,000	106,250	(18,750)	-15.0%	
	State Policy and Sustainability Advocate	205,000	205,000	-	0.0%	
Strategic Plan Advocacy Strategies	375,000	450,000	75,000	20.0%		
<b>Sub-total Public Policy &amp; Early Care Education</b>		<b>9,765,000</b>	<b>8,752,750</b>	<b>(1,012,250)</b>	<b>-10.4%</b>	
<b>Sub-Total: Center for Community Engagement &amp; Policy</b>		<b>\$ 21,368,050</b>	<b>\$ 18,414,224</b>	<b>\$ (2,953,827)</b>	<b>-13.8%</b>	

CENTER/DEPARTMENT	PROJECT NAME	REVISED FY 2025-26 BUDGET	FY 2026-27 BUDGET		VARIANCE	
			PROPOSED		\$	% CHANGE
<i>Center for Strategy &amp; Culture</i>						
COMMUNICATIONS	Strategic Communications	\$ 557,500	\$ 532,174	\$ (25,326)	-4.5%	
	Strategic Communications Partnerships	150,000	127,500	(22,500)	-15.0%	
	Strategic Marketing	756,000	565,850	(190,150)	-25.2%	
<b>Sub-total Communications</b>		<b>1,463,500</b>	<b>1,225,524</b>	<b>(237,976)</b>	<b>-16.3%</b>	
<i>Sub-Total: Strategy &amp; Culture</i>		<i>\$ 1,463,500</i>	<i>\$ 1,225,524</i>	<i>\$ (237,976)</i>	<i>-16.3%</i>	
<b>TOTAL 2024-2029 STRATEGIC PLAN</b>		<b>\$ 54,861,963</b>	<b>\$ 49,072,894</b>	<b>\$ (5,789,070)</b>	<b>-10.6%</b>	
	Strategic Initiatives Development Fund	\$ 4,751,470	\$ 3,951,555	(799,916)	-16.8%	
	Program Support	\$ 7,733,819	\$ 6,111,428	(1,622,392)	-21.0%	
<b>TOTAL FIRST 5 LA PROGRAM BUDGET</b>		<b>\$ 67,347,252</b>	<b>\$ 59,135,876</b>	<b>\$ (8,211,377)</b>	<b>-12.2%</b>	
<b>Administrative Cost</b>						
	Administrative Support	\$ 12,652,748	\$ 10,864,124	\$ (1,788,623)	-14.1%	
<b>TOTAL ADMINISTRATIVE Support</b>		<b>\$ 12,652,748</b>	<b>\$ 10,864,124</b>	<b>\$ (1,788,623)</b>	<b>-14.1%</b>	
<b>TOTAL FIRST 5 LA BUDGET</b>		<b>\$ 80,000,000</b>	<b>\$ 70,000,000</b>	<b>\$ (10,000,000)</b>	<b>-12.5%</b>	

<b>NON- F5LA PROPOSITION 10 REVENUES</b>						
	F5CA IMPACT	\$ 3,375,531	2,387,926	(987,605)	-29%	
	Medi-Cal Managed Care Plan	250,000	100,000	(150,000)	-60%	
	SHV: DMH Application for funding	4,016,581	4,123,904	107,323	3%	
	F5CA QSLA Facilitation & Comms	-		-	N/A	
	LA Care Grant	450,000	\$ 450,000		0%	
	WestEd BEELS	100,000			0%	
<b>TOTAL NON-F5LA PROPOSITION 10 REVENUES</b>		<b>\$ 8,192,112</b>	<b>\$ 7,061,830</b>	<b>\$ (1,030,282)</b>	<b>-12.6%</b>	

<b>TOTAL DEMAND ON F5LA RESOURCES</b>		<b>\$ 71,807,888</b>	<b>\$ 62,938,170</b>	<b>\$ (8,869,718)</b>	<b>-12.4%</b>
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OPERATING COSTS SUMMARY  
 BUDGET FY26-27  
 CENTER/OFFICE/TEAM: First 5 LA



Description	FY2026 MID-YEAR	FY2027 BUDGET	% Variance
<b>Total Operating Expenses</b>	20,386,568	16,975,552	(16.7%)
<b>Total Salaries &amp; Wages</b>	11,788,254	9,744,788	(17.3%)
<b>6040 Social Security Tax</b>	<b>681,226</b>	<b>579,195</b>	<b>(15.0%)</b>
<b>6215 Utilities</b>	185,000	180,000	(2.7%)
<b>6225 Mileage, Parking and Other Transportation</b>	22,965	21,025	(8.4%)
<b>6230 Telephones</b>	53,300	44,200	(17.1%)
<b>6235 Cell Phone &amp; Mobile Devices</b>	108,300	87,000	(19.7%)
<b>6240 Outside Printing &amp; Publications</b>	2,300	2,000	(13.0%)
<b>6245 Other Supplies</b>	3,000	5,000	66.7%
<b>6250 Postage &amp; Delivery</b>	2,510	1,810	(27.9%)
<b>6255 Educational Supplies</b>	5,000	4,200	(16.0%)
<b>6260 Office Supplies</b>	34,790	27,849	(20.0%)
<b>6265 Subscriptions &amp; Publications</b>	33,800	26,000	(23.1%)
<b>6270 Capital Outlay</b>	103,500	88,000	(15.0%)
<b>6275 Equipment-Rents &amp; Leases</b>	21,000	26,000	23.8%
<b>6280 Building Repair &amp; Maintenance</b>	170,000	165,000	(2.9%)
<b>6285 Equipment Repairs &amp; Maintenance</b>	6,500	3,000	(53.8%)
<b>6290 Offsite Storage</b>	5,200	5,500	5.8%
<b>6295 Hardware &amp; Software Maintenance</b>	404,000	364,000	(9.9%)
<b>6300 Miscellaneous/Contingency</b>	89,800	56,000	(37.6%)
<b>6305 Stipend/Honorarium</b>	0	2,000	100.0%
<b>6310 Internal Meetings</b>	87,100	64,775	(25.6%)
<b>6315 Divisional Capacity Building</b>	19,000	3,400	(82.1%)
<b>6410 Consultant Fees</b>	972,000	716,238	(26.3%)
<b>6420 Other Professional Fees</b>	311,900	335,280	7.5%
<b>6510 Audit</b>	72,000	73,000	1.4%
<b>6520 Legal Fees</b>	200,000	200,000	0.0%
<b>6540 Professional Dues</b>	73,850	68,200	(7.7%)
<b>6550 Staff Recruitment</b>	10,000	8,000	(20.0%)
<b>6560 Commissioners Stipends</b>	20,000	20,000	0.0%
<b>6570 Web-Based Services</b>	70,000	51,500	(26.4%)

**OPERATING COSTS SUMMARY**  
**BUDGET FY26-27**  
**CENTER/OFFICE/TEAM: First 5 LA**



Description	FY2026 MID-YEAR	FY2027 BUDGET	% Variance
<b>6580 Bank &amp; Other Service Charges</b>	12,000	6,000	(50.0%)
<b>6610 Airfare</b>	117,125	90,160	(23.0%)
<b>6620 Lodging</b>	113,948	93,053	(18.3%)
<b>6640 Per Diem</b>	44,870	35,692	(20.5%)
<b>6650 Other Travel Expense</b>	18,865	14,607	(22.6%)
<b>6810 Training Materials &amp; Supplies</b>	12,100	10,260	(15.2%)
<b>6820 In-house Training</b>	64,300	63,005	(2.0%)
<b>6830 Leadership Programs</b>	138,100	114,800	(16.9%)
<b>6840 Conference/Training Registrations</b>	90,000	66,645	(26.0%)
<b>6850 Outside Education</b>	50,600	41,550	(17.9%)

**First 5 LA  
FY 2026-27 Budget  
Administrative Limit Calculation**

**Administrative Support Centers/Departments**

Board of Commissioners	39,423
Communications	611,520
Contract Administration & Purchasing	917,395
Executive	952,275
Facilities Management	751,580
Finance	1,662,406
Human Resources	1,969,853
Information Technology	1,322,712
Center for Operations & Sustainability (COS)	1,224,864

**Program Support Salary & Benefits<sup>1</sup>:**

Communities	164,580
Family Supports	243,810
Health Systems	256,104
Impact and Accountability	185,675
Center for Community Engagement & Policy	314,149
Center for Strategy and Culture	-
Center for Family Systems & HR Support	93,889
Public Policy & ECE	153,889

**Total FY 2026-27 Administrative Support Budget** **\$ 10,864,124**

**Total FY 2026-27 Program Support Budget** **\$ 6,111,428**

Total FY 2026-27 Admin Budget \$ 10,864,124

Total FY 2026-27 Program Budget \$ 59,135,876

**Total FY 2026-27 Budget** **\$ 70,000,000**

**Administrative Cost Percentage** **15.52%**

1. Program Support Salary & Benefits represents the Program VPs, Program Directors and Program Administrative Assistants salary and benefits, where 65% of total salary & benefits is calculated as an administrative cost per the high-level August 2024 Internal Time Allocation Survey findings, and 35% is program support.

# Time Allocation Survey

Programmatic Activities 35%

Administrative Activities 65%



**Directions:** Type in your name. Next to your name, in the highlighted cells in the same row, add the estimated average hours spent on administrative tasks vs. programmatic tasks per 160-hour work month in the "Program Hrs/Mo" and "Admin Hrs/Mo" columns. Ensure that the combined hours total 160, and the "% Total" column equals 100%. The percentage distribution will automatically calculate.

**Administrative Costs** are costs incurred in support of the general management and administration of First 5 LA, for a common or joint purpose that benefits more than one cost objective and/or those costs not readily assignable to a specifically benefited cost objective. **Examples include:** Financial reporting, reporting activities, financial planning, commission/association meetings or travel, timecard review, performance evaluations and other HR designated tasks, strategic planning, procurement.

**Program costs** are costs incurred that are readily assignable to a program, grantee, contractor, or service provider and/or in the execution of direct services provision. **Examples include:** Direct Services, program outreach and education, program planning, program grants and contract management, program/provider technical assistance and support, program database management, and contract compliance.

	Name	Program Hrs/Mo	% Program	Admin Hrs/Mo	% Administrative	% Total
1	Kim Hall	96	60%	64	40%	100%
2	John Wagner	96	60%	64	40%	100%
3	Julie Miyagawa	-	0%	160	100%	100%
4	Joaquin Calderon	85	53%	75	47%	100%
5	Ruth Flamenco	29	18%	131	82%	100%
6	Diana Careaga	100	63%	60	38%	100%
7	Esther Siordia	10	6%	150	94%	100%
8	Marcy Banuelos	10	6%	150	94%	100%
9	Tara Ficek	82	51%	78	49%	100%
10						0%
<b>Total Average</b>			<b>35%</b>		<b>65%</b>	

**FIRST 5 LA  
SCHEDULE OF AUTHORIZED POSITIONS**

Departments/Centers	FY 2025-26		FY 2026-27 <sup>4</sup>		
	Authorized Positions <sup>1</sup>	Filled Positions as of March 2026	Baseline	Addition/Deletion	Total <sup>2</sup>
<b>Executive</b>	2	2	2	0	2
<b>Family Systems &amp; Human Resources</b>	4	2	4	-2	2
Human Resources <sup>3</sup>	8	5	8	0	8
Family Supports	10	10	10	0	10
Health Systems	6	6	6	0	6
<b>Community Engagement &amp; Policy</b>	3	1	3	-1	2
Communities	12	10	12	-3	9
Impact & Accountability	5	4	5	-1	4
Public Policy & ECE	10	7	10	-3	7
<b>Operations &amp; Sustainability</b>	4	4	4	0	4
Contract Administration & Purchasing	8	6	8	-3	5
Finance	8	8	8	0	8
Information Technology	5	4	5	-1	4
<b>Strategy &amp; Culture</b>	5	1	5	-4	1
Communications	5	4	5	-1	4
	<b>95</b>	<b>74</b>	<b>95</b>	<b>-19</b>	<b>76</b>

1) Temporary employees (varies) who work fewer than 30 days a year are not included in the FTE count

2) The FTE count is based on our best thinking to meet the needs of the organization at this time

3) Three (3) vacant TBD positions are included in the HR budget, as well as one (1) regular part-time HR staff reflected as a total of one (1) FTE for the purpose of this exercise. Regular part-time staff receive limited benefits (pro-rated working hours, including leave, retirement, no health). An employee must work at least 30 days in a year for the same employer to be eligible for limited benefits as a part-time employee.



## ATTACHMENT C:

### FY 2026-27 BUDGET

### CENTER FOR FAMILY SYSTEMS & HUMAN RESOURCES

- Center/Department Cover Sheet
- Program Support Detail
- Program Detail

# Family Systems & HR Support (Center Support)

**Center/Department Name: Center for Family Systems & Human Resources**

**Authorized Positions:**

<b>Position</b>	<b>#</b>
Executive Assistant and Center Coordinator	1
Project Manager	1
<b>Total:</b>	<b>2</b>

**Overview:**

The Center for Family Systems and Human Resources plans, develops, and oversees our portfolio of work including efforts focused on family strengthening (including Welcome Baby and Select Home Visiting, as well as other efforts to assist families in navigation and accessing resources from public systems), health systems (including efforts focused on birth equity and early identification and intervention for developmental delays), and program development (including efforts to enhance and sustain our programmatic work). The Center includes the following: the Family Supports department, the Health Systems department, the Human Resources department, and the function of program development and effectiveness. This Center also houses our key partnerships with family serving public systems.

OPERATING COSTS SUMMARY

BUDGET FY26-27

CENTER/OFFICE/TEAM: Fam Syst & HR Supp-CST-Op Costs-No Project



Description	FY2026 MID-YEAR	FY2027 BUDGET	% Variance	Note(s)
<b>Total Operating Expenses</b>	1,082,095	336,368	(68.9%)	
<b>Total Salaries &amp; Wages</b>	712,554	210,096	(70.5%)	
<b>6040 Social Security Tax</b>	<b>30,962</b>	<b>13,026</b>	<b>(57.9%)</b>	
<b>6225 Mileage, Parking and Other Transportation</b>	500	200	(60.0%)	Funds to cover mileage/parking for 2 staff to attend local meetings within LA County.
<b>6235 Cell Phone &amp; Mobile Devices</b>	4,800	2,400	(50.0%)	Cell phone (\$50/month) and internet (\$50/month) reimbursement to staff for offsite work, included for 12 months. 2 FTEs at \$100/staff member for a total of \$200/month x 12 months = \$2,400.
<b>6260 Office Supplies</b>	1,250	525	(58.0%)	Funds for general office supplies to support staff with hybrid and onsite work (e.g., paper, pens, post it notes, folders, etc.).
<b>6265 Subscriptions &amp; Publications</b>	100	0	(100.0%)	
<b>6310 Internal Meetings</b>	4,000	500	(87.5%)	Funds to cover expenses related to internal staff meetings including speakers and supplies.
<b>6315 Divisional Capacity Building</b>	10,000	0	(100.0%)	
<b>6410 Consultant Fees</b>	96,750	9,500	(90.2%)	Fam Supports: (\$1,500) Funds to cover potential consulting for staff development, internal integration efforts and advancement of Strategic Plan goals; Health Systems: (\$8,000).
<b>6540 Professional Dues</b>	250	100	(60.0%)	Funds to cover dues that may arise to support FSHR.
<b>6610 Airfare</b>	2,500	1,050	(58.0%)	Funds for 2 FTE to and from professional conferences, meetings, or business-related trainings outside of Los Angeles area. All expenses will adhere to the First 5 LA policy for Travel Approval and Reimbursement.
<b>6620 Lodging</b>	2,500	1,050	(58.0%)	Funds for 2 FTE 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. All expenses will adhere to First 5 LA policy for Travel Approval and Reimbursement.
<b>6640 Per Diem</b>	1,250	525	(58.0%)	Funds to cover per diem costs for 2 FTE to provide for various daily expenses incurred while attending professional conferences, trainings or meetings outside of Los Angeles County greater than 100 miles round trip from employees' current commute to First 5 LA. Per diem expenses will adhere to First 5 LA's policy for Travel Approval and Reimbursement.

OPERATING COSTS SUMMARY

BUDGET FY26-27

CENTER/OFFICE/TEAM: Fam Syst & HR Supp-CST-Op Costs-No Project



Description	FY2026 MID-YEAR	FY2027 BUDGET	% Variance	Note(s)
<b>6650 Other Travel Expense</b>	1,250	525	(58.0%)	Funds to support other travel expenses for 2 FTE for participation in conferences and/or events (e.g., taxi, rideshare, etc.).
<b>6820 In-house Training</b>	800	680	(15.0%)	Fam Supports: (\$680) Funds to support internal training and staff development for 9 staff at a group level. Health Sys: (\$0).
<b>6840 Conference/Training Registrations</b>	17,600	12,950	(26.4%)	FSHR (\$1,000): Funds to cover registration fees for 2 FTE professional conferences that maybe held virtually and in-person; Fam Supports: (\$5,950) Costs include National Home Visiting Summit with in-person registration for 5 FTE at \$700/person; and training/ registration opportunities for 9 FTEs at about \$300/per person, rounded to a total of \$5,950; Health Systems: (\$6,000).
<b>6850 Outside Education</b>	2,000	1,000	(50.0%)	Fam Supports: (\$1,000) Provides for content specific training to increase content knowledge and expertise in program implementation and sustainability related strategies. Training can be provided on a group or individual basis. Trainings anticipated for 9 FTE at \$120 per individual, rounded off to a total of \$1,000; Health Sys: (\$0).

<b>Budget Fiscal Year: 2026 - 2027</b>	<b>Status: Proposed</b>
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<b>Initiative</b>	<b>Investment Category</b>
Cross-Cutting Funder Partnerships	2024-2029 Strategic Plan

<b>Program Name</b>	<b>2025 – 2026 Revised Budget</b>	<b>2026 – 2027 Budget</b>	<b>% Variance</b>
Center for Strategic Partnerships	\$50,000	\$50,000	0%

**Program Summary**

An initiative of Southern California Grantmakers (SCG), the Center for Strategic Partnerships (CSP or Center) is a collaboration between government and philanthropy. 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.

The Center has been an enormously valuable partner to First 5 LA and their work and impact continues to expand. Their unique fiscal relationships with Southern California Grantmakers allows the Center to quickly marshal public and private resources to support County initiatives that are aligned with First 5 LA priorities. First 5 LA’s support of the Center provides us a seat on the CSP Philanthropic Advisory Committee, advising on the Center’s budget, work and priorities.

**Spending Plan and Funding Methodology**

\$50,000 will be paid once per year in a lump sum to support core operations of the Center. Philanthropic contributions to the Center typically cover staffing and administrative support from Southern California Grantmakers to continue the unique fiscal relationship with LA County. Core operating support may also include Center evaluations, program administration, meeting facilitation and other expenses.

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

**Budget Fiscal Year: 2026 - 2027**

**Status: Proposed**

<b>Initiative</b>	<b>Investment Category</b>
County Partnerships	2024-2029 Strategic Plan

<b>Program Name</b>	<b>2025 – 2026 Revised Budget</b>	<b>2026 – 2027 Budget</b>	<b>% Variance</b>
County Partnership Fund	\$125,000	\$75,000	-40%

**Program Summary**

The County Partnership Fund will help support emerging opportunities with County Government that are aligned with First 5 LA's 2024-2029 Strategic Plan. These County partnership efforts are often supported by philanthropic partners and provide First 5 LA access to influence County systems and leverage public and private resources to advance outcomes for children and families. These resources may 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 budget supports broad initiative categories, such as prevention, and aims to maintain flexibility and respond to the changing environments. Given recent conversations, we expect these projects to materialize with significant alignment to First 5 LA's 2024-2029 Strategic Plan. The costs identified for these activities are subject to change based on actual need as more information is made available.

**Spending Plan and Funding Methodology**

These funds will continue to support emerging opportunities with County partners.

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

This amount is a decrease of 40% from FY25-26 due to decreasing revenue and historic spending patterns.

# Family Supports

**Center/Department Name: Family Supports**

**Authorized Positions:**

<b>Position</b>	<b>#</b>
Director	1
Senior Program Officers	2
Program Officers	5
Program Associate	1
Administrative Coordinator*	1
<b>Total:</b>	<b>10</b>

*\* Family Supports shares an Administrative Coordinator with the Public Policy & ECE department. All personnel costs related to the Administrative Coordinator are included within the Family Supports department budget.*

**Overview:**

The Family Supports team works with others to lead and fund systems change activities related to family strengthening services, primarily home visiting. In FY26-27 we will focus on alignment of the home visiting investment to the First 5 LA (F5LA) long-term financial plan and advancing opportunities to leverage sustainability strategies given F5LA's declining revenues, given home visiting continues to be the single largest investment for the organization. Additionally, Family Supports team will bring continued partnership to strengthen and support countywide infrastructure for home visiting services and to enhance referral linkages to family-serving systems. In order to advance these priorities, the Family Supports team is responsible for the following:

- Aligning the home visiting investment to the F5LA long-term financial plan, including the launch of braided funding via Med-Cal benefits; engagement with managed care plans; and continued partnership with other County Departments to explore potential sustainability strategies. Efforts will also focus on continued data collection enhancement and improved integration of home visiting referral pathways with complementary family-serving services and systems.
- Serving as subject matter experts for family support services and informing the prioritization of organization-wide efforts related to home visiting including communications, research and data, learning, and public policy.
- Providing a leadership role in coordination efforts to support a highly integrated, comprehensive, family-centered, system of home visiting services across Los Angeles County in partnership with the Department of Public Health and other external partners.

**Center for Child and Family Impact Priorities for FY26-27:**

Following is a brief summary of the critical work the Family Supports team will lead in FY26-27 in support of the Strategic Plan Implementation:

- Alignment of Home Visiting Long-Term Vision and Sustainability to the Long-Term Fiscal Plan: In collaboration with internal and external partners, the Family Support team is supporting efforts to explore and implement a variety of sustainability

strategies. Efforts include leveraging the Community Health Worker Medi-Cal benefit, continued collaboration with managed care plans, participation in data sharing and streamlining reporting efforts, and exploration of Families First Prevention Services Act. Additionally, the Family Strengthening Oversight entity and Stronger Families Database represent foundational components utilized across home visiting providers and funding streams to enhance workforce quality and capture client level data, screenings and program participation and outcomes.

- Advancement of F5LA Strategic Plan via Home Visiting: Utilization and enhancement of data available via home visiting to inform and advance F5LA's Maternal and Child Well Being Initiative, including: maternal depression, early identification and intervention, housing and food security. The Family Supports team will work in partnership with key stakeholders in optimization and integration efforts to advance policy and systems efforts through coordination with County partners on prevention efforts. Further, the team will work to enhance data collection, including modification of the Welcome Baby model, to enhance and improve linkages to family serving systems.
- Home Visiting Partnership and Coordination: In partnership with the Department of Public Health, the Family Supports team helps lead home visiting system building coordination efforts to strengthen a system-wide approach and catalyze ongoing coordination in support of significant systems change and strengthened cross-sector collaboration. Examples include leading coordination efforts with key home visiting stakeholders and funders for an established leadership structure (Collaborative Leadership Council); support for the Family Strengthening Oversight Entity, which standardizes implementation and coordination across funding streams and oversees the Los Angeles County Perinatal and Early Childhood Home Visitation Consortium; and supporting efforts to streamline the ability to share data across multiple funding streams to inform county-wide planning efforts. The latter includes coordination with the Centralized Billing System, an effort led by DPH to maximize use of home visiting funding, and the DPH's Data Lake, which compiles home visiting data across multiple models, database platforms and funders to understand countywide successes and challenges in accessing services.

OPERATING COSTS SUMMARY

BUDGET FY26-27

CENTER/OFFICE/TEAM: Fam Supports-Op Costs-No Project



Description	FY2026 MID-YEAR	FY2027 BUDGET	% Variance	Note(s)
<b>Total Operating Expenses</b>	1,722,850	1,597,005	(7.3%)	
<b>Total Salaries &amp; Wages</b>	1,199,434	1,127,572	(6.0%)	
<b>6040 Social Security Tax</b>	75,552	71,307	(5.6%)	
<b>6225 Mileage, Parking and Other Transportation</b>	2,000	1,500	(25.0%)	Funds to cover mileage/parking for 10 FTE's to attend local meetings within LA County.
<b>6235 Cell Phone &amp; Mobile Devices</b>	12,000	12,000	0.0%	Agency providing cell phone reimbursement to staff, including 12 months of Internet and Cellphone Reimbursement for offsite work. Funds for 10 FTEs at \$100/per staff member for a total of \$1,000/month for 12 months, for total of \$12,000.
<b>6260 Office Supplies</b>	1,300	1,000	(23.1%)	Funds for general office supplies to support 10 FTE staff with hybrid and onsite work (e.g., paper, pens, post it notes, folders, etc.).
<b>6265 Subscriptions &amp; Publications</b>	200	0	(100.0%)	
<b>6310 Internal Meetings</b>	1,800	1,500	(16.7%)	Funds to cover expenses related to internal staff meetings, including speakers and supplies.
<b>6610 Airfare</b>	5,500	4,675	(15.0%)	Funds to support 5 FTE for travel to the Home Visiting National Summit in Washington DC (estimated at \$600/roundtrip), and one statewide event for 5 FTE (at \$300/each), and attendance at key Home Visiting presentations/conferences during the year for total of \$4,675.
<b>6620 Lodging</b>	6,600	5,610	(15.0%)	Funding for 5 FTE to attend National Home Visiting Summit in Washington DC (lodging estimated at \$300/night x 2 nights), and hotel stays for 5 FTE to attend one statewide event/conference each for estimate of \$250 for one night, and additional local/state conferences or presentations, for total rounded to \$5,610.
<b>6640 Per Diem</b>	4,500	3,825	(15.0%)	Funds to cover per diem costs for 5 FTE that attend a national annual conference and statewide events/conferences, and attendance at key Home Visiting presentations/conferences for total of \$3,825.
<b>6650 Other Travel Expense</b>	500	425	(15.0%)	Funds to support other travel expenses for 9 FTE during participation in conferences and events.

**OPERATING COSTS SUMMARY**

**BUDGET FY26-27**

**CENTER/OFFICE/TEAM: Fam Supports-Op Costs-No Project**



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Description	FY2026 MID-YEAR	FY2027 BUDGET	% Variance	Note(s)
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<b>Budget Fiscal Year: 2026 - 2027</b>	<b>Status: Proposed</b>
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Initiative	Investment Category
Home Visiting	2024-2029 Strategic Plan

Program Name	2025 – 2026 Revised Budget	2026 – 2027 Budget	% Variance
Welcome Baby Hospitals	\$16,990,000	\$14,078,295	-17.1%

**Program Summary**

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.

**Spending Plan and Funding Methodology**

The program budget of \$14,078,295 reflects an analysis based on budget amounts from previous fiscal years relative to actual expenditures and an assessment of sustainability strategies. The Program Budget for FY26-27 takes historical expenditure trends into account to provide a more accurate budget. Given First 5 LA’s declining revenue, additional analysis led to further refinements, adjustment of Welcome Baby staffing to hospital birth rate census and adjustments to administrative and overhead costs. As such, FY26-27 program budget is anticipated to be less than the actual total contract amount but reflects the trend of anticipated expenditures.

The majority of contract expenses will be spent on personnel costs, with expenses for supplies, mileage, and client materials. The following were considered when developing the FY26-27 estimate:

- Program related costs (mileage, supplies)
- Estimated revenue from drawing down Medi-Cal Community Health Worker benefit
- Analysis of expenditure trends from prior fiscal years to align the programmatic budget with anticipated expenditures rather than contract amount

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

<b>Budget Fiscal Year: 2026 - 2027</b>	<b>Status: Proposed</b>
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Initiative	Investment Category
Home Visiting	2024-2029 Strategic Plan

Program Name	2025 – 2026 Revised Budget	2026 – 2027 Budget	% Variance
Select Home Visiting Programs	\$9,630,000	\$10,476,976	8.8%

**Program Summary**

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.

**Spending Plan and Funding Methodology**

In previous fiscal years, an analysis of expenditure trends from prior fiscal years was utilized to align the programmatic budget with anticipated expenditures rather than contract amount. In FY26-27, the program budget reflects the contract amount of \$10,476,976.

Most contract expenses will be spent on personnel, ongoing operating expenses and on costs such as supplies and mileage associated with client enrollment. The following factors were considered when developing the FY26-27 estimate:

- Program related costs (mileage, supplies)
- Inclusion of Department of Mental Health funds for enhancement of clinical support in SPA 1 and 2 agencies

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

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**Budget Fiscal Year: 2026 - 2027**

**Status: Proposed**

<b>Initiative</b>	<b>Investment Category</b>
Home Visiting	2024-2029 Strategic Plan

<b>Program Name</b>	<b>2025 – 2026 Revised Budget</b>	<b>2026 – 2027 Budget</b>	<b>% Variance</b>
Family Strengthening Oversight Entity	\$3,415,113	\$3,022,375	-11.5%

**Program Summary**

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 fidelity to the national models. 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. Additionally, the FSOE plays a critical oversight role across program models and sites receiving multiple funding sources and utilizing the Stronger Families Database.

**Spending Plan and Funding Methodology**

In FY26-27 the Family Strengthening Oversight Entity (FSOE) will:

- Coordinate and implement 2 Family Strengthening Cohort Trainings for Welcome Baby/Select Home Visiting providers (over 150 hours of training)
- Coordinate monthly technical assistance meetings with Welcome Baby and Select Home Visiting providers
- Organize and conduct peer-to-peer learning opportunities
- Provide program materials to providers across 9 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.
- Coordination and development of reports to support First 5 LA's pilot efforts with Managed Care Organization(s)

Requested resources are consistent with historical expenditures and anticipated need. The following were taken into account when developing the FY26-27 estimate:

- Inclusion of virtual and in-person trainings and meeting costs
- Funding to provide training, materials and technical assistance to grantees to support high performance and enhanced service delivery
- Development of the Stronger Families Database and reporting functionality

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

<b>Budget Fiscal Year: 2026 - 2027</b>	<b>Status: Proposed</b>
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Initiative	Investment Category
Home Visiting	2024-2029 Strategic Plan

Program Name	2025 – 2026 Revised Budget	2026 – 2027 Budget	% Variance
Stronger Families Database	\$664,300	\$664,500	0%

**Program Summary**

Welcome Baby and Select Home Visiting are critical components of the 2024-2029 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 refinement of the Stronger Families Database. This data will include client-level information on services, screening, and assessments. The Database will also support sustainability efforts by coordination and sharing of data with the Home Visiting Data Lake, which will help provide countywide information on the successes and gaps facing families accessing services, and with the Unified Central Billing System, a project to support maximizing the use of home visiting funding streams. Both projects are led by the Department of Public Health.

**Spending Plan and Funding Methodology**

The Project Budget for the Stronger Families Database is \$664,500. Aside from the ongoing database hosting and maintenance, in FY26-27 the system will continue to incorporate database changes due to the ongoing partnership with managed care plans, development of new referral pathways, and coordination with the Department of Public Health and Department of Social Services home visiting efforts. Funds will continue to support Tableau reporting and additional features requested by users. Finally, ongoing efforts to support evaluation and county-wide collaboration that require database modifications will also continue.

The breakdown of costs includes the following:

- Tableau Licenses
- Tableau & Database Hosting
- Contracted Services to support database modifications
- Database Technical Expertise and Engineers

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

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# Health Systems

**Center/Department Name: Health Systems**

**Authorized Positions:**

<b>Position</b>	<b>#</b>
Director	1
Senior Program Officers	1
Program Officers	3
Administrative Coordinator*	1
<b>Total:</b>	<b>6</b>

*\*Health Systems shares an Administrative Coordinator with the Impact & Accountability department. All personnel costs related to the Administrative Coordinator are included within the Health Systems budget.*

**Overview:**

The Health Systems team works to improve the health care system, with a focus on those components of the system responsible for serving the prenatal to five population. Areas of focus include birth equity as well as early identification and intervention.

The team will serve as subject matter experts on health care tied to birth disparities as well as early identification and intervention. We continue to cultivate a broader understanding of the pieces of the health care system, including financing, service delivery and workforce that impact these areas of focus. The Health Systems team will collaborate with functional leads within First 5 LA to inform prioritization of organization-wide efforts related to Health Systems including sustainability, communications, research and data, learning, and public policy.

**Priorities for FY26-27:**

**Birth Equity**

**African American Infant and Maternal Mortality Prevention**

First 5 LA and LA County DPH (LACDPH) have joined efforts to lead the African American Infant and Maternal Mortality Prevention Initiative (AAIMM). The Initiative designs, supports and implements novel and evidence-based strategies and activities to improve pregnancy, birth and infant outcomes, improve family wellbeing, and decrease the high rates of Black infant and maternal deaths in LA County. Through a series of comprehensive and coordinated strategies centered around the LACDPH 2024-2029 Community Health Equity Improvement Plan, we are working to ensure all Black/African American babies and mothers/birthing people in Los Angeles County enjoy healthy and joyous births and thrive well beyond baby's first birthday.

**Additional Priority Populations- Alaska Native, American Indian, Native Hawaiian and Pacific Islander**

As noted in our 2024-2029 Strategic Plan, our Birth Equity work will expand its focus to additional priority populations, Alaska Native, American Indian, Native Hawaiian and Pacific Islander. Activities include strategies that build upon learning from landscape analysis to

capture current work underway and potential partnerships at the local, State and National levels.

### **Early Identification and Intervention**

The team will build on key learnings from prior early identification and intervention efforts to strengthen current practices and referral pathways within our Home Visiting work with a greater focus on coordination with health and home visiting systems. Home visitors will continue to conduct early and timely developmental screening, referral, and linkage to appropriate services and supports. Health Systems will work closely with Family Supports to bolster these efforts. Additionally, we will work to strengthen relationships with local and state systems as well as policymakers to ensure consistent processes and adequate workforce. Lastly, we will raise awareness of promising and best practices via publications for provider and policymaker audiences.

### **Medi-Cal Managed Care Plan Engagement**

More broadly, the team also works to support First 5 LA's efforts to strengthen and leverage relationships with health plans, particularly Medi-Cal managed care plans (MCPs), given their reach, resources, and responsibility in providing health care services and supports to the prenatal to five population and their families. Focused efforts this upcoming year include formalizing relationships with MCPs via Memorandums of Understanding (MOUs) to strengthen care coordination and referrals between MCPs and First 5 LA's Home Visiting investment as well as joint data sharing and quality improvement efforts. We will also enhance our administrative advocacy efforts through enhanced data use and reporting. A continued focus on leveraging Medi-Cal as a potential support to expand and sustain our investments remains in place given recent shifts and coverage benefits that align with our work.

OPERATING COSTS SUMMARY

BUDGET FY26-27

CENTER/OFFICE/TEAM: Health Syst-Op Costs-No Project



Description	FY2026 MID-YEAR	FY2027 BUDGET	% Variance	Note(s)
<b>Total Operating Expenses</b>	1,022,859	1,028,617	0.6%	
<b>Total Salaries &amp; Wages</b>	695,864	719,618	3.4%	
<b>6040 Social Security Tax</b>	<b>41,720</b>	<b>44,249</b>	<b>6.1%</b>	
<b>6225 Mileage, Parking and Other Transportation</b>	300	600	100.0%	Funds to cover mileage, parking for 6 staff to attend local meetings within LA and surrounding counties, \$100/staff.
<b>6235 Cell Phone &amp; Mobile Devices</b>	7,200	7,200	0.0%	Cell phone (\$50/month) and internet (\$50/month) reimbursement to staff for off-site work. 6 FTEs at \$100/staff for a total of \$600/month x 12 months = \$7,200.
<b>6260 Office Supplies</b>	600	300	(50.0%)	Funds for general office supplies to support staff with hybrid and onsite work. \$50/staff member for 6 staff totals \$300.
<b>6265 Subscriptions &amp; Publications</b>	200	400	100.0%	Funding to cover the purchase of interactive presentation/polling software, approximately \$10-15/month. Other costs include journal articles for research to inform programmatic strategy.
<b>6310 Internal Meetings</b>	500	1,000	100.0%	Funds to cover expenses related to internal staff meetings including speakers and supplies.
<b>6540 Professional Dues</b>	200	500	150.0%	Funds to cover dues for Infant Development Association of CA (\$250/org; up to 4 staff), American Public Health Association, and Collaborative Family Healthcare Association, for a total of \$500.
<b>6610 Airfare</b>	3,500	3,500	0.0%	Funds for 5 FTE (\$700/staff member) to attend 1-2 conferences, trainings, meetings and other learning forums outside of the Los Angeles area.
<b>6620 Lodging</b>	6,000	6,000	0.0%	Funds for 5 FTE (\$1,200/staff member) for overnight accommodations to attend multi-day conferences, trainings, meetings and other learning forums outside of the Los Angeles area.
<b>6640 Per Diem</b>	2,500	2,500	0.0%	Funds to cover per diem costs for 5 FTE (\$500/staff member) that attend conferences, trainings, meetings and other learning forums outside of the Los Angeles area.
<b>6650 Other Travel Expense</b>	750	750	0.0%	Funds to support other travel expenses for 5 FTE, \$150/staff member, for participation in conferences and/or events (e.g. taxi, rideshare, etc.).

**OPERATING COSTS SUMMARY**

**BUDGET FY26-27**

**CENTER/OFFICE/TEAM: Health Syst-Op Costs-No Project**



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Description	FY2026 MID-YEAR	FY2027 BUDGET	% Variance	Note(s)
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**Budget Fiscal Year: 2026 - 2027**

**Status: Proposed**

<b>Initiative</b>	<b>Investment Category</b>
Early Identification and Intervention	2024-2029 Strategic Plan

<b>Program Name</b>	<b>2025 – 2026 Revised Budget</b>	<b>2026 – 2027 Budget</b>	<b>% Variance</b>
Infrastructure Support for Sustainability and Health Planning	\$170,000	\$140,000	-17.6%

**Program Summary**

This funding is intended to support First 5 LA’s efforts to create sustainable financing mechanisms for its investment and priority areas. This budget line includes funding to engage expert consultation to inform our strategies and efforts, including but not limited to the healthcare field. It also includes funding to create or build upon existing infrastructure to support sustainable financing mechanisms.

**Spending Plan and Funding Methodology**

**\$140,000** budget includes the continuation of consultant support from Health Management Associates to provide guidance and technical assistance advancing First 5 LA’s strategic health-related priorities. Funds include support for engaging in activities related to building the infrastructure for sustainability of home visiting and support for SoCal Region of F5s collaborative work to develop a common agenda for health care priorities for the region.

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

**Budget Fiscal Year: 2026 - 2027**

**Status: Proposed**

<b>Initiative</b>	<b>Investment Category</b>
Birth Equity	2024-2029 Strategic Plan

<b>Program Name</b>	<b>2025 – 2026 Revised Budget</b>	<b>2026 – 2027 Budget</b>	<b>% Variance</b>
AAIMM: African American Infant and Maternal Mortality Prevention	\$926,000	\$926,000	0%

**Program Summary**

First 5 LA (F5LA) and the Los Angeles County Department of Public Health's (LACDPH) continue efforts to co-lead the African-American Infant and Maternal Mortality (AAIMM) Prevention Initiative. The Initiative's coalition also includes partnership with the LA County Department of Health Services, the LA County Department of Mental Health, community organizations, mental and health care providers, funders, and community members. Since the onset of the AAIMM Initiative in 2018, the coalition instituted a shared leadership and decision-making approach among members to build trust and prioritize and implement strategies to address the unacceptably high rates of Black infant and maternal deaths countywide; the coalition meets regularly to develop, implement, and review strategies and catalyze community action to ensure healthy and joyous births for all Black families in LA County

AAIMM acknowledges the root cause of disparities as racism related toxic stress and the impact that stress has on a Black woman's body, compounded by structures in society that perpetuate racism including lack of culturally competent care, and the presence of implicit and overt bias in the systems of support that impact Black families. AAIMM strategies are centered around the Community Health Equity Improvement Plan for Los Angeles County 2024-2029 (CHEIP)'s goal to reduce the gap by 50% in Infant Mortality Rates (IMR) between White and Black/African American babies by reducing the Black/African American IMR.

AAIMM's primary, community-designed, evidence-informed direct service interventions are implemented and funded by LACDPH and other partners. As LACDPH's co-lead on the AAIMM Initiative, First 5 LA's unique contribution and investment strategy promotes Black leadership and is grounded in policy and systems change primarily focused on 1) Communications 2) Capacity Building and 3) Infrastructure Support.

**Spending Plan and Funding Methodology**

FY26-27 expenditures were calculated based on analysis of expended and projected FY25-26 costs.

**AAIMM Communications (\$410,000)** includes funds for Strategic Communications consultant(s), website, event sponsorships, network newsletter, media relations effort, public education ads/media buys, collateral materials and communications trainings and advocacy materials for network partners.

**AAIMM Capacity Building (\$450,000)** includes funds that directly support the Village Fund's community-led and culturally affirming solutions and backbone and leadership support for AAIMM Community Action Teams (regionally based collaborative partnerships that consult, inform, and engage the community on all AAIMM strategies locally).

**AAIMM Infrastructure Support (\$66,000)** includes funds to support the development of AAIMM Coalition's data and evaluation framework to demonstrate progress towards community-identified priorities and system

**Spending Plan and Funding Methodology**

accountability. Additionally, funds will support coalition strengthening activities including convening costs, workshops, trainings, and coalition events.

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

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# Human Resources

**Center/ Department Name: Human Resources**

**Authorized Positions:**

<b>Position</b>	<b>#</b>
Director	1
HR Business Partner	2
Administrative Coordinator	1
Part-time HR Staff (1)	1
Org-wide Vacant Positions (3)	
<b>Total:</b>	<b>5</b>

**Overview:**

The Human Resources (HR) department cultivates the employee – employer relationship by ensuring that all people-related structures, programs, policies, practices and procedures align with First 5 LA’s strategy and fiscal reality, support our desired culture, and comply with legal requirements. The HR team’s areas of work includes:

- Delivering a comprehensive and competitive compensation and benefits program that aligns with our fiscal reality.
- Ensuring policies, procedures, and practices are compliant with employment law and other legal requirements.
- Providing an organization-wide approach to the employee life cycle and guiding teams accordingly.
- Ensuring workplace policies, protocols, and emergency preparedness protect the health and safety of employees in partnership with Facilities.
- Advising the President & CEO and the Senior Leadership Team (SLT) on executive-level HR related decisions.

**Priorities for FY26-27:**

- Provide staff training and development opportunities to support growth in service to results.
- Deepen management capabilities by strengthening practical people management skills.
- Updating First 5 LA’s workplace policies, practices and procedures to better align with organizational goals and ensure legal compliance.
- Identify ways to incorporate culture into the overarching GROW conversations framework.

OPERATING COSTS SUMMARY

BUDGET FY26-27

CENTER/OFFICE/TEAM: HR-Op Costs-No Project



Description	FY2026 MID-YEAR	FY2027 BUDGET	% Variance	Note(s)
<b>Total Operating Expenses</b>	1,905,133	1,969,853	3.4%	
<b>Total Salaries &amp; Wages</b>	975,907	1,098,386	12.6%	
<b>6040 Social Security Tax</b>	<b>57,920</b>	<b>66,625</b>	<b>15.0%</b>	
<b>6225 Mileage, Parking and Other Transportation</b>	200	150	(25.0%)	Mileage and Parking reimbursement for department staff that use their private vehicles and ride-share services in the course of conducting HR related business such as attending local meetings, hearings, trainings, and other HR related business. Monthly mileage and parking reimbursements fluctuate based on the distance driven. All expenses will adhere to First 5 LA's Policy for Travel Approval and Reimbursement.
<b>6235 Cell Phone &amp; Mobile Devices</b>	4,800	6,000	25.0%	Per First 5 LA's Mobile Device Policy, eligible 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 their personal mobile device and \$50 for internet. Cell phone reimbursement will be paid for staff (5 FTE x \$100 = \$500 x 12 months = \$6,000).
<b>6260 Office Supplies</b>	2,200	1,800	(18.2%)	Day-to-day office supplies for the department including printer cartridges and employee file folders. Also includes cost of binders and dividers for Employee Handbook. Costs associated with updating ID badges and providing ID badges to new staff.
<b>6265 Subscriptions &amp; Publications</b>	1,700	1,600	(5.9%)	HR related subscriptions and publications such as annual labor law posters and publications (\$430), HR California employee handbook creator (\$100), Survey Monkey (\$400), Harvard Business Review (\$150), MIT Management (\$90), Slido (\$305). Expenses such as books, videos, and other educational resources related to enhancing team core capabilities in human resources, and/or individual professional development. Costs assume \$25 per HR employee for the fiscal year (5 FTE x \$25 = \$125).
<b>6310 Internal Meetings</b>	21,000	17,500	(16.7%)	On-site and off-site staff planning sessions, contractor/partner meetings, and network-building sessions with external peers doing similar work. Meeting expenses may include facility rentals, catering, meeting materials, etc. Resources in this category also include organization-wide activities that support employee engagement and recognition.
<b>6410 Consultant Fees</b>	290,000	240,000	(17.2%)	Costs associated with current and anticipated consultant support in FY26-27: Executive Recruitment Search Firm (\$50,000)- Executive Recruitment, as needed. Interactive Process Coordination and Facilitation and Disability Policy Development (\$30,000)- Provides for costs associated with conducting disability/medical accommodation coordination and facilitation and developing any disability policies as needed. Ergonomic Assessments (\$20,000)- Ergonomic assessments in the First 5 LA building. Legal Costs (\$40,000)- Legal costs associated with accommodations, workplace investigations, etc. HR Specific Consultant Support (\$100,000)- HR-related consultant to improve HR policies, practices, and procedures in alignment with organizational values, and legal requirements.

OPERATING COSTS SUMMARY

BUDGET FY26-27

CENTER/OFFICE/TEAM: HR-Op Costs-No Project



Description	FY2026 MID-YEAR	FY2027 BUDGET	% Variance	Note(s)
<b>6540 Professional Dues</b>	2,800	2,800	0.0%	Annual membership dues to HR related professional organizations including Cal Chamber of Commerce (\$1,000); Society of Human Resources Management (SHRM) membership (\$400); Association for Talent Development (ATD) membership (\$400); World at Work membership (\$400); Professionals in Human Resources (PIHRA) memberships (\$600).
<b>6550 Staff Recruitment</b>	10,000	8,000	(20.0%)	Expenses related to the recruitment, sourcing, and posting of open positions. Also includes candidate background checks and candidate related travel expenses, as needed.
<b>6570 Web-Based Services</b>	70,000	51,500	(26.4%)	Costs associated with web-based services including Human Resources Information System (HRIS) (\$20,000); Performance Management System to conduct FY26-27 performance evaluations (\$3,000); IRS mandatory Affordable Care Act (ACA) reporting (\$7,000); Web-based Compliance Trainings (\$5,000); Emergency Notification System (\$5,000); FMLA Tracker (\$5,000); On-line Training Courses (\$5,000); Employers Law Website (\$1,500).
<b>6610 Airfare</b>	800	600	(25.0%)	Airfare to and from professional conferences or training courses outside of the Los Angeles area. Approval from the Director of HR will be obtained prior to incurring any airfare expenses. All expenses will adhere to First 5 LA's Policy for Travel Approval and Reimbursement.
<b>6620 Lodging</b>	1,500	1,200	(20.0%)	Lodging at professional conferences or trainings held outside Los Angeles County and greater than 100 miles round trip from the employees' current commute to First 5 LA. Approval from the Director of HR will be obtained prior to incurring lodging expenses and all expenses will adhere to First 5 LA's policy for Travel Approval and Reimbursement.
<b>6640 Per Diem</b>	700	600	(14.3%)	Various daily expenses incurred while attending professional conferences or trainings outside of Los Angeles County greater than 100 miles round trip from employees' current commute to First 5 LA. Per diem expenses will adhere to First 5 LA's policy for Travel Approval and Reimbursement.
<b>6650 Other Travel Expense</b>	200	160	(20.0%)	Various travel expenses (i.e., ride share, airport parking, taxi cabs, etc.) incurred while attending professional conferences or trainings outside of Los Angeles County greater than 100 miles round trip from employees' current commute to First 5 LA. Other travel expenses will adhere to First 5 LA's policy for Travel Approval and Reimbursement.
<b>6810 Training Materials &amp; Supplies</b>	6,500	5,500	(15.4%)	Materials, supplies, and catering related to internal training through HR. Also includes materials and supplies related to employee onboarding and new hire orientation.
<b>6820 In-house Training</b>	50,000	50,000	0.0%	Resources to support early implementation of a robust learning and talent development strategy that supports strategic plan implementation. Work in this area includes training to reflect organization-wide learning priorities such as systems change, early childhood development, manager training, etc.
<b>6830 Leadership Programs</b>	120,000	100,000	(16.7%)	Costs associated with external staff professional development opportunities in programs such as CORO (\$3,000 per staff), and other leadership programs. Also, includes coaching for Senior Leadership Team (\$15,000 per SLT member) and Leadership Team (\$5,000 per LT member).
<b>6840 Conference/Training Registrations</b>	5,000	5,000	0.0%	Registration expenses for professional conferences and webinars to support HR staff learning including annual labor law updates, annual employee handbook updates, and webinars on ADA disability compliance and reasonable accommodation. Approval from the Director of HR will be obtained prior to incurring any expenses.
<b>6850 Outside Education</b>	6,800	6,800	0.0%	Resources for external training that support First 5 LA in building competencies in alignment with the strategic plan. Examples of external training includes manager-specific training such as Managing to Change the World offered through The Management Center. This line item includes resources for new employees and new/newly promoted managers to attend these external training courses. This line item also includes resources for HR staff to attend newly identified external training to evaluate applicability for the organization. Approval from the Director of HR will be obtained prior to incurring any expenses.



## ATTACHMENT D:

FY 2026-27 BUDGET

### CENTER FOR COMMUNITY ENGAGEMENT & POLICY

- Center/Department Cover Sheet
- Program Support Detail
- Program Detail

# Community Engagement & Policy Support

**Center/Department Name: Community Engagement & Policy**

**Authorized Positions:**

<b>Position</b>	<b>#</b>
Vice President of Community Engagement & Policy	1
Administrative Coordinator	1
<b>Total:</b>	<b>2</b>

**Overview:**

The Center of Community Engagement & Policy is responsible for overseeing and integrating First 5 LA's community engagement strategy, data agenda, public policy strategy and agenda (including early care and education), and leading First 5 LA's strategic development of external partnership development. In addition, the Center works with other Centers and the Executive Department to develop strategic direction for the organization. The Center of Community Engagement & Policy consists of the following departments: Communities, Impact & Accountability, Public Policy & Early Care and Education, and the Partnership Development function.

The Center will be responsible for advocating for impactful federal, state, and local policy changes that align with and drive First 5 LA's 2024-2029 Strategic Plan, vision, mission, goals, objectives, strategies, and tactics. It will oversee the organization's work to build sustainable capacity and collaborative networks across Los Angeles County, partnering with local communities and elevating their voice and engagement in the social movement for effective systems change to improve outcomes for children prenatal to five and their families. The Center will spearhead the development of new partnerships for First 5 LA at the local, regional, and state level in support of organizational goals, and collaborate internally to maintain new and existing relationships and close gaps. And it will oversee the development and implementation of collaborative, organization-wide processes for analyzing, integrating, and sharing demographic and community based quantitative and qualitative data collection and consistent evaluation to inform investments, partner engagements, and policy positions.

OPERATING COSTS SUMMARY

BUDGET FY26-27

CENTER/OFFICE/TEAM: CE&P Support-Op Costs-No Project



Description	FY2026 MID-YEAR	FY2027 BUDGET	% Variance	Note(s)
<b>Total Operating Expenses</b>	700,297	630,509	(10.0%)	
<b>Total Salaries &amp; Wages</b>	411,834	359,497	(12.7%)	
<b>6040 Social Security Tax</b>	<b>18,803</b>	<b>16,321</b>	<b>(13.2%)</b>	
<b>6225 Mileage, Parking and Other Transportation</b>	800	800	0.0%	Funds to cover mileage, parking and other transportation costs external meetings with public entities, philanthropic partners, RNGs and the Best Start Communities.
<b>6235 Cell Phone &amp; Mobile Devices</b>	1,500	1,800	20.0%	Internet (\$50/month) reimbursement for VP's offsite work, included for 12 months. Cell phone issued by F5LA. Cell phone (\$50/month) and internet (\$50/month) reimbursement to Admin Coordinator for offsite work, included for 12 months.
<b>6250 Postage &amp; Delivery</b>	10	10	0.0%	USPS postage mailing letters to local and state offices.
<b>6260 Office Supplies</b>	500	500	0.0%	Office supplies including markers, post-it notes, newsprint paper, pens, paper, kleenex, etc.
<b>6310 Internal Meetings</b>	4,000	3,400	(15.0%)	Internal meeting costs include planning meetings and retreat with contract partners and staff from the Center for Community Engagement, and also with other First 5 LA staff.
<b>6315 Divisional Capacity Building</b>	4,000	3,400	(15.0%)	Divisional capacity building for the Center for Community Engagement will support costs related to planning and implementation of First 5 LA's Strategic Plan.
<b>6410 Consultant Fees</b>	76,750	65,238	(15.0%)	<p>*Communities (\$11,050): Provides consultant support for the Communities Team for facilitation support, content and/or core capability specific trainings and workshops not covered through anticipated programmatic consultant support. Examples include virtual and in-person facilitation training to increase participant engagement in virtual meetings and guest speakers for brown bags (e.g. digital access in communities). The team plans to use facilitation /consultant support to: support strengthening staff role and understanding in network development, community engagement, and building the Prenatal-age 5 social movement; increase reflective learning practices; and optimize our role in the CEPIA integration process -- both internally and externally to advance current policy and systems opportunities in order to understand our latitude to capitalize on future opportunities.</p> <p>*PPECE (\$41,437.50): As a new department, PPECE anticipates consultant support for continued assistance in the integration/merging of the Office of Government Affairs and Public Policy (OGAPP) and the Early Care and Education (ECE) department as the new Public Policy and Early Care and Education (PPECE) department within the Community Engagement and Policy Center. Additional funds for consultant fees will support implementation of the 2024-2029 Strategic Plan, 2025-2029 Policy Agenda, reflective practice, and management training for the team. Calculation 276.25 hours at rate of \$150/hr.</p>
			115	*I&A (12,750): Provides for support with RBA implementation, reflective practice, and management up to 85 hrs. at \$150/hr.

OPERATING COSTS SUMMARY

BUDGET FY26-27

CENTER/OFFICE/TEAM: CE&P Support-Op Costs-No Project



Description	FY2026 MID-YEAR	FY2027 BUDGET	% Variance	Note(s)
<b>6540 Professional Dues</b>	500	425	(15.0%)	Funds will cover dues for professional ECE or leadership affiliations.
<b>6610 Airfare</b>	4,100	3,485	(15.0%)	Airfare will cover the cost of approximately 5 trips to Sacramento and 2 national trips including Washington DC.
<b>6620 Lodging</b>	6,500	5,525	(15.0%)	Lodging includes the costs of up to 5 trips (at 1-3 nights per trip) to Sacramento and convenings with philanthropic, public, or CBO partners, and 2 national travel commitments (2-4 nights per trip) for policy or other First 5 related work.
<b>6640 Per Diem</b>	1,200	1,020	(15.0%)	Per diem will cover costs of 7-9 trips at 1-4 days per trip.
<b>6650 Other Travel Expense</b>	600	510	(15.0%)	Other travel expenses will cover train, car rental for First 5 LA required travel.
<b>6810 Training Materials &amp; Supplies</b>	5,600	4,760	(15.0%)	<p>*I&amp;A (\$510): Provides for educational resources to enhance staff core capabilities.</p> <p>*PP&amp;ECE (\$4,250): PPECE plans to hold a series of team development and learning retreats and trainings with facilitators. The budget amount assumes materials and supplies for four retreats through FY 26-27.</p>
<b>6820 In-house Training</b>	9,500	8,075	(15.0%)	<p>*I&amp;A (\$4,250): Provides for resources for two trainings at \$2,125 per training.</p> <p>*PP&amp;ECE (\$3,825): PPECE plans to hold a series of team development and learning retreats and trainings with facilitators. The budget assumes each retreat will require up to 15 hours of consultant time at a \$127.50 hourly rate for two retreats through FY 26-27. The budget assumes that 50% of internal trainings will support department related work and 50% will support professional development.</p>
<b>6840 Conference/Training Registrations</b>	24,700	20,995	(15.0%)	<p>*CCE&amp;P (\$1,360): Conference registration will include costs for policy, ECE, community engagement, First 5 Association or First 5 CA engagements.</p> <p>*I&amp;A (\$5,100): Provides for registration for two conferences.</p> <p>*PP&amp;ECE (\$8,500): This budget assumes an average conference registration of \$425/person and up to two conferences per person. All costs for conference/training registrations will be for work aligned to F5LA's 2024-2029 Strategic Plan and not professional development opportunities.</p> <p>*Communities (\$6,035): Provides for registration expenses for professional conferences. 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.</p>

OPERATING COSTS SUMMARY

BUDGET FY26-27

CENTER/OFFICE/TEAM: CE&P Support-Op Costs-No Project



Description	FY2026 MID-YEAR	FY2027 BUDGET	% Variance	Note(s)
<b>6850 Outside Education</b>	32,000	27,200	(15.0%)	<p>*PPECE (\$12,750): PPECE plans to help staff develop certain skills associated with individual development goals, such as policy analysis, budget analysis, and content research for the workplace. Training costs vary by program. This budget assumes an external training program at up to \$1,275 per program. All of this budget is anticipated to be spent on professional development.</p> <p>*Communities (\$9,350): This category is needed to support individual professional/leadership development outside of attending conferences and HRTM approved leadership programs. Education would cover how to best convene partners in ways that bridge silos and leverage more resources from multiple systems, sequence and link multiple different tactics, and communicate the focus of the regional work effectively to different audiences, partners and stakeholders.</p> <p>*Impact and Accountability (\$5,100): Provides for registration for two trainings.</p>

# Communities

**Center/Department Name: Communities Department**

**Authorized Positions:**

<b>Position</b>	<b>#</b>
Director	1
Senior Program Officer	3
Program Officer (4)	4
Program Associate	1
<b>Total:</b>	<b>9</b>

**Overview:**

The Communities Department partners with community-based organizations (CBOs), public agencies, and cross-sector networks to advance systems change efforts that strengthen parent and community leadership in support of families with children prenatal to age five. The work of the Communities Department builds on over a decade of investments in relationship building, community-led structures, and regional network infrastructure across the five Best Start Regions and 14 Best Start geographies. These efforts advance First 5 LA's 2024–2029 Strategic Plan by supporting equitable community outcomes in areas such as housing stability, poverty reduction, culturally affirming supports, food security, and economic mobility.

FY26-27 represents a year of intentional transition, alignment, and sustainability planning. This budget supports the final year of the Best Start Regional Network initiative while strategically repositioning Communities Department capacity toward countywide systems change, cross-regional alignment, and Results Based Accountability driven learning that supports long-term organizational impact.

**Priorities for FY26-27:**

The Communities Department will engage in the following work in support of the current Strategic Plan:

**1. Best Start Regional Networks: Transition & Sustainability (Final Year)**

FY26-27 funding supports the final year of the Regional Network Grantee (RNG) investment as Best Start Regions transition from active implementation toward sustainability or orderly phase out. This shift reflects a necessary transition in organizational strategy as First 5 LA moves from direct investment in a regional network model to a Hubs framework targeting high need areas across LA County with a focus on results for young children and their families.

**2. Learning, Data & Metrics Agenda (formerly Learning Dialogues)**

The Learning Dialogues program has evolved into a comprehensive Learning, Data & Metrics Agenda, which is foundational for decision-making during and beyond the transition of the placed-based investment as highlighted by the CSSP Reflections and Learning Report. This revamped agenda supports an organization wide agenda focused on the 9 objectives included in the 2024-2029 Strategic Plan. Given the significant transition underway, this investment ensures that First 5 LA has the data infrastructure and analytic capacity to inform sustainability decisions, adapt portfolio strategy, and develop long-term outcome across high need communities and systems.

### **3. Activating Network Partners: Network Alignment and Strengthening**

FY26-27 funding expands efforts to identify, engage, and align key partners, including funders, policymakers, service providers, grassroots groups, and regional networks, who are essential to sustaining prenatal to 5 systems change.

This work significantly broadens First 5 LA's reach and increases its ability to influence and strengthen Prenatal-5 systems countywide.

### **4. Cross Regional Alignment for Countywide Learning and Systems Change**

FY26-27 expands Cross Regional alignment from a grantee-centered model to a countywide peer learning and policy.

This expanded scope reflects the complexity and scale of transitioning from localized regional networks to a unified countywide movement for policy and systems change focused on child and family well-being outcomes.

OPERATING COSTS SUMMARY

BUDGET FY26-27

CENTER/OFFICE/TEAM: Communities-Op Costs-No Project



Description	FY2026 MID-YEAR	FY2027 BUDGET	% Variance	Note(s)
<b>Total Operating Expenses</b>	2,030,174	1,517,787	(25.2%)	
<b>Total Salaries &amp; Wages</b>	1,382,616	1,039,878	(24.8%)	
<b>6040 Social Security Tax</b>	<b>87,249</b>	<b>65,898</b>	<b>(24.5%)</b>	
<b>6225 Mileage, Parking and Other Transportation</b>	3,400	6,800	100.0%	Funds to cover mileage/parking for staff to attend local meetings within LA County. Additional funds to cover increased external engagement with networks to sunset Best Start investment and connect with new partners in high need areas.
<b>6235 Cell Phone &amp; Mobile Devices</b>	13,200	10,800	(18.2%)	Cell phone (\$50/month) and internet (\$50/month) reimbursement to staff for offside work, included for 12 months. 9 FTEs at \$100/staff member for a total of \$900 x 12 months = \$10,800.
<b>6255 Educational Supplies</b>	1,000	1,000	0.0%	Funds to cover books, videos, and other educational resources related to enhancing core staff capabilities/knowledge for community driven efforts, network development, etc.
<b>6260 Office Supplies</b>	5,000	5,400	8.0%	Funds for general office supplies to support staff with hybrid and onsite work, to include RNG and community centered meetings (e.g., paper, pens, post it notes, folders, etc.).
<b>6265 Subscriptions &amp; Publications</b>	2,500	2,000	(20.0%)	Funding to cover the purchase of subscription/publications that support deepening our understanding and application of community driven change, network development, etc. We currently subscribe to the Stanford Social Institutional Review (\$39.95/year) and Canva (\$150) and will no longer continue with subscriptions Asana (\$1400/year) and Kumu (\$120/year).
<b>6285 Equipment Repairs &amp; Maintenance</b>	500	500	0.0%	Funds to cover expenses related to copier, printer, and/or interpretation equipment.
<b>6310 Internal Meetings</b>	13,600	12,600	(7.4%)	Provides for expenses related to internal meetings for Team planning, contractor/partner meetings, and internal reflection and learning sessions. These meetings may include external partners such as commissioners, consultants, and contractors. Meeting expenses may include catering, meeting materials, etc. The Communities Team will host internal and external meetings outside of First 5 LA in the regions and high need areas. \$5,000 is being included in this line item, that was once included in consultants to cover the costs of interpretation for internal meetings that may include commission meetings and partner meetings.
<b>6540 Professional Dues</b>	11,000	6,000	(45.5%)	Provides for memberships for 9 staff for content-specific professional associations and learning communities such as American Planning Association. Memberships generally range from \$500-\$1,000 per year.

OPERATING COSTS SUMMARY

BUDGET FY26-27

CENTER/OFFICE/TEAM: Communities-Op Costs-No Project



Description	FY2026 MID-YEAR	FY2027 BUDGET	% Variance	Note(s)
<b>6610 Airfare</b>	2,500	2,500	0.0%	Provides for airfare to and from professional conferences, meetings or business-related trainings outside of Los Angeles area. 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 Team 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.
<b>6620 Lodging</b>	3,118	3,118	0.0%	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 First 5 LA 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.
<b>6640 Per Diem</b>	2,500	2,500	0.0%	Provides for various daily expenses incurred while attending professional conferences, trainings or meetings outside of Los Angeles County greater than 100 miles round trip from employees' current commute to First 5 LA. Per diem expenses will adhere to First 5 LA's policy for Travel Approval and Reimbursement.
<b>6650 Other Travel Expense</b>	1,000	1,000	0.0%	Provides for various travel expenses (i.e., ride share, airport parking, taxi cabs, etc.) incurred while attending professional conferences, trainings or meetings outside of Los Angeles County greater than 100 miles round trip from employees' current commute to First 5 LA. Other travel expenses will adhere to First 5 LA's policy for Travel Approval and Reimbursement.

**Budget Fiscal Year: 2026 - 2027**

**Status: Proposed**

<b>Initiative</b>	<b>Investment Category</b>
Strengthening Regional Networks	2024-2029 Strategic Plan

<b>Program Name</b>	<b>2025 – 2026 Revised Budget</b>	<b>2026 – 2027 Budget</b>	<b>% Variance</b>
Region 1: Central-East Regional Network	\$2,582,580	\$2,001,500	-22.5%

**Program Summary**

The Best Start Regional Networks serve as a catalyzing force for building and sustaining regional and local networks of parents/caregivers, community leaders, organizations, hubs, and other allies working together as network partners to advance community-driven systems change priorities reflective of a steadfast commitment to equity, collaboration and long-term impact.

Para Los Niños (PLN) serves as the Regional Network Grantee (RNG) for Best Start Region 1 (BSR1) which includes Metro LA, Southeast LA, East LA and South El Monte/El Monte.

FY26-27 is the final year of this contract and represents a ramp-down period as First 5 LA funding for the Best Start Regional Network initiative and the Best Start Regional Network contracts conclude on June 30, 2027. During this period, the focus will shift from advancing new strategies, and will move to sustainability strategy development, partnership alignment, and equitable close-out of subcontracts and re-granting processes. Regional Network Grantees (RNG) will play a critical role in preparing community structures and partnerships to either continue their work beyond First 5 LA’s funding or conclude work in a coordinated and thoughtful manner.

Regional Networks will ramp down and end any project components that rely solely on First 5 LA Best Start Regional Network funding by June 30, 2027. Regional Networks will have one final year to complete or wind down work on housing stability, poverty alleviation, and culturally affirming services and supports while actively transitioning or concluding all remaining activities. Regional Network Grantees will develop and execute a Ramp Down Plan that identifies the key partnerships, activities, and core structures that will be sustained with non-First 5 LA funding or concluded after First 5 LA Best Start Regional Network funding ends.

Regional Networks will collaborate with First 5 LA to communicate the conclusion and final year of the Best Start Regional Network investment to community partners and stakeholders and develop communications materials for the region and all work must include an ending of the use of First 5 LA and Best Start branding by June 30, 2027.

Regional Networks will report on lessons learned highlighting the collaborations and impact. This includes developing a final report summarizing activities and accomplishments, including key partnerships developed across the region that supported families with children ages 0–5. The report will highlight lessons learned and describe the impact of these collaborations.

**Spending Plan and Funding Methodology**

Funding will support facilitation of a structured ramp down planning process of existing activities that support families with young children from prenatal to age 5. This work will remain aligned with the three priority areas—housing, poverty, and culturally affirming early care and education (ECE) services and supports—and will

**Spending Plan and Funding Methodology**

include support for aligned regional efforts; communication and alignment with community partners regarding the conclusion of funding; identification of potential funding sources or host entities to sustain priority strategies; and thoughtful stewardship of long-standing relationships built over more than 15 years.

Funding will not be approved for new activities unrelated to sustainability implementation or sunseting efforts. This includes, but is not limited to, new initiatives or program expansions, work outside of established Best Start boundaries, or efforts that fall outside the three priority areas.

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

For FY26–27, the budget allocation for this contract reflects a 22.5% reduction. This decision was informed by First 5 LA’s fiscal context and the resources necessary to responsibly ramp down programming.

**Budget Fiscal Year: 2026 - 2027**

**Status: Proposed**

<b>Initiative</b>	<b>Investment Category</b>
Strengthening Regional Networks	2024-2029 Strategic Plan

<b>Program Name</b>	<b>2025 – 2026 Revised Budget</b>	<b>2026 – 2027 Budget</b>	<b>% Variance</b>
Region 2: South LA Regional Network	\$2,948,080	\$2,284,762	-22.5%

**Program Summary**

The Best Start Regional Networks serve as a catalyzing force for building and sustaining regional and local networks of parents/caregivers, community leaders, organizations, hubs, and other allies working together as network partners to advance community-driven systems change priorities reflective of a steadfast commitment to equity, collaboration and long-term impact.

Rising Communities (formerly Community Health Councils) serves as the Regional Network Grantee (RNG) for the Best Start Region 2 (South LA) which includes West Athens, Broadway-Manchester, Compton-East Compton, and Watts-Willowbrook.

FY26-27 is the final year of this contract and represents a ramp-down period as First 5 LA funding for the Best Start Regional Network initiative and the Best Start Regional Network contracts conclude on June 30, 2027.

During this period, the focus will shift from advancing new strategies, and will move to sustainability strategy development, partnership alignment, and equitable close-out of subcontracts and re-granting processes.

Regional Network Grantees (RNG) will play a critical role in preparing community structures and partnerships to either continue their work beyond First 5 LA's funding or conclude work in a coordinated and thoughtful manner.

Regional Networks will ramp down and end any project components that rely solely on First 5 LA Best Start Regional Network funding by June 30, 2027. Regional Networks will have one final year to complete or wind down work on housing stability, poverty alleviation, and culturally affirming services and supports while actively transitioning or concluding all remaining activities. Regional Network Grantees will develop and execute a Ramp Down Plan that identifies the key partnerships, activities, and core structures that will be sustained with non-First 5 LA funding or concluded after First 5 LA Best Start Regional Network funding ends.

Regional Networks will collaborate with First 5 LA to communicate the conclusion and final year of the Best Start Regional Network investment to community partners and stakeholders and develop communications materials for the region and all work must include an ending of the use of First 5 LA and Best Start branding by June 30, 2027.

Regional Networks will report on lessons learned highlighting the collaborations and impact. This includes developing a final report summarizing activities and accomplishments, including key partnerships developed across the region that supported families with children ages 0–5. The report will highlight lessons learned and describe the impact of these collaborations.

**Spending Plan and Funding Methodology**

Funding will support facilitation of a structured ramp down planning process of existing activities that support families with young children from prenatal to age 5. This work will remain aligned with the three priority

**Spending Plan and Funding Methodology**

areas—housing, poverty, and culturally affirming early care and education (ECE) services and supports—and will include support for aligned regional efforts; communication and alignment with community partners regarding the conclusion of funding; identification of potential funding sources or host entities to sustain priority strategies; and thoughtful stewardship of long-standing relationships built over more than 15 years.

Funding will not be approved for new activities unrelated to sustainability implementation or sunseting efforts. This includes, but is not limited to, new initiatives or program expansions, work outside of established Best Start boundaries, or efforts that fall outside the three priority areas.

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

For FY26–27, the budget allocation for this contract reflects a 22.5% reduction. This decision was informed by First 5 LA’s fiscal context and the resources necessary to responsibly ramp down programming.

**Budget Fiscal Year: 2026 - 2027**

**Status: Proposed**

<b>Initiative</b>	<b>Investment Category</b>
Strengthening Regional Networks	2024-2029 Strategic Plan

<b>Program Name</b>	<b>2025 – 2026 Revised Budget</b>	<b>2026 – 2027 Budget</b>	<b>% Variance</b>
Region 3: San Fernando Valley Regional Network	\$1,377,210	\$1,101,768	-20.0%

**Program Summary**

The Best Start Regional Networks serve as a catalyzing force for building and sustaining regional and local networks of parents/caregivers, community leaders, organizations, hubs, and other allies working together as network partners to advance community-driven systems change priorities reflective of a steadfast commitment to equity, collaboration and long-term impact.

El Nido Family Centers (El Nido) serves as the Regional Network Grantee (RNG) for the Best Start Region 3 (San Fernando Valley) which includes Northeast Valley and Panorama City & Neighbors.

FY26-27 is the final year of this contract and represents a ramp-down period as First 5 LA funding for the Best Start Regional Network initiative and the Best Start Regional Network contracts conclude on June 30, 2027. During this period, the focus will shift from advancing new strategies, and will move to sustainability strategy development, partnership alignment, and equitable close-out of subcontracts and re-granting processes. Regional Network Grantees (RNG) will play a critical role in preparing community structures and partnerships to either continue their work beyond First 5 LA’s funding or conclude work in a coordinated and thoughtful manner.

Regional Networks will ramp down and end any project components that rely solely on First 5 LA Best Start Regional Network funding by June 30, 2027. Regional Networks will have one final year to complete or wind down work on housing stability, poverty alleviation, and culturally affirming services and supports while actively transitioning or concluding all remaining activities. Regional Network Grantees will develop and execute a Ramp Down Plan that identifies the key partnerships, activities, and core structures that will be sustained with non-First 5 LA funding or concluded after First 5 LA Best Start Regional Network funding ends.

Regional Networks will collaborate with First 5 LA to communicate the conclusion and final year of the Best Start Regional Network investment to community partners and stakeholders and develop communications materials for the region and all work must include an ending of the use of First 5 LA and Best Start branding by June 30, 2027.

Regional Networks will report on lessons learned highlighting the collaborations and impact. This includes developing a final report summarizing activities and accomplishments, including key partnerships developed across the region that supported families with children ages 0–5. The report will highlight lessons learned and describe the impact of these collaborations.

**Spending Plan and Funding Methodology**

Funding will support facilitation of a structured ramp down planning process of existing activities that support families with young children from prenatal to age 5. This work will remain aligned with the three priority areas—housing, poverty, and culturally affirming early care and education (ECE) services and supports—and will

**Spending Plan and Funding Methodology**

include support for aligned regional efforts; communication and alignment with community partners regarding the conclusion of funding; identification of potential funding sources or host entities to sustain priority strategies; and thoughtful stewardship of long-standing relationships built over more than 15 years.

Funding will not be approved for new activities unrelated to sustainability implementation or sunseting efforts. This includes, but is not limited to, new initiatives or program expansions, work outside of established Best Start boundaries, or efforts that fall outside the three priority areas.

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

For FY26–27, the budget allocation for this contract reflects a 20% reduction. This decision was informed by First 5 LA’s fiscal context and the resources necessary to responsibly ramp down programming.

**Budget Fiscal Year: 2026 - 2027**

**Status: Proposed**

<b>Initiative</b>	<b>Investment Category</b>
Strengthening Regional Networks	2024-2029 Strategic Plan

<b>Program Name</b>	<b>2025 – 2026 Revised Budget</b>	<b>2026 – 2027 Budget</b>	<b>% Variance</b>
Region 4: Port Cities Regional Network	\$1,554,880	\$1,243,904	-20.0%

**Program Summary**

The Best Start Regional Networks serve as a catalyzing force for building and sustaining regional and local networks of parents/caregivers, community leaders, organizations, hubs, and other allies working together as network partners to advance community-driven systems change priorities reflective of a steadfast commitment to equity, collaboration and long-term impact.

The Nonprofit Partnership (TNP) serves as the Regional Network Grantee (RNG) for Best Start Region 4 (BSR4) which includes Central Long Beach and Wilmington.

FY26-27 is the final year of this contract and represents a ramp-down period as First 5 LA funding for the Best Start Regional Network initiative and the Best Start Regional Network contracts conclude on June 30, 2027.

During this period, the focus will shift from advancing new strategies, and will move to sustainability strategy development, partnership alignment, and equitable close-out of subcontracts and re-granting processes.

Regional Network Grantees (RNG) will play a critical role in preparing community structures and partnerships to either continue their work beyond First 5 LA’s funding or conclude work in a coordinated and thoughtful manner.

Regional Networks will ramp down and end any project components that rely solely on First 5 LA Best Start Regional Network funding by June 30, 2027. Regional Networks will have one final year to complete or wind down work on housing stability, poverty alleviation, and culturally affirming services and supports while actively transitioning or concluding all remaining activities. Regional Network Grantees will develop and execute a Ramp Down Plan that identifies the key partnerships, activities, and core structures that will be sustained with non-First 5 LA funding or concluded after First 5 LA Best Start Regional Network funding ends.

Regional Networks will collaborate with First 5 LA to communicate the conclusion and final year of the Best Start Regional Network investment to community partners and stakeholders and develop communications materials for the region and all work must include an ending of the use of First 5 LA and Best Start branding by June 30, 2027.

Regional Networks will report on lessons learned highlighting the collaborations and impact. This includes developing a final report summarizing activities and accomplishments, including key partnerships developed across the region that supported families with children ages 0–5. The report will highlight lessons learned and describe the impact of these collaborations.

**Spending Plan and Funding Methodology**

Funding will support facilitation of a structured ramp down planning process of existing activities that support families with young children from prenatal to age 5. This work will remain aligned with the three priority

**Spending Plan and Funding Methodology**

areas—housing, poverty, and culturally affirming early care and education (ECE) services and supports—and will include support for aligned regional efforts; communication and alignment with community partners regarding the conclusion of funding; identification of potential funding sources or host entities to sustain priority strategies; and thoughtful stewardship of long-standing relationships built over more than 15 years.

Funding will not be approved for new activities unrelated to sustainability implementation or sunseting efforts. This includes, but is not limited to, new initiatives or program expansions, work outside of established Best Start boundaries, or efforts that fall outside the three priority areas.

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

For FY26–27, the budget allocation for this contract reflects a 20% reduction. This decision was informed by First 5 LA’s fiscal context and the resources necessary to responsibly ramp down programming.

**Budget Fiscal Year: 2026 - 2027**

**Status: Proposed**

<b>Initiative</b>	<b>Investment Category</b>
Strengthening Regional Networks	2024-2029 Strategic Plan

<b>Program Name</b>	<b>2025 – 2026 Revised Budget</b>	<b>2026 – 2027 Budget</b>	<b>% Variance</b>
Region 5: Antelope Valley Regional Network	\$1,296,300	\$1,037,040	-20.0%

**Program Summary**

The Best Start Regional Networks serve as a catalyzing force for building and sustaining regional and local networks of parents/caregivers, community leaders, organizations, hubs, and other allies working together as network partners to advance community-driven systems change priorities reflective of a steadfast commitment to equity, collaboration and long-term impact.

All For Kids serves as the Regional Network Grantee (RNG) for Best Start Region 5 which includes Palmdale, Lancaster, and unincorporated areas of Antelope Valley.

FY26-27 is the final year of this contract and represents a ramp-down period as First 5 LA funding for the Best Start Regional Network initiative and the Best Start Regional Network contracts conclude on June 30, 2027. During this period, the focus will shift from advancing new strategies, and will move to sustainability strategy development, partnership alignment, and equitable close-out of subcontracts and re-granting processes. Regional Network Grantees (RNG) will play a critical role in preparing community structures and partnerships to either continue their work beyond First 5 LA's funding or conclude work in a coordinated and thoughtful manner.

Regional Networks will ramp down and end any project components that rely solely on First 5 LA Best Start Regional Network funding by June 30, 2027. Regional Networks will have one final year to complete or wind down work on housing stability, poverty alleviation, and culturally affirming services and supports while actively transitioning or concluding all remaining activities. Regional Network Grantees will develop and execute a Ramp Down Plan that identifies the key partnerships, activities, and core structures that will be sustained with non-First 5 LA funding or concluded after First 5 LA Best Start Regional Network funding ends.

Regional Networks will collaborate with First 5 LA to communicate the conclusion and final year of the Best Start Regional Network investment to community partners and stakeholders and develop communications materials for the region and all work must include an ending of the use of First 5 LA and Best Start branding by June 30, 2027.

Regional Networks will report on lessons learned highlighting the collaborations and impact. This includes developing a final report summarizing activities and accomplishments, including key partnerships developed across the region that supported families with children ages 0–5. The report will highlight lessons learned and describe the impact of these collaborations.

**Spending Plan and Funding Methodology**

Funding will support facilitation of a structured ramp down planning process of existing activities that support families with young children from prenatal to age 5. This work will remain aligned with the three priority

areas—housing, poverty, and culturally affirming early care and education (ECE) services and supports—and will include support for aligned regional efforts; communication and alignment with community partners regarding the conclusion of funding; identification of potential funding sources or host entities to sustain priority strategies; and thoughtful stewardship of long-standing relationships built over more than 15 years.

Funding will not be approved for new activities unrelated to sustainability implementation or sunseting efforts. This includes, but is not limited to, new initiatives or program expansions, work outside of established Best Start boundaries, or efforts that fall outside the three priority areas.

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

For FY26–27, the budget allocation for this contract reflects a 20% reduction. This decision was informed by First 5 LA’s fiscal context and the resources necessary to responsibly ramp down programming.

**Budget Fiscal Year: 2026 - 2027**

**Status: Proposed**

<b>Initiative</b>	<b>Investment Category</b>
Strengthening Regional Networks	2024-2029 Strategic Plan

<b>Program Name</b>	<b>2025 – 2026 Revised Budget</b>	<b>2026 – 2027 Budget</b>	<b>% Variance</b>
Cross Regional Alignment	\$95,000	\$200,000	110.5%

**Program Summary**

For FY26-27, First 5 LA staff will facilitate and coordinate Community Based Organizations (CBOs) to play an active role in learning, designing, and testing cross-regional and countywide alignment work. Creating a peer learning and collaborative space among organizations in the Best Start Regions and/or High Need Areas is vital for fostering cross-regional coordination, driving collaborative action, and advancing policy and systems change in alignment with First 5 LA’s 2024-2029 Strategic Plan. This space builds a sense of community and shared purpose while providing opportunities for organizations to align their efforts around common priorities and collaborate across geographies.

Aligned with First 5 LA’s advocacy and engagement tactics, this space supports the organizations to amplify community-driven efforts and support building a movement to address systemic challenges affecting families with children prenatal to age 5. Building on prior learnings, the space provides action-oriented collaboration around policy and systems change, emphasizing the implementation of solutions that are aligned with First 5 LA’s Strategic Plan objectives, such as reducing housing insecurity or reducing child poverty. Conversations will enable organizations in the Best Start Regions and/or High Need Areas to work collectively on outcomes focused efforts to seek comprehensive public policy change while strengthening their ability to engage communities and key stakeholders. This adaptive platform ensures discussions and activities remain relevant, impactful, and responsive to the evolving needs of communities, building momentum, and delivering measurable progress between convenings.

**Spending Plan and Funding Methodology**

The total estimated expenditures of \$200,000 reflect 12 months of implementation for a revised, action-driven learning and collaborative space that prioritizes cross-regional and countywide alignment, strengthens shared learning across CBOs operating in Best Start Regions and High Need Areas, and drive actionable outcomes aligned with First 5 LA’s 2024-2029 Strategic Plan objectives.

In FY26-27, First 5 LA staff will take a more active hands-on role in facilitating, coordinating, and supporting the learning, design, and testing of alignment tactics and work. The expanded scope requires deeper engagement, increased facilitation, and broader capacity building to ensure partners have the tools, resources, and infrastructure needed to meaningfully address systemic challenges and advance community engagement, education, scalable policy, and systems-change solutions.

The funding is allocated across four key areas: increased planning and facilitation to ensure structured and action-oriented planning and execution of work. While First 5 LA staff will play an active role in guiding discussion, occasionally we may need external facilitation support (allocation of \$60,000); Implementation support, and collaboration opportunities including coaching, technical assistance, and tailored resources to support Regional Network Grantees in advancing their work on areas like housing, poverty alleviation, and

**Spending Plan and Funding Methodology**

sustainability planning (allocation \$90,000); development of learning tools and resources from convenings such as briefs and reports (allocation \$20,000); and participant engagement and logistical support for in-person and virtual sessions including venues, technology, food (allocation \$30,000). The number of convenings or meetings will be co-developed in partnership among the RNGs and First 5 LA to ensure they are responsive to the shared priorities, foster meaningful engagement and aligned with collective goals.

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

Between FY25–26 and FY26–27, the scope and responsibilities of peer learning and collaborative alignment work have expanded significantly. While the previous year focused solely on convening and supporting Regional Network Grantees, the upcoming fiscal year will require First 5 LA staff to facilitate and coordinate a much broader group of organizations across all Best Start Regions and High Need Areas. This represents a shift from serving a defined grantee cohort to supporting a countywide network of diverse community-based organizations engaged in learning, testing, and aligning cross-regional systems-change strategies.

This expanded scope requires substantially greater facilitation, logistical coordination, and technical assistance resources. Staff will now play a direct role in leading learning sessions, supporting design and testing of countywide alignment strategies, and harmonizing advocacy and policy priorities across many more partners. Additionally, the shift from regional to countywide alignment requires new competencies and capacity, necessitating stronger operational infrastructure, increased convening frequency, more extensive partner engagement, and enhanced communications and knowledge-management systems.

Given the broader reach, deeper staff involvement, and increased complexity of countywide advocacy and systems-change efforts, a larger investment is necessary to ensure the collaborative space remains impactful, accessible, and aligned with First 5 LA’s 2024–2029 Strategic Plan. The requested budget increase will support the expanded administrative, facilitation, and coordination capacity required to successfully deliver on the enhanced goals and expectations for FY26–27.

**Budget Fiscal Year: 2026 - 2027**

**Status: Proposed**

<b>Initiative</b>	<b>Investment Category</b>
Building P-5 Movement	2024-2029 Strategic Plan

<b>Program Name</b>	<b>2025 – 2026 Revised Budget</b>	<b>2026 – 2027 Budget</b>	<b>% Variance</b>
Network Alignment and Strengthening	\$300,000	\$650,000	116.7%

**Program Summary**

The Network Alignment and Strengthening program seeks to enhance our collective understanding of the issues impacting families with young children in LA County as it relates to First 5 LA’s Strategic Plan work within the High Need Areas and other areas throughout LA County. This budget will allow First 5 LA staff, across teams and centers, along with grantee partners to engage and host generative conversations among stakeholders, including funders, policymakers, system leaders, service providers, community members and leaders.

Funds will be utilized to collaborate and leverage resources, knowledge and expertise with diverse partners in the Best Start geographies and High Need Areas to advance prenatal to age 5 movements and create more impactful and sustainable systemic changes that positively impact the well-being of young children and their families. The purpose of these funds includes activities related to the 10 tactics outlined in the strategic plan, but is not limited to, the following:

- Build or strengthen the capacity of networks to advocate for young children;
- Add a prenatal to age 5 focus in existing movements or efforts;
- Increase or improve the First 5 LA presence in networks;
- Support work that emerges from alignment conversations and planning;
- Incorporate community members into networks;
- Support the engagement of community based organizations who represent and/or support high need areas into the Network supporting young children and families

The type of work that may be funded includes activities related to the 10 tactics outlined in the strategic plan, but is not limited to, the following:

- Engagement: including convening, leverage relationships with local stakeholders and policy makers to facilitate discourse and network building; Collective learning (including tours and panels).
- Capacity Building/TA: strengthen organizational skills and infrastructure, as well as strengthen connections between organizations and across the networks.
- Communications/Narrative Change: activities to support narrative change regarding movement building around policy and systems change.
- Data and Research: Generate accessible information to activate First 5 LA’s data agenda.

**Spending Plan and Funding Methodology**

The total estimated cost for FY26-27 for the Network Alignment and Strengthening project is \$650,000 to support a more robust and sustained approach to network alignment, relationship building, and systems-strengthening activities that are foundational to the Best Start Regions and Network of Community Hubs:

- Identify key networks and stakeholders meaningfully engaged in the Best Start network and High Need Areas to explore opportunities for partnerships with other networks that align with the 2024-2029 Strategic Plan Objectives and address inequities.
- Develop and implement a plan for engagement of networks and stakeholders.
- Cultivate relationships with networks and stakeholders.
- Convene and support networks and stakeholders to understand, connect to and help strengthen a network approach.
- Continue to refine and develop network alignment and strengthening efforts.
- Strengthen networks within regions, hubs and across the county and make progress toward building a social movement by aligning partners and efforts around issues related to poverty, housing, culturally affirming services/supports and food security.
- Organize events, workshops, or conferences that bring diverse groups together for thought partnership and relationship building.
- Apply the learnings from existing networks and hubs to enhance utilization, flexibility, and impact of the program.

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

The increase to this program helps to extend beyond the original Best Start geographies into other High Need Areas across Los Angeles County, increasing the number of communities, partners, and systems stakeholders served. This shift requires additional staff time, facilitation, network support, and relationship management. The expanded program engages funders, policymakers, service providers, community leaders, community-based groups, hubs, and regional networks—not solely Best Start partners. Broadening stakeholder engagement requires additional resources for convenings, materials, translation and interpretation, facilitation, and relationship development.

**Budget Fiscal Year: 2026 - 2027**

**Status: Proposed**

<b>Initiative</b>	<b>Investment Category</b>
Building P-5 Social Movement	2024-2029 Strategic Plan

<b>Program Name</b>	<b>2025 – 2026 Revised Budget</b>	<b>2026 – 2027 Budget</b>	<b>% Variance</b>
Learning, Metrics, & Data Agenda	\$35,000	\$150,000	328.6%

**Program Summary**

This budget will support the development and implementation of a Learning, Metrics, and Data Agenda designed to clarify goals and outcomes, track progress, and strengthen decision-making during and beyond the transition of First 5 LA's place-based efforts. Over the past decade, significant investments in capacity building and relationship development have created a strong community-led infrastructure with the potential to drive long-term systems change. As the initiative prepares for shifts in funding due to our fiscal reality, a structured Results Based Accountability approach is essential to understanding how this work can continue— whether across regions, in areas of highest need, or within sectors most influencing young children and families.

**Spending Plan and Funding Methodology**

Estimated range of \$100,000 - \$150,000 to cover the design and setup of the learning, metrics and data infrastructure. This could include:

- Development of an annual Learning, Data & Metrics Agenda
- Mapping metrics for initiatives and objectives
- Identifying priority learning questions
- Development of Results Based Accountability frameworks
- Integrating population-level data, evaluations, and internal analysis

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

As First 5 LA transitions its place-based model, the organization requires a more structured, data-driven, and metrics-informed approach to learning and decision-making. This program shifts from a dialogue-based model to a comprehensive Results Based Accountability approach that clarifies goals and outcomes, tracks progress, synthesizes insights, and guides strategic decisions across the four Initiatives and nine objectives. Convenings remain a valuable component but now function within a broader, evidence-oriented learning framework. The expanded scope requires increased investment to develop the approach, tools, and analytic capacity necessary to support organizational adaptation, sustainability, and long-term systems change.

# Impact & Accountability

**Center/Department Name: Impact & Accountability (I&A)**

**Authorized Positions:**

<b>Position</b>	<b>#</b>
Director	1
Senior Data Strategist	2
Data Strategy Specialist	1
Administrative Coordinator*	
<b>Total:</b>	<b>4</b>

*\* Impact & Accountability shares an Administrative Coordinator with the Health Systems department. As First 5 LA does not maintain a practice of allocating staff time, all personnel costs related to the Administrative Coordinator are included within the Health Systems budget.*

**Overview:**

The Impact & Accountability (I+A) Department provides organization-wide leadership in measurement, data strategy, and reporting. I+A strengthens First 5 LA's ability to assess progress toward Strategic Plan outcomes, use data to inform investment and policy decisions, and promote transparency and accountability in the use of public funds.

The department leads implementation of the Impact Framework to measure objective-level conditions and performance measures aligned with the 2024–2029 Strategic Plan; oversees development and application of the Building Brighter Futures Equity Index to inform equity-centered resource allocation and strategy; maintains strategic data partnerships to expand access to administrative data; ensures compliance with Proposition 10 reporting requirements; and supports cross-departmental data acquisition and analysis needs.

Through this work, I+A enhances First 5 LA's measurement and reporting infrastructure, strengthens internal capacity for data-informed decision-making, and promotes consistent and strategic use of data across the organization.

**FY26-27 Priorities:**

In FY26–27, the Impact & Accountability Department will focus on strengthening First 5 LA's capacity to measure progress, use data to inform strategic decisions, and promote transparency in public investments.

**Advance Strategic Plan Measurement and Reporting**

Through the Impact Framework, I&A will refine and expand objective-level measurement, incorporate midline data where available, and formalize reporting structures to improve consistency and clarity. As a component of this work, I&A will design and pilot an internal dashboard to provide centralized visibility into Strategic Plan objectives and performance measures, strengthening shared understanding and accountability across the organization.

**Apply Equity Data to Guide Internal Decision-Making**

I&A will apply and expand the Building Brighter Futures Equity Index to inform internal funding and strategy discussions. This includes updating data, integrating additional domains, and

strengthening internal capacity to interpret disparities across communities in order to align investments with areas of greatest need.

**Sustain and Leverage Administrative Data Access**

Through the Children’s Data Network partnership, I&A will maintain access to linked administrative data and produce targeted analyses that respond to emerging questions related to young children and families. This work ensures First 5 LA remains informed by evolving public systems data efforts and can ground strategy in high-quality evidence.

**Ensure Compliance and Responsive Data Support**

I&A will ensure timely and accurate Annual Reporting in compliance with Proposition 10 and provide flexible data acquisition and analytic support to meet cross-departmental and executive needs not covered under standing contracts.

OPERATING COSTS SUMMARY

BUDGET FY26-27

CENTER/OFFICE/TEAM: Impact & Acct-Op Costs-No Project



Description	FY2026 MID-YEAR	FY2027 BUDGET	% Variance	Note(s)
<b>Total Operating Expenses</b>	891,419	797,512	(10.5%)	
<b>Total Salaries &amp; Wages</b>	654,275	551,675	(15.7%)	
<b>6040 Social Security Tax</b>	<b>37,238</b>	<b>31,996</b>	<b>(14.1%)</b>	
<b>6225 Mileage, Parking and Other Transportation</b>	300	300	0.0%	Provide for parking and mileage for I+A staff to attend approximately 15 external meetings throughout the fiscal year.
<b>6235 Cell Phone &amp; Mobile Devices</b>	7,200	4,800	(33.3%)	Provide for cell for reimbursement of \$100/month for 12 months for 4 FTEs.
<b>6260 Office Supplies</b>	600	400	(33.3%)	Provides up to \$100 for 4 FTEs for office supplies.
<b>6310 Internal Meetings</b>	2,000	1,000	(50.0%)	Allows I+A to host up to 10 working lunches at an average cost of \$100 per meeting.
<b>6540 Professional Dues</b>	1,200	1,000	(16.7%)	Provides for two annual professional memberships up to \$125 each for 4 FTEs.
<b>6610 Airfare</b>	6,000	4,800	(20.0%)	Provides for two round trip airfares up to \$600 each for 4 FTEs to attend professional conferences and/or external trainings.
<b>6620 Lodging</b>	6,000	6,400	6.7%	Provides for hotel accommodations up to \$800 each for 4 FTEs to attend two professional conferences and/or external trainings.
<b>6640 Per Diem</b>	1,800	2,000	11.1%	Provides for two per diems up to \$250 each for 4 FTEs.
<b>6650 Other Travel Expense</b>	1,200	1,600	33.3%	Provides for other travel expenses (e.g., ride share or other ground transportation for two trips up to \$200 each for 4 FTEs.

**Budget Fiscal Year: 2026 - 2027**

**Status: Proposed**

Initiative	Investment Category
Data Development	2024-2029 Strategic Plan

Program Name	2025 – 2026 Revised Budget	2026 – 2027 Budget	% Variance
Annual Reporting	\$41,000	\$42,000	2.4%

**Program Summary**

The purpose of the Annual Reporting Project is to provide transparency on how First 5 LA expends public funds and to ensure compliance with Proposition 10 reporting requirements. Annual Reporting data also supports internal understanding of First 5 LA’s investments, grantees, and contractors, strengthening accountability and organizational learning.

In FY26–27, the project will focus on compliance with Proposition 10 requirements by collecting Annual Reporting data for FY25–26, submitting required reports to First 5 California in a timely and accurate manner, and updating data collection tools and materials to align with revised state reporting guidelines.

**Spending Plan and Funding Methodology**

**(1) How Funds Will Be Spent**

Funds will support the following activities:

- Complete data collection for 100% of contracts subject to Annual Reporting for FY25–26.
- Ensure compliance with Proposition 10 by submitting FY25–26 Annual Reporting data to First 5 California in an accurate and timely manner.
- Update FY26–27 Annual Reporting data collection tools and supplemental materials to align with revised First 5 CA reporting guidelines.

**(2) How the Funding Level Was Determined**

The funding level was determined based on prior-year actual costs and reflects the staffing level required to complete the defined scope of work. **Staffing:** \$42,000

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

The cost for the Annual Reporting Project in FY26-27 is expected to increase by 2.44% from the FY25-26 programmatic budget amount. This increase aligns the budget with FY25-26 actual expenditures and reflects updates to First 5 CA annual reporting guidelines that expand reporting requirements.

**Budget Fiscal Year: 2026-2027**

**Status: Proposed**

<b>Initiative</b>	<b>Investment Category</b>
Data Development	2024-2029 Strategic Plan

<b>Program Name</b>	<b>2025 – 2026 Revised Budget</b>	<b>2026 – 2027 Budget</b>	<b>% Variance</b>
Data Requests	\$5,000	\$20,000	300.0%

**Program Summary**

The purpose of this budget item is to provide flexible funding for First 5 LA to acquire data on an as-needed basis to support time-sensitive analysis, decision-making, and implementation of the 2024–2029 Strategic Plan. Funds may be used to purchase datasets from public agencies (e.g., the California Department of Public Health) and to secure contractor support for data processing, cleaning, or analysis when internal capacity is limited.

These data acquisitions support cross-departmental needs, including requests from the President & CEO’s Office and tactic implementation teams, and ensure First 5 LA has timely access to relevant contextual, administrative, or population-level data that are not covered by existing projects or contracts.

**Spending Plan and Funding Methodology**

In FY26–27, funds will be used to acquire datasets and related analytic support on an as-needed basis. The proposed budget reflects anticipated demand based on FY25–26 experience and recent data request trends. The funding level is informed by prior per-request costs and expected volume of requests not covered under other standing contracts (e.g., Catalyst California, Children’s Data Network and Harter + Company).

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

The cost for Budget Requests in FY26-27 reflects a 300% increase from the FY25-26 programmatic budget amount due to increased demand for data across departments. As of January 2026, I+A has received 10 data requests ranging from \$2,000 to \$5,000 each. Demand is expected to continue as tactic teams implement the Strategic Plan. Additionally, with the conclusion of the PHFE WIC contract, certain data requests can no longer be absorbed within existing agreements.

**Budget Fiscal Year: 2026 - 2027**

**Status: Proposed**

Initiative	Investment Category
Data Partnerships	2024-2029 Strategic Plan

Program Name	2025 – 2026 Revised Budget	2026 – 2027 Budget	% Variance
Children’s Data Network	\$530,000	\$450,500	-15.0%

**Program Summary**

The purpose of the Children’s Data Network (CDN) Data Partnership is to support First 5 LA’s use of administrative data by maintaining access to high-quality, linked data and producing exploratory, descriptive analyses related to young children and families. The partnership also ensures First 5 LA remains informed by and connected to key public systems’ administrative data efforts, including developments related to data linkage and cross-system data use.

In FY26–27, the partnership will focus on:

- Maintaining continued access to linked administrative data aligned with evolving analytic and data use needs.
- Producing time-bound, exploratory administrative data analyses that respond to emerging information needs.
- Monitoring and engaging with relevant county and state administrative data efforts to ensure First 5 LA remains informed of developments in cross-system data use.

**Spending Plan and Funding Methodology**

**(1) How funds will be spent:** Funds will support the following FY26–27 goals and related objectives:

**Goal 1: Maintain Access to Linked Administrative Data**

First 5 LA maintains continued access to linked administrative data assets and has clarity on the scope and limitations of available data to support appropriate analytic use.

**Goal 2: Produce Exploratory Administrative Data Analyses**

First 5 LA receives time-bound, exploratory and descriptive administrative data analyses that address defined questions related to current conditions for young children and families.

**Goal 3: Remain Informed of Public Systems’ Data Efforts**

First 5 LA maintains visibility into key public systems’ administrative data initiatives and emerging developments related to data linkage and cross-system data use.

**(2) How the Funding Level Was Determined**

The funding level was based on prior-year costs, including:

- **Staffing and Deliverables:** \$200,000
- **Direct Costs:** \$250,500

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

The program budget reflects a 15.0% decrease (\$79,500) from FY25-26. This reduction is primarily due to:

1. Scaling back of state-level systems support activities.
2. Further narrowing of DCFS-related work. 144
3. Reductions in direct costs, including associated administrative and infrastructure expenses.

**Budget Fiscal Year: 2026 - 2027**

**Status: Proposed**

<b>Initiative</b>	<b>Investment Category</b>
Learning and Integration	2024-2029 Strategic Plan

<b>Program Name</b>	<b>2025 – 2026 Revised Budget</b>	<b>2026 – 2027 Budget</b>	<b>% Variance</b>
Impact Framework	\$272,000	\$230,000	-15.4%

**Program Summary**

The purpose of the Impact Framework is to measure progress on 2024-2029 Strategic Plan outcomes. The Impact Framework provides a structured approach to measuring objective-level conditions over time, using performance measures to understand First 5 LA’s implementation efforts, and developing a dashboard to support consistent access to and use of Strategic Plan data.

Through this work, First 5 LA acquires and utilizes data to assess progress on outcomes aligned with the Strategic Plan, strengthens its understanding of how its implementation efforts contribute to improved outcomes for children and families, and promotes consistent use of data to support learning, refinement of strategies, and accountability.

In FY26–27, this work will be advanced through the definition and measurement of additional objective-level conditions to enable tracking of progress over time and incorporating midline data where available to assess change. For objectives with clearly defined conditions but limited accessible data, feasible measurement approaches will be identified. Performance measures will be used to deepen understanding of implementation efforts and will be expanded to additional Strategic Plan priorities where measurement definitions have been established. Reporting structures and supporting data infrastructure will be developed to promote consistent data use, and an internal dashboard will be designed and piloted to improve visibility into Strategic Plan objectives and performance measures.

**Spending Plan and Funding Methodology**

**(1) How Funds Will Be Spent**

Funds will support contractor activities and direct costs necessary to advance objective-level measurement under the Strategic Plan. Funded activities include:

- Developing and updating Measurement Plans that define indicators, data sources, and measurement approaches
- Acquiring data necessary to establish initial and midline conditions for select Strategic Plan Objectives
- Conducting analysis and documenting baseline and midline findings
- Identifying feasible measurement approaches for objectives with defined conditions but limited accessible data

Funds will also support communication and dissemination of findings to promote shared understanding and accountability, including:

- Sharing findings on midline conditions with First 5 LA staff
- Preparing materials to share baseline findings established in FY25–26 with external audiences

In addition, funds will support development of reporting and data infrastructure needed to operationalize this measurement work and improve visibility into Strategic Plan progress, including:

- Developing reporting structures for objective-level measurements
- Establishing data preparation and validation processes
- Designing and piloting an internal dashboard

There are no programmatic funds allocated in FY26–27 for performance measurement activities. Performance measurement work will be led by First 5 LA staff and supported through existing staff allocations.

**(2) How the Funding Level Was Determined**

The funding level was determined based on costs from previous years and comparable projects with similar objectives and scope. These include:

- Staff = \$212,300
- Direct Costs for Data Purchases= \$13,500
- Direct Costs for Translations = \$4,200

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

The FY26–27 proposed budget reflects a 15.4% decrease from the FY25–26 revised budget. The prior year budget included projected contractor support for measurement development and performance measurement activities that were ultimately led by First 5 LA staff. The FY26–27 budget reflects this updated approach and aligns funding levels with anticipated contractor and direct costs.

**Budget Fiscal Year: 2026 - 2027**

**Status: Proposed**

Initiative	Investment Category
Data Development	2024-2029 Strategic Plan

Program Name	2025 – 2026 Revised Budget	2026 – 2027 Budget	% Variance
Equity Index	\$300,000	\$250,000	-16.7%

**Program Summary**

The purpose of the Building Brighter Futures Equity Index is to support First 5 LA in identifying and responding to geographic, racial, and economic disparities affecting young children and their families by providing a comprehensive, equity-centered measure of well-being across communities.

In FY26–27, First 5 LA will apply the Equity Index to inform internal funding and strategic decision-making, including prioritizing investments and shaping strategies based on identified conditions. First 5 LA will expand the Index through the development and integration of additional domains and apply newly developed domains to strengthen its usefulness for decision-making. First 5 LA will also begin engaging community and system leaders to introduce the Equity Index and explore its relevance for equity-focused decision-making.

This work will continue under the strategic partnership with Catalyst California.

**Spending Plan and Funding Methodology**

(1) HOW FUNDS WILL BE SPENT:

Funds requested for the Equity Index in FY26–27 will support the following activities:

- **Application of the Equity Index for Decision-Making** – Support the use of the Equity Index to inform internal funding and strategic decision-making, including analysis of conditions across communities and integration of findings into resource allocation and strategy discussions.
- **Domain Development and Integration** – Apply domains developed in FY25–26 and develop and integrate additional priority domains into the Equity Index to strengthen its usefulness and comprehensiveness.
- **Data Updates and Maintenance** – Update the Equity Index with new and existing data to ensure the Index remains current, accurate, and usable for decision-making.
- **Stakeholder Engagement** – Engage community and system leaders to introduce the Equity Index, support shared understanding of what it measures, and explore its relevance for equity-focused decision-making.
- These activities will be carried out under the strategic partnership with Catalyst California.

(2) HOW THE FUNDING LEVEL WAS DETERMINED

The funding level was determined based on costs work required to apply, expand, and maintain the Equity Index. Key cost components include staffing, deliverables and technical infrastructure.

The funding level reflects continued implementation and expansion of the Equity Index rather than initial development.

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

While the FY25–26 programmatic budget was \$300,000, the executed contract totaled \$250,000. The FY26–27 proposed budget of \$250,000 maintains the same contracted funding level and does not represent a reduction in scope.

# Public Policy & Early Care and Education

**Center/Department Name: Public Policy & ECE**

**Authorized Positions:**

<b>Position</b>	<b>#</b>
Director	1
Local Policy Strategist	1
Policy Analyst	1
Senior Program Officer (ECE)	1
Program Officer (ECE)	3
Administrative Coordinator*	0*
<b>Total:</b>	<b>7</b>

*\* Public Policy & ECE shares Administrative Coordinators with the Family Supports and Communications departments. As First 5 LA does not maintain a practice of allocating staff time, all personnel costs related to the Admin Coordinators are included within the Family Supports and Communications department budgets, respectively.*

**Overview:**

The Public Policy & Early Care and Education (ECE) department oversees the functions related to public policy, government affairs, early care and education, and works with others to implement systems changes efforts that builds a future where every child is born healthy and thrives in nurturing and safe communities. Over the FY26-27 period, PPECE will focus on public policy functions, including lobbying, lobbying compliance, and articulating organization-wide public policy change priorities. At the same time, the PPECE department will continue to focus on ECE services and supports, especially in those areas of focus aligned to the 2024-2029 F5LA Strategic Plan.

**Priorities for FY26-27:**

- PPECE will continue to lead the organization’s policy analysis efforts to advance the 2024-2029 Policy Agenda. This will include working closely with departments across First 5 LA and will enable the organization to take timely positions on administrative, budgetary, and legislative policies calling for equitable implementation of policies and programs.
- PPECE will continue to refine a strategy for organization-wide sponsorships, partnerships, and memberships, to strengthen First 5 LA’s reputation as an advocate and trusted source, engage and influence decision makers and stakeholders; and increase awareness on issues affecting young children to help create lasting, equitable change.
- PPECE will continue to oversee a number of projects to support the early care and education infrastructure. The work within ECE will continue to shift in FY26-27 as we further respond to the historical and current context of the ECE system and align the work with the 2024-2029 Strategic Plan. Under Quality Start Los Angeles (QSLA) and during its last year of IMPACT funding, First 5 LA will continue to serve as a member of the governance structure and has authority along with LACOE over system-level model changes that have budget implications and engagement with our statewide partners.

OPERATING COSTS SUMMARY

BUDGET FY26-27

CENTER/OFFICE/TEAM: PP & ECE-Op Costs-No Project



Description	FY2026 MID-YEAR	FY2027 BUDGET	% Variance	Note(s)
<b>Total Operating Expenses</b>	1,629,599	1,290,315	(20.8%)	
<b>Total Salaries &amp; Wages</b>	1,041,184	819,946	(21.2%)	
<b>6040 Social Security Tax</b>	<b>66,022</b>	<b>52,213</b>	<b>(20.9%)</b>	
<b>6225 Mileage, Parking and Other Transportation</b>	6,335	6,000	(5.3%)	This budget would cover mileage for up to 150 trips at 30 miles per trip, plus \$25 for parking per trip. An additional \$600 is included for longer than average trips, or higher than average parking rates. This budget allows for approximately \$40 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.
<b>6235 Cell Phone &amp; Mobile Devices</b>	12,000	8,400	(30.0%)	This budget assumes \$100/month for 12 months for 7 FTEs.
<b>6240 Outside Printing &amp; Publications</b>	1,000	750	(25.0%)	PPECE will occasionally need to produce external facing documents and make copies while outside the office. This budget would allow the department to produce 3 large color posters (\$250 each) or double-sided color handouts (\$1.78 each). Prices based on historic spending and quotes from FedEx.
<b>6255 Educational Supplies</b>	1,000	800	(20.0%)	PPECE will occasionally purchase supplies to advance the team's knowledge of leading policy and content research, recommendations, and issues. This budget assumes \$100 per person for educational supplies, 50% of which will be allocated for issue-related professional development (\$50) and 50% to advance policy work (\$50).
<b>6260 Office Supplies</b>	2,500	1,400	(44.0%)	This budget will provide up to \$200 for 7 FTEs for office supplies throughout FY 26-27.
<b>6265 Subscriptions &amp; Publications</b>	15,000	12,500	(16.7%)	PPECE's primary expense in this category is a subscription to Politico Pro California, a California-specific political and policy news service. The department also subscribes to GovBuddy, a legislative monitoring service; the Capitol Morning Report; Capitol Track and other publications.
<b>6310 Internal Meetings</b>	5,000	4,250	(15.0%)	In a continued transition to hybrid work and in person meetings, PPECE anticipates frequently hosting working lunches with internal and external partners and has historically spent the majority of its meeting expense budget. This budget will allow the department to host 17 meetings at an average cost of \$250 per meeting.
<b>6540 Professional Dues</b>	2,500	2,000	(20.0%)	Budget assumes PPECE department specific membership for organizations such as NAEYC, philanthropy affiliated orgs, and others.

OPERATING COSTS SUMMARY

BUDGET FY26-27

CENTER/OFFICE/TEAM: PP & ECE-Op Costs-No Project



Description	FY2026 MID-YEAR	FY2027 BUDGET	% Variance	Note(s)
<b>6610 Airfare</b>	62,000	52,500	(15.3%)	PPECE anticipates frequent travel for local, state and federal advocacy events, meetings, and conferences including: First 5 Advocacy Day, advocacy coalition and planning meetings, legislative hearings, partner advocacy events like Access DC, meetings with other First 5 Commissions including the First 5 Association, and other key partners/coalitions like First 5 California, the ECE Coalition, and others. The most common destinations for PPECE staff travel are Sacramento, Washington DC, and the San Francisco Bay Area. Assuming an average cost of \$500 per roundtrip flight, this budget would allow 105 trips in FY 26-27. All travel funds are anticipated to be spent on department related work and not professional development.
<b>6620 Lodging</b>	42,000	36,000	(14.3%)	PPECE anticipates frequent travel for advocacy trips and department related meetings. The average hotel room for frequent destinations ranges from \$350 to \$500 per night, or an average of \$425 per night. At this average rate, the budget would cover nearly 85 hotel nights for the office in FY 26-27. All travel funds are anticipated to be spent on policy and department related work, and not on professional development.
<b>6640 Per Diem</b>	13,795	12,000	(13.0%)	PPECE anticipates frequent travel for meetings, conferences, and other events outside of LA County. The per diem rate for frequent destinations ranges from \$86 to \$92. Assuming an average per diem rate of \$89, this budget would allow for approximately 134 days of travel.
<b>6650 Other Travel Expense</b>	5,000	4,250	(15.0%)	PPECE anticipates travel 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 \$35, this budget would allow for 121 individual trips or parking days outside of LA County. All travel funds are anticipated to be spent on department related work and not on professional development.

**Budget Fiscal Year: 2026 - 2027**

**Status: Proposed**

<b>Initiative</b>	<b>Investment Category</b>
County Systems Building	2024-2029 Strategic Plan

<b>Program Name</b>	<b>2025 – 2026 Revised Budget</b>	<b>2026 – 2027 Budget</b>	<b>% Variance</b>
County ECE Infrastructure Support	\$200,000	\$200,000	0%

**Program Summary**

This program supports building and aligning the ECE infrastructure to better and more equitably deliver early care and education services for families and providers in Los Angeles County. Funds in FY26-27 are meant to cover two critical pieces 1) the development of a comprehensive ECE landscape analysis and strategic recommendations to inform First 5 LA’s early learning policy priorities and systems change efforts as outlined in the Whole Child, Bright Futures Initiative and 2) address urgent needs in the event of an emergency such as previously needed during COVID and wildfires.

**Spending Plan and Funding Methodology**

The funds will be expended in the following categories:

1. Early Learning Landscape Project: \$190,000. The Early Learning Landscape Project will deepen the understanding of the current early learning environment to inform First 5 LA’s policy priorities and advocacy agenda. It will include a comprehensive Landscape Analysis that reviews state and local plans and compiles a catalog of early learning programs, funding streams, and system partners. Ultimately, the findings will guide First 5 LA in identifying priority areas for impactful policy and systems change at the local, state, and federal levels.
2. County Emergency Response: \$10,000. These funds will provide funding to support emergency response needs should the situation arise. This includes \$5,000 for interpretation and translation support for communications to child care providers and \$5,000 for any unfunded infrastructure needs for the ECE Emergency Response Team.

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

N/A

**Budget Fiscal Year: 2026 - 2027**

**Status: Proposed**

<b>Initiative</b>	<b>Investment Category</b>
County Systems Building	2024-2029 Strategic Plan

<b>Program Name</b>	<b>2025 – 2026 Revised Budget</b>	<b>2026 – 2027 Budget</b>	<b>% Variance</b>
Provider Advisory Group	\$250,000	\$55,000	-78.0%

**Program Summary**

The Provider Advisory Group (PAG) is a body of home-based child care (HBCC) providers who serve as regular thought partners for the Public Policy & Early Care and Education (PPECE) department, informing ECE strategy development and the broader PPECE portfolio. This advisory structure also directly supports implementation of the First 5 LA (F5LA) 2024-2029 Strategic Plan by ensuring provider voice shapes policies and systems that advance equitable early care and education. PAG members are compensated for their time and expertise and have opportunities to serve on workgroups, deliver presentations, and more. Given the language diversity in the PAG, translation and interpretation services are also required to support the members’ participation.

In FY26-27, a modified version of this advisory body, centered on the PAG members and facilitated by First 5 LA staff, is proposed to align with the activities of the strategic plan implementation and reflect the fiscal reality. In addition, the PAG previously involved the use of a consultant. However, this contractor’s procurement authority expired at the end of FY25-26 and will therefore not be re-contracted.

- **Meet with PAG members and the appropriate partners as needed to inform the development of PPECE’s programmatic, policy, and advocacy activities:**
  - Continue to develop F5LA’s food access priority and Child and Adult Care Food Program (CACFP) advocacy strategies.
  - Continue to inform the broader PPECE portfolio, and overall F5LA work, with the lived-experience perspective of child care providers.
  - The implementation of policy briefs, story banking for advocacy purposes, and/or site visits with policymakers.
- **Ancillary PAG activities:** This includes, but is not limited to, communication efforts, Bill of Rights policy work, presentation delivery, and other emerging opportunities to strengthen home-based care.

**Spending Plan and Funding Methodology**

- \$12,000 – Spanish and Chinese translation and interpretation services.
- \$33,000 - Honorariums for PAG member participation
- \$10,000 – Emerging opportunities for strategic plan alignment; emerging workgroups with need for PAG member participation, translation/interpretation for emerging events and materials, guest speakers, or any additional convening/opportunities as deemed appropriate by the PPECE team.

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

Change from prior year is the result of the following:

- Consultant contract (Laura Valles and Associates) amount of \$40,000 reduced to \$0.
- Reduction in number of meetings.
- Reduction in translation/interpretation needs.

<b>Budget Fiscal Year: 2026 - 2027</b>	<b>Status: Proposed</b>
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<b>Initiative</b>	<b>Investment Category</b>
County Systems Building	2024-2029 Strategic Plan

<b>Program Name</b>	<b>2025 – 2026 Revised Budget</b>	<b>2026 – 2027 Budget</b>	<b>% Variance</b>
Universal Preschool	\$75,000	\$65,000	-13.3%

**Program Summary**

California’s Universal Prekindergarten program, including transitional kindergarten (TK), was rolled out in phases. The next few years present a time-sensitive opportunity for First 5 LA and partners to support planning and implementation of UPK/TK and ensure its implementation responsive to family needs. County partners have identified a need to develop and improve tools and processes to align different programs and ensure families have information about and access to a mixed delivery system. Funds will be used to support this work towards a more accessible mixed delivery system.

**Spending Plan and Funding Methodology**

The Whole Child, Bright Futures tactic description states that, “By continuing to work with partners to align California’s new universal transitional kindergarten grade into the broader mixed delivery system we aim to coordinate and create a seamless early care and learning support for children and families.” This funding will be used to both address any opportunities/recommendations that result out of the Landscape for Early Learning IPT and provide resources to identify further opportunities for First 5 LA to advance this tactic.

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

**Budget Fiscal Year: 2026 - 2027**

**Status: Proposed**

<b>Initiative</b>	<b>Investment Category</b>
Quality Improvement Systems	2024-2029 Strategic Plan

<b>Program Name</b>	<b>2025 – 2026 Revised Budget</b>	<b>2026 – 2027 Budget</b>	<b>% Variance</b>
Dual Language Learner	\$400,000	\$325,000	-18.8%

**Program Summary**

In March 2021, Quality Start Los Angeles (QSLA) partners—First 5 LA, LACOE, Child Care Alliance of Los Angeles (CCALA), and Child360 launched the Dual Language Learner (DLL) Pilot Study Expansion. QSLA serves as Los Angeles County’s Quality Rating and Improvement System (QRIS). Funding from First 5 California enabled the integration and alignment of DLL-focused resources under the QSLA framework. The intent of the DLL Initiative in Los Angeles County is to leverage and adapt existing resources while developing a comprehensive menu of learning opportunities and professional development for center-based and home-based providers, coaches, and families. A key component of the initiative included the creation of a countywide public awareness campaign to promote the importance of bilingualism and to equip families and providers with tools to support young dual language learners (DLLs). The campaign highlights activities and resources developed through the DLL Initiative and promotes their use in early learning settings and at home. Initial target audiences included early care professionals and families with young children whose primary home languages are Spanish and Mandarin. The campaign has since expanded to include additional language communities, including Korean, Vietnamese, Khmer, and Armenian.

In FY26–27, \$325,000 has been allocated to finalize comprehensive evaluation of DLL Communications strategies and activities implemented between FY22–25 and expand the momentum of the campaign based on the evaluation results. The evaluation will assess message reach, resonance, and effectiveness across six primary target audiences and secondary audiences, and will determine progress toward achieving campaign objectives.

The DLL Communications Campaign aligns with the 2024–2029 Strategic Plan, Goal 3: Children prenatal to age 5 have a solid foundation for well-being, lifelong learning, and success.

**Campaign Objectives**

- Increase awareness of the value and benefits of fostering multilingualism at home and in early learning environments.
- Build confidence among multilingual children by celebrating bilingualism as a “superpower,” as reflected in the campaign’s promotional video, *Two Languages, It Gives You More* (available in Spanish and Mandarin).
- Address and elevate the root causes of multilingualism discrimination while dispelling myths that may discourage home language use.
- Complement and reinforce the broader efforts of the DLL Initiative

**Spending Plan and Funding Methodology**

Funding in FY26–27 will sustain and advance the organization’s multilingual advocacy efforts by supporting both strategic communications evaluation and paid media implementation.

- An allocation of **\$155,000** will complete the DLL Communications Evaluation initiated in February 2026. This investment will ensure a comprehensive assessment of current messaging, audience reach, and overall effectiveness, and will produce actionable recommendations to strengthen future communications strategies.
- An additional **\$170,000** is designated for paid media to support Multilingual Advocacy Month(s) and to implement key recommendations emerging from the evaluation. These funds will expand public awareness efforts, enhance message penetration across priority audiences, and align campaign strategies with evaluation findings to maximize impact in FY26–27.

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

**Budget Fiscal Year: 2026 - 2027**

**Status: Proposed**

<b>Initiative</b>	<b>Investment Category</b>
Quality Improvement System	2024-2029 Strategic Plan

<b>Program Name</b>	<b>2025 – 2026 Revised Budget</b>	<b>2026 – 2027 Budget</b>	<b>% Variance</b>
Home Based Child Care Strategy	\$600,000	\$375,000	-37.5%

**Program Summary**

To develop responsive programming that meets the needs of home-based child care (HBCC) providers not previously reached through Los Angeles County quality support efforts, First 5 LA identified priority activities for FY26–27 informed by the 2023 landscape analysis of license-exempt Family, Friend, and Neighbor (FFN) providers, Family Child Care (FCC) providers, and families as well as the priority work called in F5LA’s Increasing Access to Health Food Initiative.

Central to the to the Home Based Child Care Strategy work is the ongoing engagement of the HBCC Strategy Workgroup now formalized as the HBCC Advisory Committee comprised of First 5 LA partners, community-based organizations, and Provider Advisory Group of FCC and FFN early educators. The Advisory Committee will continue to serve in an advisory capacity as First 5 LA prioritizes advocacy on the Child and Adult Care Food Program by supporting child care provides on a policy and advocacy agenda focused on the state and federal levels.

An allocation of **\$175,000** will support strategies to advance state and federal advocacy on the Child and Adult Care Food Program. This includes leveraging partnerships with the California Department of Social Services (CDSS), Resource and Referral agencies and others, as well as cultivating new partnerships to address systemic barriers and improve food access for FCC and FFN providers and the children in their care.

Additionally, in partnership with Home Grown, Inc., **\$200,000** will support continuation of the Thriving Providers Project, a guaranteed income pilot for home-based care providers in Los Angeles. These funds will sustain two cohorts of FFN providers and advance related policy, learning, and advocacy efforts to elevate the role of home-based caregivers within the early learning system.

**Spending Plan and Funding Methodology**

**HBCC Strategy Implementation – \$175,000**

This allocation will support strategies to advance state and federal advocacy on the Child and Adult Care Food Program, with a focus on strengthening the home-based child care sector while reinforcing the broader mixed-delivery system.

**Thriving Providers Project – \$200,000**

This allocation supports continuation of the Thriving Providers Project. Of the total:

- **\$50,000** remains in the current contract with Home Grown to complete payments to the first cohort of 25 Family, Friend, and Neighbor (FFN) providers.

- **\$100,000** is designated to continue payments to the second cohort of participants.
- **\$50,000** is reserved for ancillary policy and communications activities connected to the project.

These investments advance the stability, sustainability, and visibility of home-based child care providers within Los Angeles County's early learning system.

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

The -37.5% reduction is due to an overall decrease for HBCC Strategy Implementation, including the contract with the Child Care Alliance of Los Angeles and the HBCC consultant, Laura Valles and Associates, ending on June 30, 2026 and the reduction in funding for the Thriving Providers Project.

<b>Budget Fiscal Year: 2026 - 2027</b>	<b>Status: Proposed</b>
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<b>Initiative</b>	<b>Investment Category</b>
Quality Improvement System	2024-2029 Strategic Plan

<b>Program Name</b>	<b>2025 – 2026 Revised Budget</b>	<b>2026 – 2027 Budget</b>	<b>% Variance</b>
IMPACT Legacy	\$2,600,000	\$2,840,000	9.2%

**Program Summary**

This initiative covers the funding drawn down from First 5 CA and subcontracted to the Los Angeles County Office of Education (LACOE) for Quality Start Los Angeles (QSLA). Improve and Maximize Programs so All Children Thrive (IMPACT) Legacy is funding from First 5 CA to support quality improvement services in local counties. First 5 agencies have right of first refusal for these funds, and First 5 LA draws down the funding. This funding supports the stabilization and sustainability of QSLA allowing us to serve a greater diversity of child care providers. This funding is administered by LACOE and is blended with funding from the California Department of Education and the California Department of Social Services to fund the broad array of QSLA’s quality improvement services, including coaching, technical assistance, professional development, quality improvement stipends for providers, and more.

**Spending Plan and Funding Methodology**

**Improve and Maximize Programs so All Children Thrive (IMPACT) Legacy funds and First 5 CA Hub funds:**  
 First 5 LA anticipates receiving a total allocation of \$2.8 million in FY26-27, subject to income availability. This amount does not include First 5 LA’s request for rollover of anticipated unspent funds from FY25-26. This is the fourth and final year of IMPACT Legacy funding.

The majority of the anticipated award amount of \$2.8 million will be spent on Los Angeles County Office of Education (LACOE) staff to administer Quality Start Los Angeles, and contracted services to Child Care Alliance of Los Angeles (CCALA) to conduct quality improvement activities (i.e., coaching, technical assistance, stipends for Quality Start Los Angeles participating sites, etc.) per the application submitted to Quality Counts California (a joint effort of the California Department of Education and First 5 CA). This supports virtually all aspects of program delivery for IMPACT Legacy, including compliance with all state-defined requirements of program administration. Funds will also be spent by LACOE on the QSLA data system, and personnel to manage and oversee day-to-day operations of the data system. This data system houses all data related to the local quality ECE efforts. Costs were determined based on historical costs and spending patterns.

In addition to the funds contracted to LACOE, approximately \$600,000 will be used for quality improvement efforts that have yet to be identified.

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

**Budget Fiscal Year: 2026 - 2027**

**Status: Proposed**

<b>Initiative</b>	<b>Investment Category</b>
Quality Improvement System	2024-2029 Strategic Plan

<b>Program Name</b>	<b>2025 – 2026 Revised Budget</b>	<b>2026 – 2027 Budget</b>	<b>% Variance</b>
QSLA Facilitation	\$250,000	\$150,000	-40.0%

**Program Summary**

All Quality Start Los Angeles (QSLA)/Quality Improvement (QI) work managed by First 5 LA is funded by First 5 California’s IMPACT Legacy funding. The implementation and coordination of QI efforts occurs in collaboration with the QSLA Consortium partners: First 5 LA, LACOE, the Child Care Alliance of Los Angeles (CCALA), Partnerships for Education, Articulation, and Coordination through Higher Education (PEACH), and the Office for the Advancement of Early Education (OAECE), and the Child Care Local Planning Committee (LPC).

The QSLA Consortium previously worked with a consultant who facilitated the QSLA model redesign and was a thought partner in identifying opportunities for system integration and sustainability efforts.

First 5 CA’s IMPACT Legacy funding will sunset in June 2027. As a result, during FY26–27, QSLA partners will prioritize advancing opportunities for QI system alignment and coordination as a sustainability strategy. This includes the Consortium maximizing existing resources, including having the QSLA Steering Committee facilitated by First 5 LA staff.

While a facilitator for the Consortium is no longer necessary, due to the complexity and time-sensitivity of implementing coordinated quality improvement strategies, funds could be used to hire a consultant to support strategy development.

**Spending Plan and Funding Methodology**

The FY26-27 budget covers a proposed strategy consultant to support the QSLA Consortium. The budget was derived based on shifting needs across QSLA, including no longer needing thought partnership and facilitation for the QSLA model redesign.

Funds will be used for a strategy consultant to support strategy development and alignment of the QI system.

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

In FY25-26, this program included funding for a consultant who supported the QSLA model redesign and facilitated consortium meetings. The Consortium’s needs have shifted and no longer require the same amount or type of support.

**Budget Fiscal Year: 2026 - 2027**

**Status: Proposed**

<b>Initiative</b>	<b>Investment Category</b>
Integrated Policy and Advocacy Fund	2024-2029 Strategic Plan

<b>Program Name</b>	<b>2025 – 2026 Revised Budget</b>	<b>2026 – 2027 Budget</b>	<b>% Variance</b>
Early Childhood Policy and Advocacy Fund	\$3,610,000	\$3,070,000	-15.0%

**Program Summary**

The Early Childhood Policy and Advocacy Fund (EC PAF) brings the three PAF funds into alignment through a Whole Child/ Whole Family framework. Specifically, EC PAF intends to promote more aligned and holistic advocacy through a Whole Child and Whole Family lens and features differing strategies but shared outcomes across those strategies, especially around prioritizing children ages prenatal to 5-years old. It also brings together diverse advocacy voices whose work occurs and operates at the intersection of systems; supports achievement of First 5 LA strategic and sustainability priorities; and reflects commitment to diversity, equity and inclusion.

By providing grants to a diverse set of grantees across the advocacy spectrum, EC PAF seeks to achieve the following primary objectives: 1) Strengthen the capacity of organizations to both incorporate and advocate for a Whole Child Whole Family framework, as well as First 5 LA’ multiannual Policy Agenda and Strategic Plan priorities; 2) Catalyze policies that impact intersecting systems to the benefit of children and families, and also that advance greater integration of child- and family-serving systems; 3) Close disparities, and guide resources to communities that would most benefit; 4) Ensure participation of a diversity of organizations, including those that represent community priorities to collaboratively grow a social movement that elevates the needs of children prenatal to five and their families.; 5) Advance advocacy across multiple domains to strengthen public systems, services, and supports for children P-5 and their families.

First 5 LA advocacy strategies deeply connect with partnership and field building, with EC PAF serving as key example of this approach. EC PAF features two interconnected grant pools, focused on promoting equity, supporting public policy efforts at the local, state, and federal levels, advocating to strengthen public systems, services, and supports, and growing a social movement across the early childhood advocacy field:

- The Reimagining Systems Fund (RSF), centers around organizations aiming to change public systems most critical to children’s development prenatal-to-5 and their families. These grants were awarded to 501(c)(3)s and fiscally sponsored nonprofit organizations, with an emphasis on those led by community members with lived experience of inequity. RSF grants are renewable for up to three years; FY26-27 is the final year of funding renewal for this cohort.
- The Community Opportunities Flexible Fund (COFF) provides opportunities for emerging groups, volunteer efforts, and/or smaller organization to receive funding to build community connections and voice of the people most impacted by changes to systems affecting children prenatal to 5 and their families. This pool aims to provide increased flexibility around funding, and will entail grants, stipends, contracts, honoraria, and related expenditures. Previously awarded on a rolling basis with no deadline for applying in FY23-24, funding for the COFF has been awarded in two separate grant pools since FY24-25. In FY25-26 the first was awarded in early November 2025, the second in early March 2026.

Overall, EC PAF fosters progress towards the goals and objectives of the 2024-2029 Strategic Plan, ensuring children and families have their basic needs met, and that children prenatal through 5 have nurturing

relationships and environments, and a solid foundation for well-being and lifelong learning and success. In 2024, the selection process for the COFF was also updated to more closely align with the 3 goals and 9 objectives of the Strategic Plan. In November 2025, the contract amount was modified to include \$480,000 to allow for a larger COFF cohort for FY25-26.

### Spending Plan and Funding Methodology

FY26-27 includes costs for grant distribution, including the final year of renewal eligibility for the RSF cohort, and a COFF selection process in two-rounds.

Organizations receiving RSF funding include:

- AAPI Equity Alliance/Asian Pacific Policy and Planning Council
- Black Women for Wellness
- California Coalition for Black Birth Justice (Public Health Institute)
- California Black Women's Health Project
- California Child Care Resource & Referral Network
- Catalyst California
- Child Care Alliance of Los Angeles
- Crystal Stairs, Inc.
- Community Coalition for Substance Abuse Prevention and Treatment
- InnerCity Struggle
- The Children's Partnership

Organizations receiving COFF funding in the first round include:

- Black Lives Matter Grassroots Long Beach (BLMLBC)
- California Perinatal Wellness Alliance
- Eastern Los Angeles Family Resource Center (ELAFRC)
- Los Angeles CHW/P/R Consortium
- Los Angeles Food Policy Council
- Maternal and Child Health Access
- Pacoima Beautiful
- So'oh-Shinálí Sister Project
- PIQE

*The second round of the COFF (to be awarded in March 2026) will support approximately 6 additional organizations.*

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

<b>Budget Fiscal Year: 2026 - 2027</b>	<b>Status: Proposed</b>
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Initiative	Investment Category
Integrated Policy and Advocacy Fund	2024-2029 Strategic Plan

Program Name	2025 – 2026 Revised Budget	2026 – 2027 Budget	% Variance
Policy Advocacy Fund Technical Assistance Provider	\$525,000	\$445,000	-15.2%

**Program Summary**

First 5 LA will support Community Partners as the continued Early Childhood Policy and Advocacy Fund (EC PAF) intermediary funder to provide technical assistance, advice, support and guidance to continue to refine and implement integrated funding guidelines to support grantees in a number of key areas including: evaluation support, strategic planning, navigating complex policy systems and decisions, and reviewing data to develop recommendations. In addition, Community Partners will provide First 5 LA staff with technical assistance, coaching, produce status reports, presentations, and articles to capture learning from EC PAF which can be disseminated internally and externally.

In FY22-23, First 5 LA developed a plan to establish an integrated Policy Advocacy Fund which was co-developed in partnership with teams across First 5 LA and supports systems change activities aligned with First 5 LA’s Board-approved Policy Agenda and rules governing public agency advocacy activities. In FY23-24, First 5 LA and Community Partners began implementing the first iteration of the Early Childhood Policy and Advocacy Fund (EC PAF), consisting of two separate funding pools, the Reimagining Systems Fund (RSF) and the Community Opportunities Flexible Fund (COFF). The RSF awarded grants of \$250,000 to \$350,000, renewable for three additional years, to nonprofit organizations active in LA County. The COFF provides a broad range of grants, stipends, contracts, and related expenditures of \$2,500–\$85,000 (in Year 1), \$2,500-\$40,000 (in Year 2), and \$2,500-\$80,000 (in Year 3) to organizations and volunteer efforts, subject to available funding. These two funding pools aim to support more integrated systems policy development and advocacy work aligned with the more holistic child and family goals outlined in F5LA’s strategic plan.

Community Partners will continue to be responsible for supporting the continued implementation of the EC PAF, including the renewal process for RSF grantees; ensuring compliance with First 5 LA lobbying restrictions; administering and monitoring grants; coordinating with grantees and planning grantee convenings; and providing technical assistance, guidance and access to other necessary resources. In addition, they will be responsible for reviewing proposals for the COFF, disbursing grants, providing oversight and conducting evaluations. Community Partners plays a key role in ensuring achievement of key objectives and priorities related to EC PAF.

**Spending Plan and Funding Methodology**

Cost for intermediary support to Community Partners (\$445,000) to continue EC PAF implementation and grantmaking in FY26-27. Among other things, funding to Community Partners includes personnel, contracted services and evaluation.

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

<b>Budget Fiscal Year: 2026 - 2027</b>	<b>Status: Proposed</b>
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Initiative	Investment Category
Organization-wide Sponsorships & Engagements	2024-2029 Strategic Plan

Program Name	2025 – 2026 Revised Budget	2026 – 2027 Budget	% Variance
Organization-Wide Sponsorships	\$240,000	\$204,000	-15.0%

**Program Summary**

Even with increased and higher-level sponsorship request, the Public Policy and Early Care & Education (PPECE) department, in partnership with F5LA’s Human Resources department, continues to revise the organization-wide sponsorships strategy in FY26-27 to build First 5 LA’s reputation as an advocate and trusted source, engage and influence decision makers; and elevate awareness and create urgency on issues affecting young children and their families. These efforts are intended to help advance First 5 LA’s (F5LA) 2024-2029 Strategic Plan’s and support F5LA’s policy and systems change efforts.

**Spending Plan and Funding Methodology**

The FY26-27 budget reflects the role of sponsorships as an organizational strategy critical to First 5 LA’s brand, building new relationships, and increasing the number of organizations, businesses and philanthropic partners engaged in early childhood systems change affecting prenatal to 5 young children and their families. The methodology used to develop this budget is based on an on-going analysis and refinement of First 5 LA’s successful sponsorship engagement work and the organization’s declining revenue. First 5 LA has historically supported events and activities hosted by key partners to advance its policy and system change goals. These events are opportunities to engage partners and other stakeholder audiences.

Based on event sponsorships from FY24-25 and FY25-26, requests continue to increase with sponsorship levels that were previously around \$1,500 now ranging from \$2,500 to \$5,000. The FY26-27 request of \$204,000 represents a 15% decrease but still allows First 5 LA to support a high number of events but at a lower level. PPECE and HR will continue to work across F5LA to further refine an update F5LA’s sponsorship strategy to align sector engagement with sponsorships as a critical outreach and relationship cultivation strategy to advance First 5 LA early childhood priorities.

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

**Budget Fiscal Year: 2026 - 2027**

**Status: Proposed**

<b>Initiative</b>	<b>Investment Category</b>
Organization-wide Sponsorships & Engagements	2024-2029 Strategic Plan

<b>Program Name</b>	<b>2025 – 2026 Revised Budget</b>	<b>2026 – 2027 Budget</b>	<b>% Variance</b>
Organizational Memberships	\$170,000	\$144,500	-15.0%

**Program Summary**

The First 5 LA (F5LA) 2024-2029 Strategic Plan and 2025-2029 F5LA Policy Agenda will employ a variety of stakeholder engagement strategies and activities to support F5LA's advocacy priorities in FY26-27: policy education and advocacy events, key stakeholder meetings and coalitions, state caucus policy activities, and policy speaker series which elevate First 5 LA priorities.

In addition, organizational memberships offer opportunities to learn and engage with various stakeholders to build and/or strengthen partnerships that support First 5 LA's strategic plan goals.

**Spending Plan and Funding Methodology**

In FY26-27, F5LA will continue to build relationships with stakeholders, sector groups, and advocacy partners to elevate the importance of early childhood development. In addition, the Public Policy and Early Care & Education (PPECE) will work to engage untapped sectors that have agendas aligned with the 2024-2029 Strategic Plan but that we have not previously engaged with (e.g., housing, access to healthy food).

First 5 LA has historically engaged in a number of grantmaking and organizational memberships and supported several events and activities which highlight important early childhood policy issues, educate decision-makers on early childhood priorities, and influence policy and systems change. Grantmaking Memberships and annual organizational membership rates are determined by the membership organization rate structure, depending on an organization's asset and/or total budget. Over the past couple of years, organizations have increased annual membership dues. Anticipated grantmaking and organizational memberships for FY26-27 include, but are not limited to the following:

- Affinity Group Memberships – F5LA holds membership in a range of affinity and employee resource groups.
- Central City Association (CCA) — CCA is an advocacy organization in the Los Angeles region and leading visionary on the future of Downtown Los Angeles (DTLA). CCA leads, convenes and collaborates with stakeholders to form strong partnerships and coalitions. CCA represents the interests of over 300 businesses, trade associations and nonprofits from a broad range of industries.
- First 5 California Association
- Grantmakers for Education (GFE) — GFE is a network of education grantmakers dedicated to improving educational outcomes and increasing opportunities for all learners.
- The Funders Network (TFN) – The Funders Network mission is to leverage philanthropy's unique potential to help create communities and regions that are sustainable, prosperous, healthy, and just for all people.
- Los Angeles Business Federation (BizFed)
- Southern California Grantmakers - First 5 LA's annual membership fee to Southern California Grantmakers is calculated based on a formula established by SCG that takes into account F5LA's prior year total competitive Grantmaking and the location of the organization.
- Valley Industry & Commerce Association

Change from Prior Year (if >+20%)

**Budget Fiscal Year: 2026 - 2027**

**Status: Proposed**

<b>Initiative</b>	<b>Investment Category</b>
Organization-wide Sponsorships & Engagements	2024-2029 Strategic Plan

<b>Program Name</b>	<b>2025 – 2026 Revised Budget</b>	<b>2026 – 2027 Budget</b>	<b>% Variance</b>
Organization-Wide Partnerships	\$140,000	\$118,000	-15.7%

**Program Summary**

In FY26-27, First 5 LA will continue to employ a variety of partnership engagement strategies and activities to support the organization’s advocacy priorities: policy education and engagement efforts with various sector groups, key stakeholder meetings and coalitions, and policy speaker series which elevate First 5 LA strategic plan goals.

**Spending Plan and Funding Methodology**

In FY26-27, First 5 LA will continue to build relationships with various stakeholders and advocacy partners to elevate the importance of early childhood development. In addition, the Public Policy and Early Care & Education (PPECE) department will work to engaged untapped sectors that have agendas and/or impact families and children aligned to the organization’s 2024-2029 Strategic Plan but that we have not partnered in the past with. These key partners allow First 5 LA to continue to influence policy and systems change through joint advocacy and pooled funding.

The following partnerships are examples of opportunities to continue advancing First 5 LA’s priorities for the FY26-27:

- Southern California Grantmakers:  
First 5 LA contributes to the philanthropy sector and the opportunity to advance our key priorities through the contribution to SCG’s general operating fund.
- LA-N-Sync:  
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 strategic plan. Specifically, LA-N-Sync will support efforts under the Communities food security objective area to increase access to CalFresh benefits in partnership with DPSS. PPECE anticipates the \$25,000 level of funding for FY26-27.
- LA Funders Collaborative:  
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.

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

<b>Budget Fiscal Year: 2026 - 2027</b>	<b>Status: Proposed</b>
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Initiative	Investment Category
Organization-wide Sponsorships & Engagements	2024-2029 Strategic Plan

Program Name	2025 – 2026 Revised Budget	2026 – 2027 Budget	% Variance
Policy & Advocacy Stakeholder Engagement	\$125,000	\$106,250	-15.0%

**Program Summary**

The Public Policy and Early Care & Education (PPECE) department will employ a variety of stakeholder engagement strategies and activities to support First 5 LA’s advocacy policy priorities: policy education and advocacy events, policymaker engagement effort, key stakeholder meetings and coalitions, caucus policy activities, and policy speaker series all to elevate First 5 LA early childhood priorities in alignment with the organization’s 2024-2029 strategic plan.

**Spending Plan and Funding Methodology**

In FY26-27, First 5 LA will build relationships with advocacy partners and other stakeholders to elevate the importance of early childhood development. In addition, PPECE will work to engage previously untapped partnerships in sectors aligned with F5LA’s 2024-2029 Strategic Plan (i.e. housing, open parks/green space) that have agendas and/or impact families and young children.

In this space, First 5 LA has historically supported a number of events and activities which highlight important early childhood policy issues, educate decision-makers on early childhood priorities, and influence policy and systems change. These include advocacy days, California State Legislative caucus policy retreats, and policy conferences and speaker series.

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

<b>Budget Fiscal Year: 2026 - 2027</b>	<b>Status: Proposed</b>
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<b>Initiative</b>	<b>Investment Category</b>
Policy Agenda/Advocacy	2024-2029 Strategic Plan

<b>Program Name</b>	<b>2025 – 2026 Revised Budget</b>	<b>2026 – 2027 Budget</b>	<b>% Variance</b>
State Policy and Sustainability Advocate	\$205,000	\$205,000	0%

**Program Summary**

The State Policy and Sustainability Advocate develops and executes advocacy strategies to help advance First 5 LA (F5LA) state policy priorities aligned to the organization’s strategic plan and policy agenda. The consultant supports First 5 LA’s policy and advocacy strategies in the California policy arena. They do so by employing various strategies and activities to support First 5 LA's state policy and advocacy efforts to strengthen systems of support for children ages prenatal to 5-years old including but not limited to: policy analysis, development, and strategy formation; policymaker engagement; technical assistance; and lobbying.

**Spending Plan and Funding Methodology**

Since 2013, First 5 LA has contracted with California Strategies Inc. (CalStrat), a Sacramento based firm, to serve as the State Policy and Sustainability Advocate. CalStrat was reprocured in 2017 and was re-selected in November 2022 after a public procurement process. The main cost component is personnel and pre-approved task order activities. PPECE negotiates CalStrat’s monthly retainer rate based on the amount of time the consultant team has spent working on average per month and the foreseeable F5LA policy and lobbying needs.

CalStrat implements First 5 LA's 2025-2029 policy agenda and annual advocacy priorities; monitors the state's policy and political landscape; represents First 5 LA at legislative hearings and meetings with key government officials, and priority coalitions; supports in planning advocacy events like the First 5 LA annual advocacy day coordinates legislative meetings throughout legislative session; and provides strategy advice and technical assistance to policy and program staff.

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

**Budget Fiscal Year: 2026 - 2027**

**Status: Proposed**

<b>Initiative</b>	<b>Investment Category</b>
Policy Agenda/Advocacy	2024-2029 Strategic Plan

<b>Program Name</b>	<b>2025 – 2026 Revised Budget</b>	<b>2026 – 2027 Budget</b>	<b>% Variance</b>
Strategic Plan Advocacy Strategies	\$375,000	\$450,000	20.0%

**Program Summary**

In FY26-27, the Public Policy & Early Care and Education (PPECE) department will invest in key activities to support First 5 LA's (F5LA) 2025-2029 strategic plan and 2025-2029 Policy Agenda. Among other activities, work in this area includes coalition support, policy technical assistance, advocacy initiatives, statewide First 5 Association activities, research and briefings, and advocacy partnership development.

**Spending Plan and Funding Methodology**

The proposed FY26-27 budget includes costs related to the following activities:

- 1) California Strategies, Inc. (\$63,750) to coordinate and strengthen the Early Care and Education Budget Coalition. In FY26-27, California Strategies (CalStrat) will continue to grow and build the capacity of the coalition and further expand the state investment in our ECE system. Total First 5 LA cost for facilitating and supporting the ECE Coalition was reduced by 25% in FY25-26 from \$100,000 to \$75,000 and 15% in FY26-27.
- 2) Funds in FY26-27 (\$386,250) will enable the PPECE department to enter into two contracts in support of the IPT priority work. A federal consultant will assist in developing a legislative and budget analysis report to inform and support F5LA federal work, ultimately leading to the development of a Public Policy Plan. In addition, a Policy Technical Assistant consultant will interpret policy and budget developments and equip F5LA with the insights and capacity needed to externally communicate impacts on young children and families and align this information with F5LA's strategic and policy priorities.

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

While there is a 15% reduction in the contract for the ECE Budget Coalition, the total increase of 20% is due to the work related to the Whole Child, Bright Futures initiative. In FY26-27, PPECE anticipates prioritizing federal work and external policy technical assistance in support of F5LA's 2024-2029 Strategic Plan.



**ATTACHMENT E:**  
**FY 2026-27 BUDGET**  
**CENTER FOR STRATEGY &  
CULTURE**

- Center/Department Cover Sheet
- Program Support Detail
- Program Detail

# Strategy & Culture Support

**Center/Department Name: Strategy & Culture**

**Authorized Positions:**

<b>Position</b>	<b>#</b>
Manager, Board Relations	1
<b>Total:</b>	<b>1</b>

**Overview:**

The Center for Strategy & Culture consists of the Communications (Internal & External) department and the following functions: Board Relations, Organizational Culture & DEI, Strategic Planning & Implementation, as well as outsourced Legal Services.

OPERATING COSTS SUMMARY

BUDGET FY26-27

CENTER/OFFICE/TEAM: S&C-Op Costs-No Project



Description	FY2026 MID-YEAR	FY2027 BUDGET	% Variance	Note(s)
<b>Total Operating Expenses</b>	649,350	325,410	(49.9%)	
<b>Total Salaries &amp; Wages</b>	398,721	143,142	(64.1%)	
<b>6040 Social Security Tax</b>	<b>20,199</b>	<b>9,538</b>	<b>(52.8%)</b>	
<b>6225 Mileage, Parking and Other Transportation</b>	500	250	(50.0%)	Funds to cover mileage/parking for 1 staff to attend local meetings within LA County. Mileage and parking reimbursements fluctuate based on the distance driven. All expenses will adhere to First 5 LA's Policy for Travel Approval and Reimbursement.
<b>6235 Cell Phone &amp; Mobile Devices</b>	4,800	1,200	(75.0%)	Cellphone (\$50/month) and internet (\$50/month) reimbursement to staff for offsite work, included for 12 months for 1 FTE.
<b>6260 Office Supplies</b>	1,200	1,000	(16.7%)	Funds for general office supplies to support staff with hybrid and onsite work (e.g., paper, pens, post-it notes, folders, etc.).
<b>6310 Internal Meetings</b>	5,000	2,000	(60.0%)	Funds to cover expenses related to internal staff meetings including speakers and supplies.
<b>6315 Divisional Capacity Building</b>	5,000	0	(100.0%)	
<b>6410 Consultant Fees</b>	100,000	75,000	(25.0%)	Funds estimated to be used for consulting supporting culture and board engagement.
<b>6540 Professional Dues</b>	500	500	0.0%	Funds to cover dues that may arise.
<b>6610 Airfare</b>	2,000	1,000	(50.0%)	Funds for 1 FTE for two instances to and from professional conferences, meetings, or business-related trainings outside of the Los Angeles area. All expenses will adhere to the First 5 LA policy for Travel Approval and Reimbursement.
<b>6620 Lodging</b>	2,000	1,000	(50.0%)	Funds for 1 FTE for two instances 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. All expenses will adhere to First 5 LA policy for Travel Approval and Reimbursement.
<b>6640 Per Diem</b>	1,250	625	(50.0%)	Funds to cover per diem costs for 1 FTE to provide for various daily expenses incurred while attending professional conferences, trainings or meetings outside of Los Angeles County greater than 100 miles round trip from employees' current commute to First 5 LA. Per diem expenses will adhere to First 5 LA's policy for Travel and Approval and Reimbursement.

OPERATING COSTS SUMMARY

BUDGET FY26-27

CENTER/OFFICE/TEAM: S&C-Op Costs-No Project



Description	FY2026 MID-YEAR	FY2027 BUDGET	% Variance	Note(s)
<b>6650 Other Travel Expense</b>	1,250	625	(50.0%)	Funds to support other travel expenses for 4 FTE for participation in conferences and/or events (e.g. taxi, rideshare, etc.).
<b>6820 In-house Training</b>	4,000	4,250	6.3%	Funds to support the Communications Department's (\$4,000) and Board Relations (\$250) internal training and staff development.
<b>6830 Leadership Programs</b>	6,000	5,000	(16.7%)	Funds for 2 leadership staff in the Communications Department to attend trainings and webinars for professional development.
<b>6840 Conference/Training Registrations</b>	19,000	13,000	(31.6%)	3 FTE in the Communications Department to attend 1 - 2 conferences in the fiscal year. this includes annual attended conferences, such as the Communications Network annual summit (ComNet) and registration fees (\$12,000). 1 FTE in Board Relations to attend 1 -2 conferences in the fiscal year (\$1,000).
<b>6850 Outside Education</b>	3,200	2,650	(17.2%)	Funds to cover Communications Department attendance of ticketed events with partners, estimated at 3 FTE at \$800/person. An additional \$250 is included for any Board Relations external education needs.

**Budget Fiscal Year: 2026 - 2027**

**Status: Proposed**

<b>Initiative</b>	<b>Investment Category</b>
Strategic Initiatives Development Fund	2024-2029 Strategic Plan

<b>Program Name</b>	<b>2025 – 2026 Revised Budget</b>	<b>2026 – 2027 Budget</b>	<b>% Variance</b>
Strategic Initiatives Development Fund	\$4,751,470	\$3,951,555	-16.8%

**Program Summary**

The Strategic Initiatives Development Fund (SIDF) is established to support expenditures associated with the development and implementation of new initiatives, tactics, and projects that directly advance the goals and priorities outlined in the organization’s Strategic Plan. This fund is intended to be flexible and responsive to emerging needs and opportunities that contribute to the organization’s long-term strategic and financial objectives.

The total amount allocated to this fund has been carefully determined by analyzing the variance (or delta) between actual tactics budgeted and the budget limit set by management and aligned to the organization’s long term financial plan. This approach ensures that funds are used efficiently and that we remain aligned with our strategic priorities, while providing room for additional projects that may arise throughout the year.

The fund will be available for a variety of expenditures, that may include but is not limited to:

- Research and analysis for new initiatives (data).
- Pilot programs or prototypes related to strategic objectives.
- Staffing with expertise and/or specialized knowledge.
- External consultant fees or expertise for specialized knowledge.
- Strategic partnerships or collaborations to further organizational goals.
- Technology or tools that support new tactics.
- Emergency Response Team identified needs.\*

\*For FY26-27, the scope of the Strategic Initiatives Development Fund will be expanded to include resources to respond to unanticipated emergency situations affecting our families in alignment with the Strategic Plan and the priorities determined by the Senior Leadership Team and Emergency Response Team.

**Spending Plan and Funding Methodology**

Costs will be identified as needed and must be approved by the Senior Leadership Team. All proposed SIDF expenses will be tracked.

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

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# Communications

**Center/Department Name: Communications**

**Authorized Positions:**

<b>Position</b>	<b>#</b>
Manager, Strategic Initiatives	1
Manager, Internal Communications	1
Communications Specialist	1
Administrative Coordinator*	1
<b>Total:</b>	<b>4</b>

*\*Communications shares an Administrative Coordinator with the Public Policy & ECE department. All personnel costs related to the Administrative Coordinator are included within the Communications department budget.*

**Overview:**

First 5 LA’s 2024-2029 Strategic Plan Initiatives and Tactics acknowledges communications as a driving strategy to promote narrative change, amplify our advocacy efforts and build public will to support movement building in support of policy and systems change aimed at ensuring equitable futures for L.A. County’s children aged 5 and younger and their families.

While all Center Teams are responsible for the oversight of communications components in programs as part of First 5 LA investments, the Communications Department is responsible for partnering across the organization to communicate the impact of the First 5 LA’s work to internal and external audiences. Core business and programmatic functions of the Department include:

- Lead the organization’s responses to Public Records Act (PRA) requests, field all news and media inquiries, develop and disseminate public statements, and continued oversight and maintenance of First 5 LA website.
- Uphold First 5 LA’s brand and identity guidelines across authorized users, for business, communication, and marketing purposes, and develop and maintain content resource and writing style guide to facilitate language consistency and accuracy across all materials representing the organization.
- Ongoing integrated development and implementation of strategic communications, marketing and internal communications efforts that build First 5 LA’s reputation as an advocate, convenor, connector and trusted thought partner on early childhood.

**FY26-27 Priorities:**

- Strengthen the focus and impact of core communications vehicles and channels developed and maintained by Communications Department, including new website redesign and procurements of new services to support the Communications Department’s execution of work as outlined in the 2024-2029 Strategic Plan Initiatives and Tactics, including strategic communications, social media and digital marketing and multimedia creatives services.
- Aligning communications expertise, including but not limited to strategic planning, message development, branding, editorial storytelling, and media placement and advertising, as part of the Implementation Teams planning process to develop plans and design strategies that

achieve targeted outcomes to advance the objectives in the 2024-2029 Strategic Plan under the four Initiative focus areas.

- Creating urgency to address issues and improve conditions impacting early childhood development, as aligned with the First 5 LA 2024-2029 Strategic Plan goals and objectives, by engaging and educating diverse internal and external audiences with an emphasis on influencing decision makers.
- Building target audience understanding, including policy and decision makers, and contribute to narrative shifts to strengthen First 5 LA's advocacy efforts across diverse audiences, with the goal to inform and influence decisions to prioritize young children and families.

OPERATING COSTS SUMMARY

BUDGET FY26-27

CENTER/OFFICE/TEAM: Comms-Op Costs-No Project



Description	FY2026 MID-YEAR	FY2027 BUDGET	% Variance	Note(s)
<b>Total Operating Expenses</b>	722,561	611,520	(15.4%)	
<b>Total Salaries &amp; Wages</b>	493,268	422,371	(14.4%)	
<b>6040 Social Security Tax</b>	<b>31,346</b>	<b>26,900</b>	<b>(14.2%)</b>	
<b>6225 Mileage, Parking and Other Transportation</b>	1,500	1,000	(33.3%)	Funds to cover mileage/parking for 3 staff to attend local meetings within LA County.
<b>6235 Cell Phone &amp; Mobile Devices</b>	7,200	4,800	(33.3%)	Cell phone (\$50/month) and internet (\$50/month) reimbursement to staff for offsite work, included for 12 months. [#4] FTEs at \$100/staff member for a total of \$[400]/month x 12 months = \$[4,800].
<b>6260 Office Supplies</b>	1,000	1,000	0.0%	Funds for general office supplies to support staff with hybrid and onsite work (e.g., paper, pens, post it notes, folders, etc.).
<b>6265 Subscriptions &amp; Publications</b>	10,000	9,000	(10.0%)	Funds to cover subscriptions and publications costs for Communications Department and org-wide. Accounts include monthly and annual subscriptions to New York Times, The Atlantic, LA Times, Harvard Business Review, The Washington Post, LA Daily News, The Imprint, Mercury News, Sacramento Bee, Wall Street Journal, etc. Renewal of existing yearly subscription to vendor service Critical Mention to monitor and track news media outlets to support the Communications Department's earned media strategy and development of newsletters and resources, reaching partners and decision-makers.
<b>6295 Hardware &amp; Software Maintenance</b>	4,000	4,000	0.0%	Funds to cover expenses to maintain First 5 LA's hardware and software in support of our technological resources, including MailChimp and website maintenance (licenses for fonts, etc.).
<b>6310 Internal Meetings</b>	800	700	(12.5%)	Funds to cover expenses related to internal staff meetings including speakers, internal and external lunch retreats, and supplies.
<b>6540 Professional Dues</b>	3,000	2,000	(33.3%)	Funds to cover dues for 3 FTE to attend trainings and webinars.
<b>6610 Airfare</b>	5,000	3,000	(40.0%)	3 FTE (to be confirmed) to attend 1 - 2 conferences in the fiscal year.
<b>6620 Lodging</b>	10,000	8,000	(20.0%)	3 FTE (to be confirmed) to attend 1 - 2 conferences in the fiscal year.
<b>6640 Per Diem</b>	5,000	3,000	(40.0%)	3 FTE (to be confirmed) to attend 1 - 2 conferences in the fiscal year.
<b>6650 Other Travel Expense</b>	800	800 <sup>180</sup>	0.0%	Funds to support other travel expenses for 3 FTE (to be confirmed) for participation in conferences and/or events. Parking, transportation (ride share, trains, etc.) and mileage to travel outside of LA County.

**OPERATING COSTS SUMMARY**

**BUDGET FY26-27**

**CENTER/OFFICE/TEAM: Comms-Op Costs-No Project**



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Description	FY2026 MID-YEAR	FY2027 BUDGET	% Variance	Note(s)
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<b>Budget Fiscal Year: 2026 - 2027</b>	<b>Status: Proposed</b>
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Initiative	Investment Category
Communications & Marketing	2024-2029 Strategic Plan

Program Name	2025– 2026 Revised Budget	2026 – 2027 Budget	% Variance
Strategic Communications	\$557,500	\$532,174	-4.5%

**Program Summary**

Communications is recognized as critical for driving change in family-serving systems and is essential to further advance and execute First 5 LA’s strategic priorities. To advance implementation of First 5 LA’s 2024-2029 Strategic Plan, the Communications Department will work with teams and partners to collaborate on shared-objective communications and marketing strategies to develop and promote narrative change to support movement building around policy and systems change, uplift the voices of communities and families with children under age 5, and implement the First 5 LA brand refresh.

Strategic communications is used to strengthen First 5 LA’s advocacy efforts across racially, ethnically, geographically, and economically diverse audiences to inform and influence decisions that drive action to prioritize young children. The Communications Department works in partnership with Center teams and departments to plan, design and implement communications and marketing strategies that ground the organization’s identity and achieve targeted goals. In the coming year, Implementation Teams will identify work to advance the Strategic Plan and four initiative areas, including communications strategies to articulate tactics to results-based messaging for internal and external audiences. We recognize budget as a statement of priorities: 1) implementation of our 2024-2029 Strategic Plan and four initiative areas of focus; 2) embedding diversity, equity and inclusion throughout the work outlined in this FY26-27 budget. This budget will support continued development and implementation of strategic communications, marketing and internal communications efforts that build First 5 LA’s reputation internally and externally as an advocate, convenor, connector, and trusted thought-partner on early childhood.

This Strategic Communications budget category includes line items for three contracts, including year 2 of a 4-year agreement with an agency partner to provide strategic communications and social media services, thought-partnership, capacity building, knowledge sharing, internal and external best practices on messaging development and narrative change and advance strategy and content development for First 5 LA’s social media channels, as well as a contracted vendor to provide content writing, copy editing and proofreading services, and a single vendor for translation and interpretation services. These contracted resources complement and work in alignment with the efforts outlined under the Strategic Marketing Program budget category.

**Spending Plan and Funding Methodology**

1) Metropolitan Group, Strategic Communications and Social Media Services  
 This fiscal year budget reflects year 2 of a 4-year agreement with Metropolitan Group, LLC (MG) and subcontract Rally agency to provide strategic communications and social media services with a focus on supporting the development of targeted communications strategies to reach and engage key audiences, as well as narrative change strategies to help advance a social movement that centers young children and their families as aligned with First 5 LA’s 2024-2029 Strategic Plan and four initiatives. MG agency will also provide trainings on best practices and technical support to continue to strengthen the capacity of the internal First 5 LA Communications Department.

## Spending Plan and Funding Methodology

Additionally, MG agency would provide thought-partnership, capacity building, knowledge sharing, internal and external best practices on effectively developing and communicating the values of diversity, racial justice and equity as part of messaging development and narrative change strategies to effectively uplift the diverse needs of populations First 5 LA serves throughout L.A. County and as aligned with the 2024-2029 Strategic Plan. Areas of focus include prevention, poverty, housing, environments, maternal/child health, whole child.

MG agency also brings expertise in social media strategy, with a focus on strengthening First 5 LA's brand across multiple social media platforms (Facebook, Instagram, X, YouTube, LinkedIn), while exploring other emerging platforms, amplifying First 5 LA's work among key audiences to advance the objectives of the Strategic Plan's four initiative areas, strengthen First 5 LA's position as a thought-leader in early childhood development and target narratives that motivate prioritization of young children and families in L.A. County.

MG agency works in partnership with the Communications Department for the development of strategic concepts to maximize reach and engagement of target audiences and provide benchmarks to measure results and impact. This includes the development of digital based concepts and placement, copywriting and editing for social media platforms and paid media strategy, as well as collaboration with First 5 LA's multimedia creative services agency partner responsible for developing and providing foundational brand guidance, for development of all creative assets used across social media platforms and digital properties, including the First 5 LA website. MG agency is also responsible for identifying current events, best practices and trending topics that align with First 5 LA's mission and content/storytelling strategy, online community management and development of monthly content calendars in alignment with First 5 LA's Communications priorities. In addition, MG agency will be responsible for delivering monthly analytics and measurement reporting on the impact of executed strategies and tactics.

This budget line item does not include the hard costs for paid media components of campaigns, including paid, boosted posts and digital advertising campaigns. Costs will be covered under the Strategic Marketing Program budget.

MG agency will work in partnership with the multimedia creative services agency on the potential development of communications and marketing campaigns to be determined by the Communications Department as part of 2024-2029 Strategic Plan implementation to align and support priority area work, including but limited to housing, parks and open space, and birth equity.

Year 1 of the 4-year agreement in FY25-26 for the total budget amount of \$150,000 was an initial 4.5 month agreement period to respond to the organization's immediate communications needs, including a stakeholder engagement task order project to support the Communities Department that included a separate budget of \$50,000. In FY26-27, the stakeholder engagement project will continue with a separate budget allocation of \$50,000 from the Communities Department to continue this work as a task order project.

The contract with MG agency is not to exceed **\$400,000** in FY26-27 as part of a four-year agreement through the duration of the 2024-2029 Strategic Plan.

### 2) Hypertexted, LLC. – Writing/Editing/Proofing Services (Procurement)

The purpose of this line item is to provide services and supports that augment the Communications Department's capacity to build narratives around our 2024-2029 Strategic Plan, refine content created by Implementation Planning Teams, and amplify internal and external organizational and programmatic initiatives, activities, progress and milestones. The vendor's copywriting, microcopy, copyediting, proofreading, event attendance, interview and editorial planning services are deployed to deliver articles,

## Spending Plan and Funding Methodology

blogs, broadcast emails, electronic newsletter features, website and research-based content. The work will align to intended audiences reached through digital, traditional and media methods and channels in support of the Communications Department's goal of demonstrating our strategic plan and growing a social movement that is commensurate with our vision, mission and First 5 LA's knowledge and expertise on issues that affect early childhood development.

The forecast for FY26-27 services is furtherance of First 5 LA's 2024-2029 Strategic Plan through Communications Department initiatives that target narrative change, coverage of First 5 LA's annual and additional summits and engagement events, enhance inclusion of community voice and partner and parent interviews, and telling the First 5 LA story of impact.

The project is described as providing content writing, copyediting and proofreading services to align messages to intended audiences. Achieving content goals includes, but is not limited to, event attendance and interviews for gathering background and voices of experience; proofreading, refining and ensuring brand consistency of content developed by Implementation teams; and following styles articulated in First 5 LA's Writing Style Guide, Voice and Language Guide, Strategic Plan Terminology Translation User Guides, and the Associated Press (AP) Stylebook. In support of the Communications Department's goal of demonstrating the 2024-2029 Strategic Plan and First 5 LA's knowledge and expertise on issues that affect early childhood development, the content development, copyediting and proofreading partner attends regularly scheduled editorial meetings, monthly check-ins, an initial onboarding session, and other meetings as necessary.

The current contract for copywriting, editing and proofreading services managed by the Communications Department crosses two fiscal years – FY25-26 in the amount of \$33,334; and FY26-27 in the amount of \$14,664. The \$14,664 portion would be paid from the FY26-27 budget. In subsequent fiscal years, budget reductions for these services would continue to align to LTFP budget cap goals. Continuing these services after the current contract date of Dec. 31, 2026 is contingent on determining the FY26-27 budget.

The Communications Department proposes initiating a new procurement in fall 2026 for a three-year task order agreement to support content writing, editing and proofreading services, beginning January 1, 2027.

The total proposed FY26-27 budget of **\$40,799** is a reduction from the FY25-26 budget of \$50,000, consistent with First 5 LA's Long-Term Financial Plan.

### 3) Homeland Language Services - Translation and Interpretation Services

Homeland Language Services supports improving language accessibility to members of the public with limited English proficiency, and language access for subgroups in the deaf and hard-of-hearing community served by First 5 LA. Goals of the task order-based project align to First 5 LA's 2024-2029 Strategic Plan.

Project services include translation and/or interpretation with cultural nuance services in one or more of the following languages: American Sign Language, Spanish, Chinese (e.g., Mandarin and/or Cantonese for oral; Simplified and/or Traditional for written), Arabic, Hindi, Japanese, Russian, Thai, Tagalog/Filipino, Korean, Armenian, Vietnamese, Farsi, Khmer/Cambodian, Bengali, Burmese, Gujarati, Indonesian, Mongolian, Telugu and English. Dual-language capabilities and simultaneous interpretation for meetings exceeding 2 hrs., may require more than one interpreter.

The current contract crosses FY's 25-26 and 26-27 and allows for amendments as needed. Continuing these services after the current contract end date of December 31, 2026 is contingent on approval of the FY26-27 budget.

**Spending Plan and Funding Methodology**

The Communications Department proposes initiating a new procurement in fall 2026 for a one-year task order agreement to support translation and interpretation services, beginning Jan. 1, 2027.

The total proposed FY26-27 budget of **\$91,375** incorporates a 15% reduction from the Communications Department's FY2025-26 budget of \$107,500.

Communications is one of five departments that in FY26-27 budgeted funds for translation and interpretation services provided by this vendor. The total FY26-27 budget for Homeland Language services will be an estimated \$137,575 with five other departments budgeting for their forecasted translation and interpretation needs. Should additional teams determine translation needs in the first half of the fiscal year, mid-year budget adjustments will be made to reflect this additional need.

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

**Budget Fiscal Year: 2026 - 2027**

**Status: Proposed**

<b>Initiative</b>	<b>Investment Category</b>
Communications & Marketing	2024-2029 Strategic Plan

<b>Program Name</b>	<b>2025 – 2026 Revised Budget</b>	<b>2026 – 2027 Budget</b>	<b>% Variance</b>
Strategic Communications Partnerships	\$150,000	\$127,500	-15.0%

**Program Summary**

The Communications Department seeks to accelerate narrative change in alignment with our 2024-2029 Strategic Plan’s priority to build a social movement that elevates the needs of children prenatal to age 5 and their families. This work is designed to advance our four core initiatives - prevention first, vibrant environments, maternal and child well-being, and whole child bright futures - by strengthening public understanding, shifting discourse, and increasing visibility of early childhood issues. Because durable narrative change requires a coordinated chorus of voices across multiple platforms, we have designated a portion of our overall budget to cultivate strategic partnerships that advance community-wide narrative alignment across our initiative areas.

In FY25–26, the Board approved funding to support potential contributions to pooled funds aimed at expanding newsroom coverage of early childhood development. These investments were paused as the organization reassessed partnership priorities. Nevertheless, we have remained committed to strategic communications investments and preserved reduced budget authority over the past two fiscal years to maintain flexibility for future partnerships. Additional investments were deferred as we finalized and began implementation of the new Strategic Plan.

In FY26–27, we will evolve this strategy to include targeted partnerships and capacity-building efforts with organizations advancing aligned narrative change priorities. We will also re-examine pooled fund investments to expand newsroom capacity for early childhood coverage and explore broader philanthropic co-funding opportunities to support media engagement statewide. This approach positions us to deploy resources strategically while maximizing leverage and long-term narrative impact.

**Spending Plan and Funding Methodology**

- 1) A Strategic Partnership for \$127,500 toward advancing narrative change efforts in partnership with other organizations to advance our 2024-2029 Strategic Plan and four core initiative areas.

This funding will be utilized to create a strategic partnership for First 5 LA to be part of a pooled fund with other early childhood systems change grantmakers. First 5 LA has previously invested in a partnership with Southern California Public Radio (LAist formerly KPCC) to support the media outlet’s engaged journalism project at \$300,000. Our experience in partnership at this level has shown that a minimum of \$50,000 and up to \$300,000 is required to meaningfully contribute, shape and influence partnership priorities and intended outcomes.

The Communications Department will explore partnership opportunities with internal priority area implementation leads for areas including housing, birth equity, parks & open spaces, prevention and multilingual and culturally affirming early learning services and supports.

**Spending Plan and Funding Methodology**

Potential partners include funders with common missions to invest, promote innovations and amplify the voices of families to advance the lifelong health and well-being for L.A. County’s children, prenatal to age 5, including but are not limited to: The LA Partnership of Early Childhood Investment (LAPECI), a public-private collaboration of the country’s largest private family foundations, including the Atlas Family Foundation, the Ballmer Group, and the Hilton Foundation. Thrive From the Start, a network of organizations across the early childhood, housing, and homelessness systems dedicated to ensuring all expectant parents, infants, toddlers, and their families have the resources and opportunities to thrive. Potential investments, through pooled funds, include Southern California Public Radio’s (LAist formerly KPCC) Engaged Journalism effort, which aims to narrow the gap between newsrooms and the communities they serve by working in concert with community members to ensure that the news being delivered is relevant and useful. The practice is proven to build trust with community members, while helping to expand and diversify audiences. The Los Angeles Times also employs the model of Engagement Journalism in their early childhood reporting and are potential recipients of pooled funds.

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

Reduction of 15% to align costs with overall programmatic reductions.

**Budget Fiscal Year: 2026 - 2027**

**Status: Proposed**

<b>Initiative</b>	<b>Investment Category</b>
Communications & Marketing	2024-2029 Strategic Plan

<b>Program Name</b>	<b>2025 – 2026 Revised Budget</b>	<b>2026 – 2027 Budget</b>	<b>% Variance</b>
Strategic Marketing	\$756,000	\$565,850	-25.2%

**Program Summary**

Marketing Strategies are used to influence perception, build trust and awareness with diverse audiences, amplify First 5 LA’s advocacy efforts, and strengthen the knowledge and reputation of the organization as a policy and systems change leader. To advance implementation of First 5 LA’s 2024-2029 Strategic Plan and four initiative areas, communications and marketing strategies will be utilized to develop and promote narrative change to support movement building around policy and systems change and uplift the voices of communities and families with children under age 5.

Informed by the Strategic Communications Program as the driver, Strategic Marketing develops and executes creative solutions that drive measurable outcomes. The Strategic Marketing budget category includes line items for a proposed procurement for a new vendor to provide multimedia creative services, as well as resources for production of materials and assets to reach and engage target audiences externally and internally, and ongoing maintenance the First 5 LA website (First5LA.org). Additionally, dedicated funds for paid advertising are listed under this budget to be used to activate communications campaigns to support priority work under the four initiative areas in advancement of the 2024-2029 Strategic Plan goals and objectives.

**Spending Plan and Funding Methodology**

1) Multimedia Creative Services Vendor (Procurement)

The selected vendor will align multimedia and creative services to strategies proposed by the contracted strategic communications and social media agency. Under the Communications Department’s direction, the vendor will support the needs of Implementation Planning Teams, departments, and the organization by developing and producing visually and informationally persuasive 2024-2029 Strategic Plan-centric, brand consistent, and stakeholder-targeted operational and/or programmatic assets delivered through print, digital, photo, video, and audio production mediums.

The project will support integrated communications projects through multimedia components and/or campaigns that amplify internal and external organizational and programmatic initiatives for diverse recipient, provider, network and decision-maker audiences. The scope of work includes, but is not limited to, message development, copywriting, graphic design for print, digital including website assets and support, social media and presentations, photography, photo cataloging and organization, videography, film editing, audio production, post-production and related services, and coordination with other entities as projects require.

The Communications Department proposes initiating a new procurement in spring 2026 to ensure continuous fulfillment of the organization’s 2024-2029 Strategic Plan. The four-year task order agreement will support multimedia and creative services and begin on July 1, 2026. Further continuous percentage budget reductions will maintain alignment with the organization’s LTFP.

## Spending Plan and Funding Methodology

The contract with a new multimedia creative services agency is not to exceed \$255,850 in FY26-27 as part of a four-year agreement.

### 2) First 5 LA Website Ongoing Maintenance

As the organization's most influential marketing tool, this budget line item provides resources for any unanticipated updates required to maintain the First5LA.org website to reflect the 2024-2029 Strategic Plan and to ensure a well-functioning, user-friendly, and visually appealing website. The Communications Department will continue to work in partnership with Operations/IT on the safety and security of the website.

This budget line item of \$5,000 includes the cost to cover any contingency needs now that the Communications Department is the contract agreement owner for website vendor, Revize. The ongoing cost for the website hosting service, content management system and security is included under Operations/IT budget.

### 3) Advertising Costs

The Communications Department will use paid media advertising to target and reach diverse audiences in the development and execution of communications campaigns to support the implementation of First 5 LA's 2024-2029 Strategic Plan and four initiative areas. Examples of potential communications campaigns under each Initiative area include: building public will and awareness to promote the benefits of multilingualism, promoting access to maternal mental health services, and utilization of healthy food programs.

This budget line item includes the cost to procure the services of a media buyer to develop a media plan and to place advertising, as well as for the hard-costs of the advertising placements (social media, digital platforms, broadcast TV, radio, out-of-home, billboard, etc.) that are paid directly by First 5 LA and in compliance with procurement exceptions.

This budget line item may also include the hard costs for social media paid media components including paid, boosted posts and digital advertising campaigns. The new Strategic Communications and Social Media agency partner will be responsible for the strategy and implementation of these activities.

Los Angeles County is one of the largest, most desirable, and 2nd most expensive media markets in the nation because of its diverse population where brands can effectively reach a variety of ethnic groups. Because the population of Los Angeles County makes it a key market for local and national advertisers, we must compete for placement availability. Our goal is to achieve reach and frequency levels that make an impact, which means determining an adequate budget and utilizing the right mix of traditional and non-traditional media.

- Los Angeles County is a premium ad-buy market, and this budget would cover the cost of at least one targeted audience campaign with limited county-wide reach or can be utilized to create two mini campaigns, targeting specific audiences, with limited county reach. For reference, past countywide campaigns focused on the importance of the U.S. Census count in communities, cost approximately \$325,000. Ad buys related to this campaign resulted in more than 50 million impressions within targeted, hard-to-reach communities and families with children under the age of 5.

The budget for advertising costs is not to exceed \$262,500 in FY26-27. This is a 25% reduction from FY25-26.

### 4) General Support Services: This budget line item, not to exceed \$42,500 in FY26-27, absorbs the once separate printing, mailing and fulfillment line item with a combined reduction of 50% from FY25-26, and

**Spending Plan and Funding Methodology**

includes unplanned expenses not otherwise covered by existing contractors and scopes of work including but not limited to:

- Costs associated with First 5 LA hosted events, such as venue/location fee, audio/video rentals, fee for event coordinator, staffing, photographers, catering, décor/centerpiece, etc.
- Requests from other Offices/Teams for printing and creative services that are beyond allocated contract amounts.

These funds provide the ability to solicit bids to purchase goods and services directly, outside of existing contracts and in compliance with our procurement threshold amounts.

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

This FY26-27 Strategic Marketing program budget category represents a 25.2% decrease from FY25-26 budget. Overall reduction of \$190,150.

Due to further reductions in budgets, advertising spend to support communications and marketing campaigns will need to be scaled and limited to specific regions; no longer countywide. Additionally, the line item dedicated to supporting printing, mailing and fulfillment was partially combined with the General Support Services line item, with a 50% reduction based on usage.

This budget line item of \$5,000 to cover any contingency needs for now that the Communications Department is the contract agreement owner for website vendor, Revize. The ongoing cost for the website hosting service, content management system and security is included under Operations/IT budget.

# Board

OPERATING COSTS SUMMARY

BUDGET FY26-27

CENTER/OFFICE/TEAM: BOC-Op Costs-No Project



Description	FY2026 MID-YEAR	FY2027 BUDGET	% Variance	Note(s)
<b>Total Operating Expenses</b>	40,500	39,423	(2.7%)	
<b>6225 Mileage, Parking and Other Transportation</b>	1,500	1,275	(15.0%)	Mileage for commission meetings - 8 Commissioners x an average of 10 meetings.
<b>6260 Office Supplies</b>	1,000	849	(15.1%)	Office supplies specifically used for F5LA Board Meetings, i.e. binders, dividers, colored printer paper, etc. for Commissioner use and public materials.
<b>6305 Stipend/Honorarium</b>	0	2,000	100.0%	Funds to cover expenses for stipend and/or honorarium to community members and other organizations. For Commissioners' stipend, please use account code 6560.
<b>6310 Internal Meetings</b>	5,000	4,250	(15.0%)	Funds are used for purchasing food and snacks for Commission meetings, closed sessions and Board receptions. On average, 4-5 closed session lunch meetings and receptions are held annually, with a buffer for unforeseen additions to the Board calendar.
<b>6410 Consultant Fees</b>	10,000	8,500	(15.0%)	Funds for consultant fees, as needed, to support the work of and engagement with the Board of Directors.
<b>6560 Commissioners Stipends</b>	20,000	20,000	0.0%	Some Commissioners receive a \$150 stipend per meeting (8-10 Commissioners) with 12-14 meetings per year (including closed sessions and a buffer for additional unforeseen meetings).
<b>6610 Airfare</b>	1,000	850	(15.0%)	Funds for use if Commissioners travel on F5LA business.
<b>6620 Lodging</b>	1,000	850	(15.0%)	Funds for use if Commissioners travel on F5LA business.
<b>6640 Per Diem</b>	750	637	(15.1%)	Funds for use if Commissioners travel on F5LA business.
<b>6650 Other Travel Expense</b>	250	212	(15.2%)	Funds for use if Commissioners travel on F5LA business.



## ATTACHMENT F:

FY 2026-27 BUDGET

## CENTER FOR OPERATIONS & SUSTAINABILITY

- Center/Department Cover Sheet
- Administrative Support Detail

# Operations & Sustainability Support

**Center/Department Name: Center for Operations & Sustainability (COS)**

**Authorized Positions:**

<b>Position</b>	<b>#</b>
VP, Operations & Sustainability	1
Administrative Coordinator*	1
Operations Manager	1
Facilities Business Partner	1
<b>Total:</b>	<b>4</b>

*\* COS shares an Administrative Coordinator with the IT department. As First 5 LA does not maintain a practice of allocating staff time, all personnel costs related to the Administrative Coordinator are included within the COS Team budget.*

**Overview:**

The Center for Operations & Sustainability works as a trusted and collaborative partner to develop effective, efficient, and impactful organizational policies, processes, and practices to fulfill First 5 LA's vision and mission and to be a responsible steward of public funds. The Center operates under an Operations Framework of people, process, technology, and space through the Contract Administration and Purchasing department, the Finance department, the Information Technology department, and the function of operations management including facilities management. The Center also strives to ensure First 5 LA can achieve long-lasting impact, stability, and flexibility toward our mission under a Sustainability Framework aimed at maximizing First 5 LA assets and partnering internally and externally to develop alternative revenue strategies. The Center's functions span procurement, contracting, and oversight of the contract management functions; financial management, budget development, auditing, accounting, financial analysis, and payroll; technology and network infrastructure support, cyber security monitoring, records and data management; business process improvement and facilities management.

The Center for Operations & Sustainability is led by the VP of Operations & Sustainability and collaborates with the other centers to support achievement of the strategic plan.

OPERATING COSTS SUMMARY

BUDGET FY26-27

CENTER/OFFICE/TEAM: Ops & Sustain Support-Op Costs-No Project



Description	FY2026 MID-YEAR	FY2027 BUDGET	% Variance	Note(s)
<b>Total Operating Expenses</b>	1,293,527	1,224,864	(5.3%)	
<b>Total Salaries &amp; Wages</b>	622,308	633,410	1.8%	
<b>6040 Social Security Tax</b>	<b>33,590</b>	<b>34,829</b>	<b>3.7%</b>	
<b>6225 Mileage, Parking and Other Transportation</b>	300	200	(33.3%)	Funds to cover mileage/parking for three staff to attend local meetings within LA County.
<b>6230 Telephones</b>	300	200	(33.3%)	Funds to cover AT&T internet and long-distance calling at F5LA building and Verizon company-issued cell phones.
<b>6235 Cell Phone &amp; Mobile Devices</b>	4,800	4,800	0.0%	Cell phone (\$50/month) and internet (\$50/month) reimbursement to staff for offsite work, included for 12 months. 4 FTEs at \$100/staff member for a total of \$400/month x 12 months = \$4800.
<b>6260 Office Supplies</b>	500	100	(80.0%)	Funds for general office supplies to support staff with hybrid and onsite work (e.g., paper, pens, post it notes, folders, etc.).
<b>6310 Internal Meetings</b>	1,000	500	(50.0%)	Funds to cover expenses related to internal staff meetings including speakers and supplies.
<b>6410 Consultant Fees</b>	373,500	318,000	(14.9%)	Finance = \$3,500; CAP = \$16,000 (Lexus Nexus & MyCOI); IT = \$298,500; Ops = \$0.
<b>6540 Professional Dues</b>	500	200	(60.0%)	Funds to cover annual dues to First 5 California and other professional orgs and/or subscriptions.
<b>6610 Airfare</b>	1,200	1,000	(16.7%)	Funds for four FTE to attend potential professional conferences outside of the Los Angeles area.
<b>6620 Lodging</b>	2,000	1,500	(25.0%)	Funds for four FTE to attend potential multi-day professional conferences outside of the Los Angeles area such as the First 5 Summit.
<b>6640 Per Diem</b>	1,200	1,000	(16.7%)	Funds to cover per diem costs for four FTE that attend professional conferences outside of the Los Angeles area.
<b>6650 Other Travel Expense</b>	500	300	(40.0%)	Funds to support other travel expenses for four FTE for participation in conferences and/or events (e.g., taxi, rideshare, etc.).
<b>6830 Leadership Programs</b>	12,100	9,800	(19.0%)	Funds to cover leadership courses: Finance - \$1,000; CAP - \$7,000; IT - \$1,800.

OPERATING COSTS SUMMARY

BUDGET FY26-27

CENTER/OFFICE/TEAM: Ops & Sustain Support-Op Costs-No Project



Description	FY2026 MID-YEAR	FY2027 BUDGET	% Variance	Note(s)
<b>6840 Conference/Training Registrations</b>	12,700	10,700	(15.7%)	Funds to cover fees for conference registrations: Finance - \$2,000; CAP - \$3,700; IT - \$5,000.
<b>6850 Outside Education</b>	6,600	3,900	(40.9%)	CAP - \$2,900 for contract courses; IT - \$1,000 for IT technical training.

# Facilities

OPERATING COSTS SUMMARY

BUDGET FY26-27

CENTER/OFFICE/TEAM: Facilities-Op Costs-No Project



Description	FY2026 MID-YEAR	FY2027 BUDGET	% Variance	Note(s)
<b>Total Operating Expenses</b>	734,600	751,580	2.3%	
<b>6215 Utilities</b>	185,000	180,000	(2.7%)	Estimated building utilities cost for the fiscal year.
<b>6245 Other Supplies</b>	3,000	5,000	66.7%	Funds for ergonomic equipment and furniture for staff.
<b>6250 Postage &amp; Delivery</b>	2,500	1,800	(28.0%)	Funds to cover USPS mailings, courier services and FedEx delivery services.
<b>6260 Office Supplies</b>	8,500	10,000	17.6%	Funds for general office supplies to support staff with hybrid and onsite work (e.g., paper, pens, post it notes, folders, etc.), including general supplies for the kitchens.
<b>6275 Equipment-Rents &amp; Leases</b>	1,000	1,000	0.0%	Funds to cover annual lease agreements for equipment.
<b>6280 Building Repair &amp; Maintenance</b>	170,000	165,000	(2.9%)	Funds for general repairs and maintenance of the building including janitorial services, air conditioning, plumbing, painting, carpet cleaning, electric systems maintenance and building security system. Also includes funds for HVAC filters, restroom repairs, janitorial supplies (e.g. toilet paper and seat covers, cleaning solutions, air fresheners, hand soap, paper towels, etc.), lamp fixtures, electrical ballasts and paint supplies.
<b>6285 Equipment Repairs &amp; Maintenance</b>	4,500	1,000	(77.8%)	Funds to cover expenses related to access card equipment, cubicle changes, blinds, file cabinets, etc.
<b>6290 Offsite Storage</b>	1,200	1,500	25.0%	Funds to cover expenses for offsite storage and Iron Mountain shredding.
<b>6300 Miscellaneous/Contingency</b>	7,000	6,000	(14.3%)	Funds for unforeseen expenses, emerging opportunities, and contingencies.
<b>6420 Other Professional Fees</b>	311,900	335,280	7.5%	Funds to cover contracted services for the building management company and security.
<b>6540 Professional Dues</b>	40,000	45,000	12.5%	Funds to cover dues for payment of CC&Rs yearly assessment for common area expenses shared by the Union Station tenants and payment of Los Angeles City Lighting Bureau.

# Contract Administration & Purchasing

**Center/Department Name: Contract Administration & Purchasing (CAP)**

**Authorized Positions:**

<b>Position</b>	<b>#</b>
Director	1
Contract Compliance Manager	1
Contract Operations and Purchasing Manager	1
Contract Compliance Officer	1
Contract Operations and Compliance Officer	1
<b>Total:</b>	<b>5</b>

**Overview:**

The Contract Administration and Purchasing (CAP) Department supports procurement, contracting, and oversight of the contract management functions necessary for grantmaking and purchasing for the organization. The team executes agreements with contractors and grantees to support the organization's operations and implementation of the Strategic Plan.

**Priorities for FY26-27:**

Below is a brief summary of the critical work the Contract Administration and Purchasing team will be leading in FY26-27.

The CAP department will continue to support the organization's procurement and contracting needs. CAP will continue to support monthly board approval of contracts and contract monitoring activities, review CAP related records for annual disposition, provide annual contracting and procurement trainings to staff, manage insurance requirements of contractors, seek out cost savings in collaboration with staff, and perform internal annual audits of procurement and contracting documents.

In addition to the usual administrative and operational support described above, CAP will partner with the Information Technology Department to conduct a solicitation for an ERP system and begin implementation with the awarded contractor. The CAP department will also explore multiyear contracting for the organization as it ramps up implementation of the Strategic Plan. Another priority for the department is to implement changes to contract monitoring that will result in increased staff competency in monitoring and consistent application of the monitoring framework. Finally, CAP will begin implementation of the rapid response process established by the Rapid Response Team to support any emerging and urgent needs in the county

OPERATING COSTS SUMMARY

BUDGET FY26-27

CENTER/OFFICE/TEAM: CAP-Op Costs-No Project



Description	FY2026 MID-YEAR	FY2027 BUDGET	% Variance	Note(s)
<b>Total Operating Expenses</b>	1,339,575	917,395	(31.5%)	
<b>Total Salaries &amp; Wages</b>	938,750	646,757	(31.1%)	
<b>6040 Social Security Tax</b>	57,665	40,357	(30.0%)	
<b>6235 Cell Phone &amp; Mobile Devices</b>	0	6,000	100.0%	Mobile phone (\$50/mo) and Internet (\$50/mo) reimbursement for each staff member. (\$100 x 5 staff = 500 x 12 mos = \$6,000).
<b>6255 Educational Supplies</b>	1,000	400	(60.0%)	Costs for professional textbooks including those required for contract courses and leadership programs.
<b>6260 Office Supplies</b>	1,200	800	(33.3%)	Funds for general office supplies to support staff with hybrid and onsite work (e.g., paper, pens, post it notes, folders, etc.).
<b>6310 Internal Meetings</b>	900	900	0.0%	Funds are included to support meals for internal working meetings, department retreats, travel and parking fees.
<b>6540 Professional Dues</b>	4,500	4,000	(11.1%)	Annual fees for department staff to support professional development and access to articles, webinars, networking/discussion boards, and discounts on conference registrations. This includes NIGP, NCMA, CAPPO and Grammarly.
<b>6610 Airfare</b>	2,400	1,600	(33.3%)	This is budgeted at \$800 for 2 staff for round trip airfare travel for conferences.
<b>6620 Lodging</b>	2,800	4,800	71.4%	This is for lodging for 3 staff to attend conferences (\$1,600 per staff).
<b>6640 Per Diem</b>	800	1,500	87.5%	This includes per diem for 3 staff for conference attendance (\$500 per staff).
<b>6650 Other Travel Expense</b>	1,800	900	(50.0%)	Travel expenses include rides to and from the airport and hotel or car rental fees and parking. This is estimated to be \$300 for 3 staff to attend conferences.

# Finance

**Center/Department Name: Finance**

**Authorized Positions:**

<b>Position</b>	<b>#</b>
Director	1
Manager, Finance Planning & Analysis	1
Manager, Accounting	1
Financial Planning & Analysis Analyst	1
Staff Accountant	2
Payroll & Accounts Payable Coordinator	1
Payroll & Accounts Payable Assistant	1
<b>Total:</b>	<b>8</b>

**Overview:**

The Finance Department (Finance) is led by the Director (Raoul Ortega). Finance supports and oversees financial management and budget development for the organization, as well as the auditing process, accounting, financial analysis, and payroll. As First 5 LA continues to adapt to promote efficiencies, foster integration, and recognize the organization's evolving fiscal environment, Finance will provide essential leadership for re-envisioning the organization's business processes to support organizational effectiveness, including the development of responsive and nimble financial management systems.

**Priorities for FY26-27:**

- Payroll – responsible for all related payroll activities including bi-weekly payroll processing, retirement and quarterly earnings reporting and annual W-2 preparation, filing and mailing.
- Accounts Payable – responsible for reviewing, verifying, and processing invoices for payment and uploading issued checks and Automated Clearing House (ACH) deposits to the Bank of the West portal.
- General Accounting – Day-to-day recordkeeping and preparation of the monthly financial statements submitted to the Board for their review and approval.
- Annual Financial Audit – The Finance Team is the lead in our required annual audit and collaborates with the whole organization and our auditors to complete and produce an Annual Comprehensive Financial Report due to the State Controller's Office and First 5 California by November 1<sup>st</sup>.
- Annual Budget and Mid-Year Budget Adjustment – Finance is responsible for developing First 5 LA's annual budget in collaboration with the whole organization. The budget is presented to the Board for approval each June and a mid-year budget adjustment is prepared each spring for Board approval.
- Long Term Financial Plan (LTFP) – The Finance Team is responsible for developing and creating a five-year forecast to aid in the Commission's financial stewardship role by showing the long-term implications of funding decisions. The forecast includes revenue, Fund Balance, program commitments and estimated expenditure and estimated operating expenses.
- Work towards identifying options for a new budget system.

OPERATING COSTS SUMMARY

BUDGET FY26-27

CENTER/OFFICE/TEAM: Finance-Op Costs-No Project



Description	FY2026 MID-YEAR	FY2027 BUDGET	% Variance	Note(s)
<b>Total Operating Expenses</b>	1,668,042	1,662,406	(0.3%)	
<b>Total Salaries &amp; Wages</b>	923,516	930,496	0.8%	
<b>6040 Social Security Tax</b>	<b>55,278</b>	<b>56,610</b>	<b>2.4%</b>	
<b>6225 Mileage, Parking and Other Transportation</b>	200	150	(25.0%)	Funds for mileage/parking for staff to attend local meetings within LA County.
<b>6235 Cell Phone &amp; Mobile Devices</b>	9,600	9,600	0.0%	Cell phone (\$50/month) and internet (\$50/month) reimbursement to staff for offsite work, included for 12 months. 8 FTEs at \$100/staff member for a total of \$800/month x 12 months = \$9,600.
<b>6240 Outside Printing &amp; Publications</b>	300	250	(16.7%)	Funds for printing and publications for Finance staff.
<b>6260 Office Supplies</b>	1,500	1,275	(15.0%)	Funds for general office supplies to support staff with hybrid and onsite work (e.g., paper, pens, post it notes, folders, etc.).
<b>6310 Internal Meetings</b>	200	175	(12.5%)	Funds to cover staff with expenses related to internal meetings.
<b>6510 Audit</b>	72,000	73,000	1.4%	Funds to cover expenses related to annual comprehensive financial audit (ACFR) and other audits as needed.
<b>6540 Professional Dues</b>	400	475	18.8%	Funds for annual professional dues. Increase to align with current cost of GFOA membership.
<b>6580 Bank &amp; Other Service Charges</b>	12,000	6,000	(50.0%)	Funds for expenses related to bank and other service bank related charges.
<b>6610 Airfare</b>	1,500	1,500	0.0%	Funds to support finance staff for airfare related to conferences.
<b>6620 Lodging</b>	2,000	2,000	0.0%	Funds to support finance staff for lodging related to conferences.
<b>6640 Per Diem</b>	750	750	0.0%	Funds to support per diem costs related to conferences.
<b>6650 Other Travel Expense</b>	150	150	0.0%	Travel expenses include rides to and from the airport and hotel or car rental fees and parking.

# Information Technology

**Center/Department Name: Information Technology (IT)**

**Authorized Positions:**

<b>Position</b>	<b>#</b>
Director	1
IT Business Application Support	1
Enterprise Content Management Specialist (ECM)	1
IT Helpdesk Support Specialist	1
Administrative Coordinator*	
<b>Total:</b>	<b>4</b>

*\* IT shares an Administrative Coordinator with the Center for Operations & Sustainability (COS) Support department. As First 5 LA does not maintain a practice of allocating staff time, all personnel costs related to the Administrative Coordinator are included within the COS budget.*

**Overview:**

The IT Department led by Jasmine Frost is crucial to First 5 LA's ability to achieve its strategic goals. By providing essential technology infrastructure and innovative solutions, the IT team empowers the organization to be accessible, high-impact, and innovative. The FY26-27 budget request provides the necessary resources for the IT Department to maintain and enhance critical services that directly support First 5 LA's mission and impact on young children and families. These services encompass network infrastructure, cybersecurity monitoring, helpdesk operations, hardware/software management, technology replacement, records retention and data management, and audio/visual support for public meetings.

**Priorities for FY26-27:**

Beyond standard operational support, the FY26-27 IT budget will prioritize the following critical projects, directly supporting First 5 LA's strategic goals:

**Modernizing Digital Presence: Website Redesign:**

- The IT Department is working in partnership with the Communications Department to provide crucial technical guidance and vendor selection for a secure, user-friendly website redesign, enhancing First 5 LA's online accessibility and impact.

**Optimizing Operational Efficiency: ERP Assessment:**

- Resources are allocated to collaborate with Finance, CAP, and HR departments to conduct a comprehensive operational and systems assessment. This will identify opportunities for process automation, cost reduction, and improved efficiency.

**Strengthening Cybersecurity and Staff Proficiency: Tech-Savvy Workforce and Cyber Awareness Initiatives:**

- The budget supports ongoing investment in cybersecurity training and the provision of essential technology tools. This will empower staff to maximize technology utilization and maintain a robust security posture.

**Ensuring Compliance and Data Integrity: Annual Org-wide Records Disposition:**

- Funding will enable the IT Department to conduct annual records reviews, ensuring compliance with legal and regulatory obligations and maintaining effective data management.

**Equity Index Platform:**

- The IT Department working as a thought partner to the Impact & Accountability (I&A) Department will provide technical guidance to support the development and launch of a web-based equity index.

OPERATING COSTS SUMMARY

BUDGET FY26-27

CENTER/OFFICE/TEAM: IT-Op Costs-No Project



Description	FY2026 MID-YEAR	FY2027 BUDGET	% Variance	Note(s)
<b>Total Operating Expenses</b>	1,591,820	1,322,712	(16.9%)	
<b>Total Salaries &amp; Wages</b>	634,025	523,021	(17.5%)	
<b>6040 Social Security Tax</b>	<b>37,939</b>	<b>31,400</b>	<b>(17.2%)</b>	
<b>6225 Mileage, Parking and Other Transportation</b>	500	300	(40.0%)	Funds to cover mileage/parking for 4 staff to attend local meetings within LA County.
<b>6230 Telephones</b>	53,000	44,000	(17.0%)	Funds to cover internet and Voice calling at F5LA building and company-issued cell phones, fax lines, wireless peripherals. Funds includes annual cost for redundant, backup internet connection at First5LA building.
<b>6235 Cell Phone &amp; Mobile Devices</b>	6,000	4,800	(20.0%)	Annual Cell phone (\$50/month) and internet (\$50/month) reimbursement to staff for hybrid work. 4 FTEs at \$100/month/staff member for a total of \$400/month x 12 months = \$4800.
<b>6260 Office Supplies</b>	1,000	500	(50.0%)	Funds for general office supplies to support I.T. staff with hybrid and onsite work (e.g., paper, pens, post it notes, folders, etc.) including power cords, chargers, batteries, labelers, network cables, etc.
<b>6270 Capital Outlay</b>	103,500	88,000	(15.0%)	Funds to cover the purchase of new fixed assets. Items can include but not limited to technology replacement for end-user laptops, monitors, computer peripherals, servers, switches, desktop printers, collaboration devices in conference rooms, audio-video equipment, common area TVs, etc.
<b>6275 Equipment-Rents &amp; Leases</b>	20,000	25,000	25.0%	Funds to cover Multi-functional Printers (MFP) Lease and Printing costs.
<b>6285 Equipment Repairs &amp; Maintenance</b>	1,500	1,500	0.0%	General maintenance and repairs of technology equipment that are not scheduled to be replaced in the upcoming fiscal year. Examples include cost of repairs for damaged / broken laptops, agency issued phones, etc.
<b>6290 Offsite Storage</b>	4,000	4,000	0.0%	Provides funding for offsite storage of physical data, including access and management of records. IT is responsible for costs associated with Records Retention and Management of physical and digital data.
<b>6295 Hardware &amp; Software Maintenance</b>	400,000	360,000	(10.0%)	Funds to cover expenses to maintain First 5 LA's hardware and software in support of our technological resources, including departmental and enterprise-wide applications: PDF license - \$5000; Cloud storage - \$14,000; Contract Monitoring and Financials - \$106,500; Agenda management - \$4,000; F/w - \$8,000; Wireless AP - \$2,000; Website backend security - \$400; Cybersecurity - \$13,000; Remote Desktop app - \$600; Website hosting service - \$6,000; Digital Signatures - \$28,000; Records annual compliance - \$1,000; ECM - \$11,000; Visitor/Employee Management System - \$7,000; Helpdesk - \$10,000; Facility Security application - \$7,000; GIS - \$1,400; Security manager - \$1,000; Cyber security training - \$3,500; Office license - \$31,000; Non-IT computer peripherals (ergo keyboards, mice, cameras, etc.) - \$6,500; Email fraud protection - \$5,000; Data Survey app - \$2,000; Budget Application - \$16,000; Public Records - \$5,500; Project Management Tool - \$10,000; Web security - \$500; Survey app - \$900; Email authentication and validation - \$5,000; Website SSL - \$500; Website annual maintenance - \$10,000; AV equipment maintenance - \$10,000; Digital Signage app for common areas - \$800; Conference calling/Meeting app - \$20,000; AI Applications - \$5,000.
<b>6310 Internal Meetings</b>	600	500	(16.7%)	Funds to cover expenses related to internal staff meetings including speakers and supplies.

**OPERATING COSTS SUMMARY**

**BUDGET FY26-27**

**CENTER/OFFICE/TEAM: IT-Op Costs-No Project**



Description	FY2026 MID-YEAR	FY2027 BUDGET	% Variance	Note(s)
<b>6540 Professional Dues</b>	2,500	2,200	(12.0%)	Items included but not limited to subscriptions for professional development & memberships, such as LinkedIn Learnings, MISAC (Municipal Information Systems Association of California), TAG (Technology Association of Grantmakers), etc.
<b>6610 Airfare</b>	600	600	0.0%	Provides travel airfare costs at multi-day professional conference outside of Los Angeles area.
<b>6620 Lodging</b>	5,000	5,000	0.0%	Provides lodging at multi-day professional conference outside of Los Angeles area.
<b>6640 Per Diem</b>	810	810	0.0%	Ensures daily expenses are covered for staff so they are properly supported during travel for business.



## ATTACHMENT G:

### FY 2026-27 BUDGET

### EXECUTIVE

- Center/Department Cover Sheet
- Administrative Support Detail

# Executive

**Center/Department Name: Executive**

**Authorized Positions:**

<b>Position</b>	<b>#</b>
President & Chief Executive Officer	1
Executive Assistant to the President & Chief Executive Officer	1
<b>Total:</b>	<b>2</b>

**Overview:**

The President & Chief Executive Officer, leads the entire organization with the support of members of the Executive Director’s Office, including an Executive Assistant. The President & Chief Executive Officer is responsible for the implementation of First 5 LA’s 2024-2029 Strategic Plan, vision, mission, goals, objectives, strategies, and tactics and lead the advocacy for federal, state, and local policy changes that align to the Strategic Plan. The President will work to build sustainable capacity and collaborative networks within five Los Angeles County regions, partnering with local communities and elevating their voice and engagement in the social movement for effective systems change to improve outcomes for children prenatal to five and their families.

OPERATING COSTS SUMMARY

BUDGET FY26-27

CENTER/OFFICE/TEAM: Exec Support-Op Costs-No Project



Description	FY2026 MID-YEAR	FY2027 BUDGET	% Variance	Note(s)
<b>Total Operating Expenses</b>	1,240,296	952,275	(23.2%)	
<b>Total Salaries &amp; Wages</b>	703,998	518,922	(26.3%)	
<b>6040 Social Security Tax</b>	<b>29,745</b>	<b>17,924</b>	<b>(39.7%)</b>	
<b>6225 Mileage, Parking and Other Transportation</b>	1,500	1,500	0.0%	For transportation related expenses to meetings and other required activities are necessary to maintain and ensure program efficiency and participation in key activities in alignment with organizational goals.
<b>6235 Cell Phone &amp; Mobile Devices</b>	2,400	2,400	0.0%	To maintaining program effectiveness, timely conversations and overall operational efficiency.
<b>6240 Outside Printing &amp; Publications</b>	1,000	1,000	0.0%	To ensure high quality materials to effectively communicate organizational objectives, engage target audiences and enhance overall impact.
<b>6255 Educational Supplies</b>	2,000	2,000	0.0%	Ensure facilitation of staff learning to support organizational objectives and success.
<b>6260 Office Supplies</b>	1,000	1,000	0.0%	Essential supplies for daily administrative functions, documentation, and overall organizational management.
<b>6265 Subscriptions &amp; Publications</b>	500	500	0.0%	Ensures access to relevant professional resources to maintain up to date knowledge and improve effectiveness.
<b>6300 Miscellaneous/Contingency</b>	50,000	50,000	0.0%	Contingency fund is necessary to cover unforeseen expenses that arise and is a safeguard to ensure goals are met without interruption.
<b>6310 Internal Meetings</b>	14,000	14,000	0.0%	Will support effective planning, coordination and execution of internal meetings.
<b>6520 Legal Fees</b>	200,000	200,000	0.0%	Ensures the organization has access to professional legal services to protect the organizations interests and ensure compliance.
<b>6540 Professional Dues</b>	1,000	1,000	0.0%	Ensures staff remains connected and equipped with tools to enhance organizational success.
<b>6610 Airfare</b>	7,500	7,500	0.0%	Ensures efficient travel to attend conferences, trainings, and strategic meetings to support organizational goals.
<b>6620 Lodging</b>	5,000	5,000	0.0%	Ensures staff can attend conferences, trainings and meetings that require overnight stays.
<b>6640 Per Diem</b>	2,400	2,400	0.0%	Ensures daily expenses are covered for staff so they are properly supported during travel for business.

OPERATING COSTS SUMMARY

BUDGET FY26-27

CENTER/OFFICE/TEAM: Exec Support-Op Costs-No Project



Description	FY2026 MID-YEAR	FY2027 BUDGET	% Variance	Note(s)
<b>6650 Other Travel Expense</b>	2,400	2,400	0.0%	Ensures that all travel related costs are accounted for during business related travel.
<b>6840 Conference/Training Registrations</b>	4,000	4,000	0.0%	Ensures staff can attend relevant events and bring back valuable knowledge and connections to further success of the organization.

**First 5 LA  
Long Term Financial Plan - Multi-Year Detail**

**Unrestricted Net Position of July 1**      \$ 292,106,907   \$ 287,432,693   \$ 273,506,136   \$ 257,426,431   \$ 247,474,424   \$ 236,659,162   \$ 224,336,856   \$ 210,427,692   \$ 194,959,397   \$ 177,958,506   \$ 159,450,406   \$ 139,459,365

Annual Projected Revenue	Audited Statement of Activities FY 2023-24	Audited Statement of Activities FY 2024-25	Approved MY Budget FY 2025-26	Proposed FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33	FY 2033-34	FY 2034-35
Proposition 10 Tax Allocations	\$ 55,614,253	\$ 48,482,384	\$ 47,939,078	\$ 46,816,830	\$ 45,381,574	\$ 44,012,528	\$ 42,582,121	\$ 41,198,202	\$ 39,859,260	\$ 38,563,834	\$ 37,310,510	\$ 36,097,918
Adjustment in Response to Proposition 56 Trend	-	-	-	-	-	-	-	-	-	-	-	-
Secured Revenue	10,031,655	8,801,618	8,534,319	7,599,584	586,641	586,641	586,641	586,641	586,641	586,641	586,641	586,641
<b>Unsecured Revenue</b>	-	-	-	-	-	-	-	-	-	-	-	-
Interest Earnings%	16,770,425	10,238,836	7,446,898	5,631,578	3,216,522	3,078,525	2,922,075	2,746,861	2,553,208	2,341,425	2,111,808	1,864,640
<b>Total Projected Revenue</b>	<b>\$ 82,416,333</b>	<b>\$ 67,522,838</b>	<b>\$ 63,920,295</b>	<b>\$ 60,047,993</b>	<b>\$ 49,184,737</b>	<b>\$ 47,677,694</b>	<b>\$ 46,090,837</b>	<b>\$ 44,531,704</b>	<b>\$ 42,999,110</b>	<b>\$ 41,491,900</b>	<b>\$ 40,008,959</b>	<b>\$ 38,549,199</b>

Annual Program Demands	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33	FY 2033-34	FY 2034-35
<b>Current Work (FY 25/26 - Programs)</b>	\$ 69,291,109	\$ 64,466,252	\$ 54,861,963	\$ 49,072,894	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>New Strategic Plan 2024/28</b>	-	-	4,751,470	3,951,554	46,200,000	46,200,000	46,200,000	46,200,000	46,200,000	46,200,000	46,200,000	46,200,000
<b>TOTAL 2020-2028 STRATEGIC PLAN</b>	<b>\$ 69,291,109</b>	<b>\$ 64,466,252</b>	<b>\$ 59,613,433</b>	<b>\$ 53,024,448</b>	<b>\$ 46,200,000</b>	<b>\$ 46,200,000</b>	<b>\$ 46,200,000</b>	<b>\$ 46,200,000</b>	<b>\$ 46,200,000</b>	<b>\$ 46,200,000</b>	<b>\$ 46,200,000</b>	<b>\$ 46,200,000</b>
<b>LEGACY INVESTMENTS</b>	\$ -											
<b>Emerging Opportunities</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Program Support</b>	\$ 6,128,191	\$ 5,944,100	\$ 7,733,819	\$ 6,111,428	\$ 4,830,000	\$ 4,830,000	\$ 4,830,000	\$ 4,830,000	\$ 4,830,000	\$ 4,830,000	\$ 4,830,000	\$ 4,830,000
<b>TOTAL ESTIMATED PROGRAM DEMANDS</b>	<b>\$ 75,419,300</b>	<b>\$ 70,410,352</b>	<b>\$ 67,347,252</b>	<b>\$ 59,135,876</b>	<b>\$ 51,030,000</b>	<b>\$ 51,030,000</b>	<b>\$ 51,030,000</b>	<b>\$ 51,030,000</b>	<b>\$ 51,030,000</b>	<b>\$ 51,030,000</b>	<b>\$ 51,030,000</b>	<b>\$ 51,030,000</b>
<b>% of Program over Total</b>	<b>87%</b>	<b>86%</b>	<b>84%</b>	<b>84%</b>	<b>85%</b>	<b>85%</b>	<b>85%</b>	<b>85%</b>	<b>85%</b>	<b>85%</b>	<b>85%</b>	<b>85%</b>

<b>Admin Support</b>	\$ 11,380,925	\$ 11,039,043	\$ 12,652,748	\$ 10,864,124	\$ 8,970,000	\$ 8,970,000	\$ 8,970,000	\$ 8,970,000	\$ 8,970,000	\$ 8,970,000	\$ 8,970,000	\$ 8,970,000
	<b>13%</b>	<b>14%</b>	<b>16%</b>	<b>16%</b>	<b>15%</b>	<b>15%</b>	<b>15%</b>	<b>15%</b>	<b>15%</b>	<b>15%</b>	<b>15%</b>	<b>15%</b>
<b>PROJECTED ANNUAL BUDGET (Includes Other &amp; Unsecured Revenue)</b>	<b>\$ 86,800,225</b>	<b>\$ 81,449,395</b>	<b>\$ 80,000,000</b>	<b>\$ 70,000,000</b>	<b>\$ 60,000,000</b>	<b>\$ 60,000,000</b>	<b>\$ 60,000,000</b>	<b>\$ 60,000,000</b>	<b>\$ 60,000,000</b>	<b>\$ 60,000,000</b>	<b>\$ 60,000,000</b>	<b>\$ 60,000,000</b>

**TOTAL ESTIMATED SPENDING IN EXCESS OF REVENUES**      \$ 4,383,892   \$ 13,926,557   \$ 16,079,705   \$ 9,952,007   \$ 10,815,262   \$ 12,322,306   \$ 13,909,163   \$ 15,468,296   \$ 17,000,890   \$ 18,508,100   \$ 19,991,041   \$ 21,450,801

**PROJECTED ENDING FUND BALANCE**      \$ 287,723,015   \$ 273,506,136   \$ 257,426,431   \$ 247,474,424   \$ 236,659,162   \$ 224,336,856   \$ 210,427,692   \$ 194,959,397   \$ 177,958,506   \$ 159,450,406   \$ 139,459,365   \$ 118,008,564

**Reserve - Organizations Approved Budget**      \$ 43,400,113   \$ 40,724,698   \$ 40,000,000   \$ 35,000,000   \$ 30,000,000   \$ 30,000,000   \$ 30,000,000   \$ 30,000,000   \$ 30,000,000   \$ 30,000,000   \$ 30,000,000   \$ 30,000,000

**PROJECTED AVAILABLE ENDING FUND BALANCE**      \$ 244,322,903   \$ 232,781,439   \$ 217,426,431   \$ 212,474,424   \$ 206,659,162   \$ 194,336,856   \$ 180,427,692   \$ 164,959,397   \$ 147,958,506   \$ 129,450,406   \$ 109,459,365   \$ 88,008,564

**Target FY 34/35 Unrestricted Fund Balance**      \$ 34,000,000

# **First 5 LA**

**FY 2024 – 2035 Long Term Financial Plan**  
**(July 1, 2023 – June 30, 2035)**

FIRST 5 LA

**SUBJECT:**

**The updated Long-Term Financial Plan (Plan) is presented to the Budget and Finance Committee and Executive Committee as an information update to the Plan approved in October 2024, which will be presented to the Board of Commissioners on May 14 for information and future action in June 2026.**

**LONG TERM FINANCIAL PLAN**

On October 10, 2024, the Commission voted to adopt a twelve-year long-term financial plan (LTFP) to align with the Strategic Plan for 2024-2029. This LTFP established First 5 LA's baseline funding for future years through FY 2034-35. The First 5 LA baseline funding was developed and established based on First 5 LA's resources and projected fund balance and does not account for non-First 5 LA Proposition 10 funds that have yet to be secured. The LTFP moves the organization away from a ten-year annual plan to a twelve-year plan with specific baseline funding leading toward a stable budget of \$60 million over eight years, effective FY 2027-28. This revised LTFP will provide much needed consistency for our work and our partners while aligning better with our new fiscal context and new Strategic Plan goals. Reductions through FY 2027-28 will facilitate alignment with the established target for FY 2027-28. The future baseline funding grounded in an 85%-15% split of total expenditures between programmatic (including program support) and administrative costs, respectively, demand that we bring an organization-wide perspective to and be disciplined in the allocation of resources to their most strategic use and impact.

The Long-Term Financial Plan (LTFP) outlines projected baseline resource levels to guide annual budget planning. It is intended as a planning tool for focusing resources on strategic plan priorities, deepening our sustainability work, and leveraging non-First 5 LA resources. It is not a restrictive ceiling but rather allows for the inclusion of additional funds secured or identified from external sources. As we transition toward implementation of our strategic plan, we will revisit the long-term plan to expand on and provide further clarity around the specific resources that will be used to support the goals centered on improving the lives of children and families in L.A. County.

More information about these Plan adjustments is included in this memo. Annual budgets that exceed the approved annual limits will require Board review and approval.

**I. Introduction: Purpose of the Long-Term Financial Plan (LTFP)**

The intent of the LTFP update process is to support the financial stewardship role of the Los Angeles County Children and Families First Proposition 10 Commission ("Commission"), i.e. First 5 LA, by projecting the long-term implications of fiscal actions taken by the Board of Commissioners ("Board"). This 12-year plan includes a multi-year outlook of current anticipated revenues, as well as established annual administrative and programmatic limits against forecasted revenue and fund balance.

Each year the Plan is presented to the Board to provide context for budget funding decisions. The July 1, 2023 – June 30, 2035 plan period includes two years of actual expenditure data with additional details provided for the mid-year revised FY 2025-26 budget year as well as the upcoming proposed FY 2026-27 budget year. Resources for years 5 through 12 are reflected at a higher annual level reflecting the future funding direction of an 85%-15% spending distribution between programmatic (including program support) and administrative work. The long-term financial plan will be used to strategically plan and manage future year's expenses and Fund Balance drawdowns. The next update to this Plan can be expected in FY 2027-28.

Specifically, the Long-Term Financial Plan utilizes the following overarching approach:

- Uses the most recent audited fund balance as a starting point (July 1, 2024 - June 30, 2025) to update actual revenues and expenditures;
- Includes updated revenue forecasts for FY 2025-26 through FY 2028-29 based on the most current available data from the Department of Finance (DOF) and California Department of Tax and Fee Administration (CDTFA), as well as updated revenue forecasts for FY 2029-30 through FY 2034-35 which calculates a 3.25% annual rate of decline based on the prior year's projected revenue;
- Includes actual and forecasted spending in support of Strategic Plan goals; and
- Forecasts ending fund balance for each fiscal year through June 30, 2035.

The LTFP has formally assigned future funds through the end of the term (June 30, 2035). Outside of the LTFP process, funds must be reviewed, amended, and formally committed as part of the annual budget process approved by the Board or through a Resolution that specifically commits funds for an initiative or program in a manner consistent with Strategic Plan objectives and First 5 LA's Governance Guidelines.

## **II. Methodology/Approach**

Staff used the FY 2023-24 actuals, FY 2024-25 actuals FY 2025-26 mid-year revised budget, FY 2026-27 draft budget and eight years of baseline funding through FY 2034-35, as approved in October 2024 by the Board.

The LTFP was developed using the following more specific approach and methods:

- The baseline year for this updated Long-Term Financial Plan is the FY 2024-25 audited actual expenditures, as reflected in section A of this memo.
- No change to the FY 2025-26 mid-year revised budget estimate of \$80,000,000, which was comprised of cost neutral adjustments between operating line-item budgets.
- The proposed FY 2026-27 draft budget was developed based on an analysis of historical spending, projected expenditures, multi-year contracted funding, anticipated need, and adherence to the FY 2026-27 approved spending limit. The proposed \$70.0 million budget complies with the spending limit for FY 2026-27 approved in October 2024. Additional

anticipated external funding will offset budget costs, reducing the total demand on F5LA resources.

- As part of the action taken to approve the FY 2025-26 Budget in June 2025, multi-year commitments and allocations were reauthorized. This schedule of commitments and allocations, known as the GASB 54 schedule, was approved by formal Resolution and designates funds for those specific purposes as directed by the Board. Final year-end balances for these commitments are available in First 5 LA's annual official audit, the Comprehensive Annual Financial Report (Annual Report), for the fiscal year ending June 30, 2025.
- Total future year budget expenditures are split – 85% for programmatic needs (including programmatic support) in an effort to prioritize our program investment, and 15% for administrative needs, as was determined through an internal review process in FY 2019-20. The LTFP is presented at a high-level cost distribution which reflects annual totals based on the recommendations. The 85%/15% distribution will be reevaluated on an annual basis per our administrative cost policy.

Updates to the LTFP's methodology and overarching approach, as noted in sections I and II above, have resulted in an overall increase to the projected available ending fund balance at fiscal year-end 2034-35 from \$61.2 million as reflected in the revised LTFP approved in June 2025 to \$88.0 million reflected in this updated LTFP, an increase of \$26.8 million or 43.8%. The increase in the fund balance is the result of lower than anticipated actual spending in FY 2024-25, a cost-neutral adjustment to the FY 2025-26 budget at mid-year, and additional external funding (secured revenue). We anticipate that the FY 2034-35 ending fund balance will continue to fluctuate over the years as we update revenue projections, secured revenue, interest earnings, estimated spending with actual expenditures, mid-year revised budgets, and proposed detailed budgets. These updates will be shared with the Board for review and approval on an annual basis, as applicable.

### **III. Assumptions**

This long-term plan includes the following assumptions:

1. Resources are distributed, summarized and categorized in the budget between program costs and administrative costs.
2. The Plan spans a twelve-year period of annual estimates.
3. For long-term projection and planning purposes, the Plan assumes that spending for FY 2025-26 through FY 2027-28 will decrease by approximately 12.5% each year, with stabilized spending of approximately \$60 million achieved in FY 2027-28 through FY 2034-35; 85% of the total will be designated as program costs (including program support) and 15% will be designated as administrative.
4. Reserve: Effective FY 2020-21, the reserve represents 50% of the total annual budget.

## A. Beginning Fund Balance

The LTFP's FY 2025-26 beginning fund balance of \$273,506,136 reflects the most recent audited ending fund balance per the Comprehensive Annual Financial Report (Annual Report) for the fiscal year ending June 30, 2025. The beginning fund balance in future years, beyond FY 2025-26, is calculated based on projected revenue and expenditures for the prior year.

## B. Revenue

The Commission is funded through the Proposition 10 Tobacco Tax, 80% of which is distributed to the County Commissions based on their proportion of statewide births. Los Angeles County receives the greatest share, representing approximately 22-23% of the total County allocations. **Tobacco tax revenue**, projected to be roughly \$47.9 million in FY 2025-26 and \$46.8 million in FY 2026-27, is anticipated to continue declining in future years. The projected 3.25% annual rate of decline in revenues for the LTFP outer years is based on a combination of historical trends, external market factors, and the latest projections from the California Department of Tax and Fee Administration (CDTFA) dated April 2025.

1. **Historical Trends (FY 2022-23 to Present):** Over the past several years, revenue performance has demonstrated significant year-to-year variability. Specifically, we have experienced declines as steep as 12.49% in FY 2022-23, primarily driven by Proposition 31.
2. **External Factors:** Several key external factors have influenced the overall revenue decline and our approach to our forecast:
  - **Proposition 31:** The passing of Proposition 31, which enforces stricter regulations on tobacco and flavored tobacco products, has contributed to a sustained reduction in tobacco consumption.
  - **Declining Tobacco Consumption:** There has been a clear trend in reduced tobacco use, particularly among younger demographics, due to increased health awareness and changes in social behavior.
  - **Declining Birth Rates:** National and regional trends indicate a decline in birth rates, which impacts the long-term consumption of products traditionally tied to demographic growth, such as tobacco and related products.
3. **CDTFA Projections (April 2025):** According to the most recent projections from the CDTFA, a consistent decline in revenue is expected, with an average annual decrease of 3.02% over the forecast period. These projections show a range of declines, from a high of 3.64% to a low of 2.34%. Given the historical decline and the ongoing external pressures, we have opted to apply a slightly conservative figure of 3.25% annually. This rate strikes a balance between the higher-end projections and the actual declines seen in previous years.
4. **Rationale for 3.25% Rate:** The choice of a 3.25% annual decline is supported by:
  - **Moderate Adjustment to Current Projections:** While the CDTFA's current projection is slightly lower (3.02%), the persistence of key factors such as Proposition 31 and the

general decline in tobacco consumption justify a slightly more conservative estimate, especially given the historical variability in our revenue figures.

- **Conservative Approach to Uncertainty:** The volatility in year-to-year revenue performance and projections from CDTFA, compounded by the unpredictability of factors such as changes in legislation and consumer behavior, warrants a cautious approach. By selecting 3.25%, we are accounting for past declines, future projections, and known external factors, ensuring a realistic and prudent outlook for revenue forecasting

**Interest earnings** are projected based off the average rate of return on anticipated cash balances. Based on the latest assessment and fluctuations, First 5 LA is calculating 2.5% in interest earnings for FY 2025-26, 2.0% for FY 2026-27, and 1.2% in interest earnings from FY 2027-28 through FY 2034-35 based on the latest analysis of market conditions. Interest earnings for FY 2025-26 are projected at approximately \$7.5 million. Interest earnings for FY 2026-27 are projected at approximately \$5.6 million. In addition, the **Secured Revenue** category includes funding from First 5 California, the Los Angeles County Department of Mental Health (DMH), a Medi-Cal Managed Care Plan, an LA Care Grant, and a WestEd award for a combined total of \$8.2 million anticipated in FY 2025-26 and approximately \$7.1 million in FY 2026-27. It also includes lease revenue of approximately \$342,207 in FY 2025-26 and a full year lease revenue of about \$586,641 effective FY 2026-27, grounded on the negotiated lease agreement for the Los Angeles County Department of Public Health (LACDPH) staff occupying the second floor of the Commission building. Based on the terms of the agreement, lease revenue is assumed to remain steadfast across the timeframe covered by the LTFP.

Staff will continue to monitor and make the appropriate adjustments as new information is received and engage with key partners to obtain more information regarding the projected downward revenue trajectory. Additionally, staff will continue to monitor actual revenue relative to the projections to analyze the impact these declining resources may have on the organization's fiscal position.

**Administrative cost** for the purpose of the LTFP is projected to be 15%. However, as we work toward alignment to the \$60 million annual spending and greater stability for our work and our partners, the administrative cost is anticipated to fluctuate above the 15% target. As part of the annual budget development process the Finance Department, with approval of the President/Chief Executive Officer, will recommend to the Commission a maximum percentage rate to be spent on the administrative function based on the Administrative Cost Methodology and policy.

## **VI. Summary**

This revised Long Term Financial Plan helps First 5 LA transition to a more sustainable spending plan with greater alignment to the 2024-2029 Strategic Plan and evolving fiscal realities and promotes a future period of stability for the organization and our partners, even as our Proposition 10 Tobacco Tax revenues continue to decline.

Any updates to the LTFP actual or proposed spending will be presented to the Board for approval.

# Memo

To: First 5 LA Leadership

From: Family Supports Department

Date: May 14, 2026

Subject: **HOME VISITING: CURRENT STATE AND FUTURE SYSTEM OPPORTUNITIES**

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## Overview

In FY 25-26 First 5 LA's (F5LA) investment in home visiting spans nine hospitals and ten community-based organizations, delivering three home visiting program models that can serve up to 11,500 families a year. While home visiting is a successful and proven prevention strategy, F5LA's fiscal reality dictates that F5LA cannot be an agent of scale and must align the investment to the Long-Term Financial Plan (LTFP). As part of the ongoing alignment, F5LA has engaged in extensive exploration of sustainability strategies and worked in partnership with County partners and Managed Care Plans. The long-term home visiting vision will help the transition from the current state to a future approach that delivers meaningful impact at a new, significantly lower level of investment by focusing on highest-need families, generating policy-relevant data, and aligning with public systems for long-term sustainability.

The Results Based Accountability (RBA) framework will help guide and inform the development of the home visiting long-term vision. The RBA framework begins with a focus on the desired outcomes and works backwards to identify needed strategies, using data to understand current conditions and challenges and move towards solutions. The framework will support exploration of key factors, outcomes and strategies that will help advance Strategic Plan objectives.

## Data, Key Factors and Root Causes

A critical part of F5LA's home visiting investment includes two key infrastructure components that provide a platform across multiple program models and funding streams countywide: the Stronger Families Database (SFDB) and a Family Strengthening Oversight Entity, led by Los Angeles Best Babies Network (LABBN). LABBN provides quality workforce supports and technical assistance, as well as oversight of the SFDB, a web-based secure data platform that collects and tracks participant demographics and outcomes that is used across the F5LA funded home visiting program models. Data from SFDB helps highlight critical insights into the families being served, including demographic information, as well as outcomes and referral needs. Another tool that provides critical data is the Bridges for Newborns assessment, which is implemented at the Welcome Baby Hospital Visit. The assessment identifies level of risk and specific needs, categorizing families into either low or higher

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need levels to triage families to the appropriate postpartum program and level of support. Bridges data identifies trends geographically and by outcome. SFDB data helps identify families being reached – and those not reached – via home visiting services and identifies the most critical needs families are experiencing. An understanding of current engagement and outreach strategies also helps highlight successes as well as challenges and areas of improvement.

The Department of Public Health (DPH) plays a pivotal lead role for home visiting efforts countywide. There are many current challenges facing home visiting in the County, ranging from diverse funding across multiple streams and competing requirements across models, alongside strengths that include dedicated providers and expanding sustainability opportunities. In coordination, system partners aspire to meet families where they are with the supports that meet their unique needs, ensuring that models evolve to better meet the needs with maximum braiding of funding to utilize the full home visiting capacity.

Two key efforts that exemplify these efforts include the Data Lake and Unified Central Billing System. The Data Lake was conceptualized under a DPH Productivity Investment Fund (PIF) grant and built leveraging a First 5 California home visiting and integration grant. Data on family and child outcomes across home visiting programs has often been fragmented, hard to access, or incomplete. The Data Lake will facilitate aggregate data sharing across home visiting program models and funding streams to help highlight family needs and resources. As a centralized, scalable system, the Data Lake eliminates silos, promotes collaboration, and advances equity in early childhood outcomes across LA County and puts real-time information into the hands of stakeholders to track progress, improve services, and create better outcomes. The second project is the Unified Home Visiting Billing System (UHVB), which aims to coordinate intake and referral processes and maximize all available home visiting funding sources. The system will help reduce administrative barriers for providers delivering home visiting services and allow for a strategic and comprehensive approach to maximizing funding. The system aims to support screening clients for enrollment starting with the most restrictive eligibility requirements before flowing down to the least restrictive, and help prioritize State funding sources before local sources, such as F5LA. The project requires the participation of all home visiting funders and seeks alignment and agreement across areas of administration, contracting and technology use. Both projects represent significant data tools that further the ability to elevate key system successes and gaps, while also informing systems change and more effectively maximizing all available home visiting funding streams. Learning and leveraging data will continue to support the ability to address disparities. Access to home visiting remains vital to supporting improved outcomes for specific groups, such as African Americans and Asian/Pacific Islanders and families at risk of child welfare involvement.

### **Policy and System Change Strategies**

First 5 Orange County (F5OC) has funded evidence-based home visiting since 1998, evolving from siloed interventions to a Home Visiting Collaborative with a dozen partner agencies. In 2019 F5OC shifted focus to creating a coordinated "no wrong door" system to improve access to services, working with partner agencies and the county's managed care plan. Similar to F5LA, F5OC funds evidence-based programs, in addition to the Bridges Maternal Child Health Network, a comprehensive, hospital-based screening program that connects high-risk, newborn families to home visitation and community resources. The F5OC network partners with 10 high-birth hospitals and four public health nursing programs, screening nearly 70% of all births in Orange County. F5OC has established innovative sustainability approaches and strategies within home visiting, leveraging available opportunities and partnerships with partner agencies and managed care in conjunction with utilization of local and State funding streams. Their work represents how a First 5 can work with multiple partners to leverage a myriad of opportunities with existing infrastructure and available sustainability strategies.

Shields for Families (SFF) is a non-profit organization based in South Central Los Angeles/Compton that provides comprehensive, culturally sensitive services to high-risk families. SFF serves families in SPA 6, one of the areas of highest need in LA County and is unique in being the only organization delivering all three F5LA home visiting models. SFF is also deeply involved in innovative policy

strategies. For example, the California Department of Social Services (CDSS) implements the Family First Prevention Services Act (FFPSA) through various workgroups, advisory committees, and partnerships. SFF participates in the FFPSA State Fiscal Workgroup, bridging Statewide efforts to local activities and opportunities in coordination with multiple partners. SFF's experiences allow the organization to identify potential policy strategies to enhance the home visiting system, including fiscal, cross-system and administrative strategies. System change strategies are also critical, including strategies that help maximize available funding streams and focus resources on areas of highest need through targeted universalism.

### **Equity Considerations**

First 5 LA has engaged in extensive exploration of sustainability strategies to support the offset and reduction of funds, while working in partnership with County partners to maintain the infrastructure and advocate for diversified funding sources for home visiting services. F5LA's home visiting long-term vision is not a stand-alone plan, but a part of a complex and dynamic system that involves coordination with multiple partners, ranging from the County, Managed Care Plans, and providers. The forthcoming F5LA Equity Index will inform how shifts in level of family needs geographically may influence the F5LA home visiting investment.

### **Next Steps**

Home visiting programs play a vital role in advancing key Strategic Plan objectives, including maternal depression and anxiety screenings and linkages to services. Given its reach to families, the home visiting investment provides unique opportunities to advance maternal and child outcomes, as well as provide key data and learnings to inform countywide system gaps and challenges. Opportunities to leverage learnings and stakeholder engagement will continue to inform the long-term vision, informed by collaboration with partners and the current assets within the LA County home visiting system. Informed by the RBA framework, the focus on home visiting in 2026 will deepen the understanding of the current system, including challenges and opportunities, as well as sustainability approaches, and seek Board input and guidance culminating in the F5LA home visiting long-term vision that will align the home visiting investment to the LTFFP.



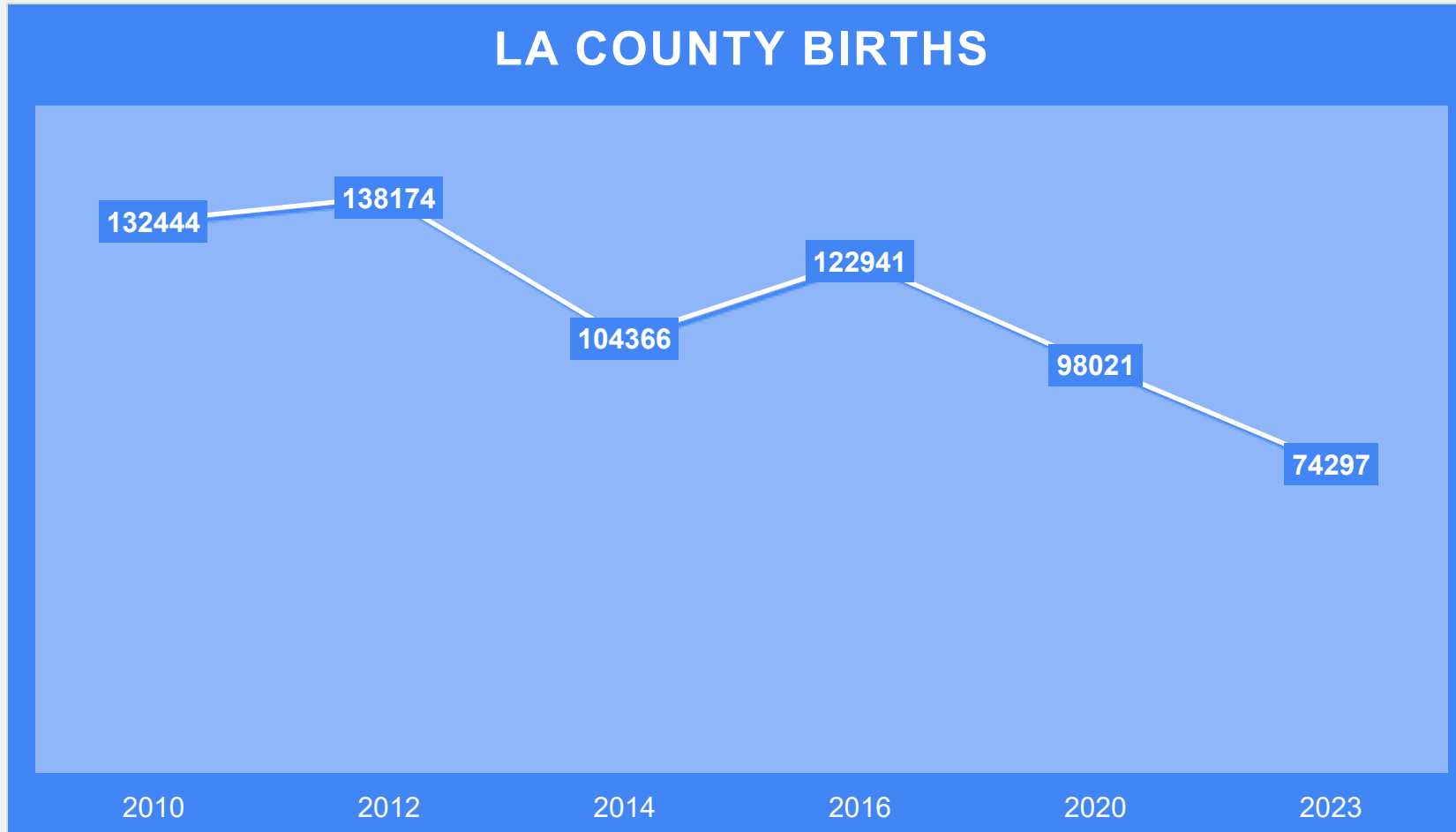
# Home Visiting: Current State and Future System Opportunities

- Aurea Montes-Rodriguez, First 5 LA
- Diana Careaga, First 5 LA
- Dr. Sharlene Gozalians, Los Angeles Best Babies Network
- Dr. Melissa Franklin, Department of Public Health
- Kim Goll, First 5 Orange County
- Dr. Katheryn Icenhower, Shields for Families

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May 14, 2026

# First 5 LA: Home Visiting



LA County has experienced a steady, long-term decline in birth rates, with over 132,000 at the time of the Welcome Baby Pilot to just over 74,000 births in 2023.

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# RESULTS BASED ACCOUNTABILITY FRAMEWORK

Guiding Our Home Visiting Investment

**1 RESULTS**  
What outcomes are we trying to improve?



**RESULT**

Every child is born healthy and thrives in a nurturing, safe and loving community.



**OBJECTIVES (Strategic Plan)**

1. Reduce #s of death of children under one years old
2. Reduce poverty
3. Reduce housing insecurity
4. Increase maternal mental health care
5. Increase access to healthy food
6. Increase access to parks and open space
7. Increase ECE access
8. Increase access to early intervention services
9. Increase culturally affirming services



**TARGET**

Targeted Universalism – Use of Equity Index



Strategic Plan approved in November 2023.



**2 KEY FACTORS/ROOT CAUSES**  
What factors most influence those outcomes?




**KEY FACTORS/ROOT CAUSES – CONDITIONS**

The underlying conditions or barriers that most influence outcomes for families with young children.

*(Board will hear examples during the presentation.)*

Board Question

To improve the outcomes identified in our Strategic Plan objectives, which conditions affecting children and families can First 5 LA most meaningfully influence through Home Visiting investments?



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**3 STRATEGIES**  
What strategies are most likely to make a meaningful difference?




**STRATEGIES**

The highest-value role Home Visiting should play to influence key factors and advance our outcomes.

<p><b>1</b></p> <p><b>Public Policy:</b> Catalyze public policy efforts at the local, state, and federal levels that prioritize the needs of children prenatal to age 5 and their families</p> 	<p><b>2</b></p> <p><b>Systems Change:</b> Collaborate with partners to strengthen public systems, services and supports for children prenatal to age 5 and their families</p> 	<p><b>3</b></p> <p><b>Communities:</b> Partner with communities to collaboratively grow a social movement that elevates the needs of children prenatal to age 5 and their families</p> 
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Board Question

Given First 5 LA's declining revenues, what strategic priorities should guide Home Visiting investments to have the greatest impact in addressing the conditions and needs families are navigating?








**4 MEASURE & LEARN**  
How will we measure progress and learn over time?




**PERFORMANCE MEASURES (EXAMPLES)**

Evidence that shows we are making a difference for families and influencing systems.

<p><b>FAMILY OUTCOMES</b></p> 	<p><b>SERVICE QUALITY &amp; ENGAGEMENT</b></p> 	<p><b>SYSTEMS IMPACT &amp; UPTAKE</b></p> 	<p><b>EQUITY &amp; REACH OF IMPACT</b></p> 	<p><b>COST &amp; RESOURCE STEWARDSHIP</b></p> 
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Board Question

What evidence would give the Board confidence that our Home Visiting investment is producing meaningful impact for families and influencing systems over time?



# First 5 LA: Home Visiting

- F5LA has invested in home visiting for over 17 years:
  - Welcome Baby (WB) began as a pilot in 2009 and expanded to 13 additional sites in FY 2012-2013, aligned to the Best Start Communities
  - Addition of the Select Home Visitation (SHV) models launched in 2014 and include the evidence-based models Healthy Families America (HFA) and Parents As Teachers (PAT)
- F5LA funds key infrastructure elements supporting countywide efforts:
  - Family Strengthening Oversight Entity: quality workforce supports, database development, programmatic technical assistance and oversight of Home Visitation Consortium
  - Stronger Families Database: utilized across multiple program models and funding streams countywide
- Collectively the program models represent a **network** working **across funding streams** to identify and connect families to the right program and level of support to meet their unique needs

# First 5 LA: Home Visiting

- Home visiting remains F5LA's most significant and long-standing direct services investment, representing in FY 25-26:
  - 38% of the organizational budget
  - 56% of the programmatic budget
- In past few years F5LA has undertaken strategic approaches to implementing and learning from sustainability pilots, as well as specific reductions informed by stakeholder input to continue alignment to the LTFP
- Home visiting will continue as a F5LA investment, but given fiscal reality unable to do so at the historic levels

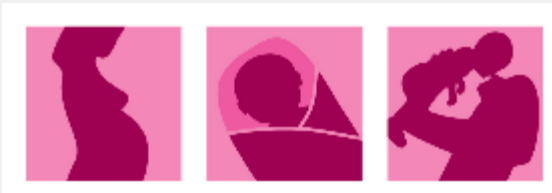
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# First 5 LA: Home Visiting

## F5LA Client Flow

### Welcome Baby

Prenatal and postpartum short-term intervention up to child's 9<sup>th</sup> month with focus on advancing maternal and infant outcomes and linkage/navigation support



Enrollment available prenatally to Best Start residents and to all clients delivering in participating hospitals

### Hospital Visit: Bridges for Newborns Assessment

### Select Home Visiting

Evidence-based programs with longer-term duration for families with higher level of needs, offering weekly or bimonthly visits (as needed) for up to child's 5<sup>th</sup> year

**Low Risk:**  
continue  
Welcome Baby

**High Risk:**  
referral to Select  
Home Visiting  
(Best Start  
residents only)

*\*Postpartum program referral and WB dosage dependent on Best Start residency and level of need*



Enrollment limited to families with high needs from Best Start communities. Referrals come from Welcome Baby and agency outreach.

# Sustainability Strategy Opportunities

## Medi-Cal

- Intersections between new provider populations (e.g., Community Health Workers) and home visitors
- Home visiting outcomes align with Medi-Cal accountability measures


## FFPSA

- State allows reimbursement for:
  - Three home visiting models, two of which F5LA funds (HFA, PAT)
  - Motivational Interviewing, which Welcome Baby providers utilize
- State definition of “imminent risk” likely to include majority of home visiting clients

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# Who We Serve, What We See, Where We Go Next: The State of Home Visiting in Los Angeles County

Presented by: Sharlene Gozalians, DrPH, MPH, CHES  
Director, LA Best Babies Network  
May 14th, 2026

**LA BEST BABIES NETWORK**  
 Healthy Babies. Our Future.

TODAY'S  
FOCUS

01



## LA Best Babies Network: Infrastructure Role

- Backbone support provided to First 5 LA and the County

02



## Landscape Data of First 5 LA Funded Home Visiting Sites

- July 1st, 2024 - December 31st, 2025

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## Engagement Strategies: Strengths and Gaps

# LABBN Vision & Focus

Our mission is to provide the training, database, communications, and advocacy infrastructure necessary to strengthen and increase the capacity of home visiting and other family-support programs and systems, allowing them to empower more families to create healthy, prosperous futures for their newborns and young children.

LA BEST BABIES NETWORK <sup>235</sup>



Healthy Babies. Our Future.



**Our Network  
Helps  
Families  
Thrive.  
We Make  
Sure of That.**



**We help those who help families.** For years, we've been providing the tools and training to partner organizations and hospitals so they can help pregnant people and families grow healthy and strong. Our proudest achievement: building and running one of the largest home visiting systems in the nation. And we keep striving to make it bigger and better every day.



**How exactly do we do it?** We provide the oversight and coordination, training and technical support, and the data and communications infrastructure to home visiting teams so they can focus on maximizing their impact and serving the community.

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We provide the backbone, tools, training and data infrastructure that power home visiting and strengthen families.



### NETWORK OVERSIGHT AND SUPPORT

We keep our network on track, conducting audits and providing technical assistance to ensure the teams meet the requirements of funders and national program models. We also produce and maintain protocols and host regular meetings for each role, so duties and expectations are clear to all.



### TRAINING AND TECHNICAL ASSISTANCE

Supporting parents and families' starts with a well-trained workforce. Before home visitors see families, we make sure they have in-depth training on a wide range of topics. We coordinate and facilitate this training throughout the year – and then follow up by offering continuing education, peer-to-peer learning, and collaboration.



### DATA AND EVALUATION

We provide the infrastructure to fulfill requirements for data collection and confidentiality. With rigorous analysis and reporting, we also bring data to life so it can guide our relentless pursuit of continuous quality improvement.

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Supports First 5 LA's Strategic Plan Focus Area: Workforce & Advocacy

We share information, build partnerships and advocate for policies that strengthen families and support home visiting.



## COMMUNICATIONS AND OUTREACH

We guide and support outreach teams, helping them raise awareness about their programs and recruit clients. From custom marketing materials to blogs, social media, and tools for online referrals, we provide organizations what they need to enroll families. We also share the latest information and relevant resources.

<https://edirectory.homevisitingla.org/>



## SYSTEMS STRENGTHENING AND COLLABORATION

Our advocacy efforts shine a light on how home visiting investments pay off for families and communities. We also keep our network apprised of local, state, and federal policy changes and how they may affect their work. By overseeing the [Los Angeles County Perinatal and Early Childhood Home Visitation Consortium](#), an alliance of 60+ members who promote and improve home visiting programs, we're uniquely positioned to lead and partner with home visiting programs in L.A. County.

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Supports First 5 LA's Strategic Plan Focus Area: Community Capacity

# THE FAMILY STRENGTHENING NETWORK'S IMPACT

In L.A. County, home to one of the nation's largest home visiting networks, just a little over **31,000** of the nearly **488,393** children up to age 5 eligible for home visiting services receive this home-based support each year.



**13,189**

New Families Enrolled



**59,490**

Visits Completed



**18,100**

Successful Referrals

**89%**

of mothers in Welcome Baby attended their 6-8 week postpartum check up

**99%**

of Welcome Baby participants received a depression screening within 3 months of childbirth

**98%**

of children enrolled in Welcome Baby received at least one developmental screening (ASQ) in the past year <sup>239</sup>

**86%**

of mothers in Parents as Teachers and Healthy Families America attended their 6-8 week postpartum checkup

**95%**

of Parents as Teachers and Healthy Families America participants received a depression screening within 3 months of childbirth

**88%**

of children enrolled in Parents as Teachers and Healthy Families America received at least one developmental screening (ASQ) in the past year



# A SNAPSHOT OF FAMILIES SERVED AND NEEDS IDENTIFIED

---



## FY 24-25 and 25-26 (Q1 and Q2)

- July 1st, 2024 - December 31st, 2025



## First 5 LA funded home visiting sites

- Welcome Baby (short term intervention)
- Healthy Families America (intensive 3-5 year program)
- Parents as Teachers (intensive 3-5 year program)

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# FAMILIES SERVED & VISITS COMPLETED

REPORTING PERIOD: JULY 1, 2024- DECEMBER 31, 2025

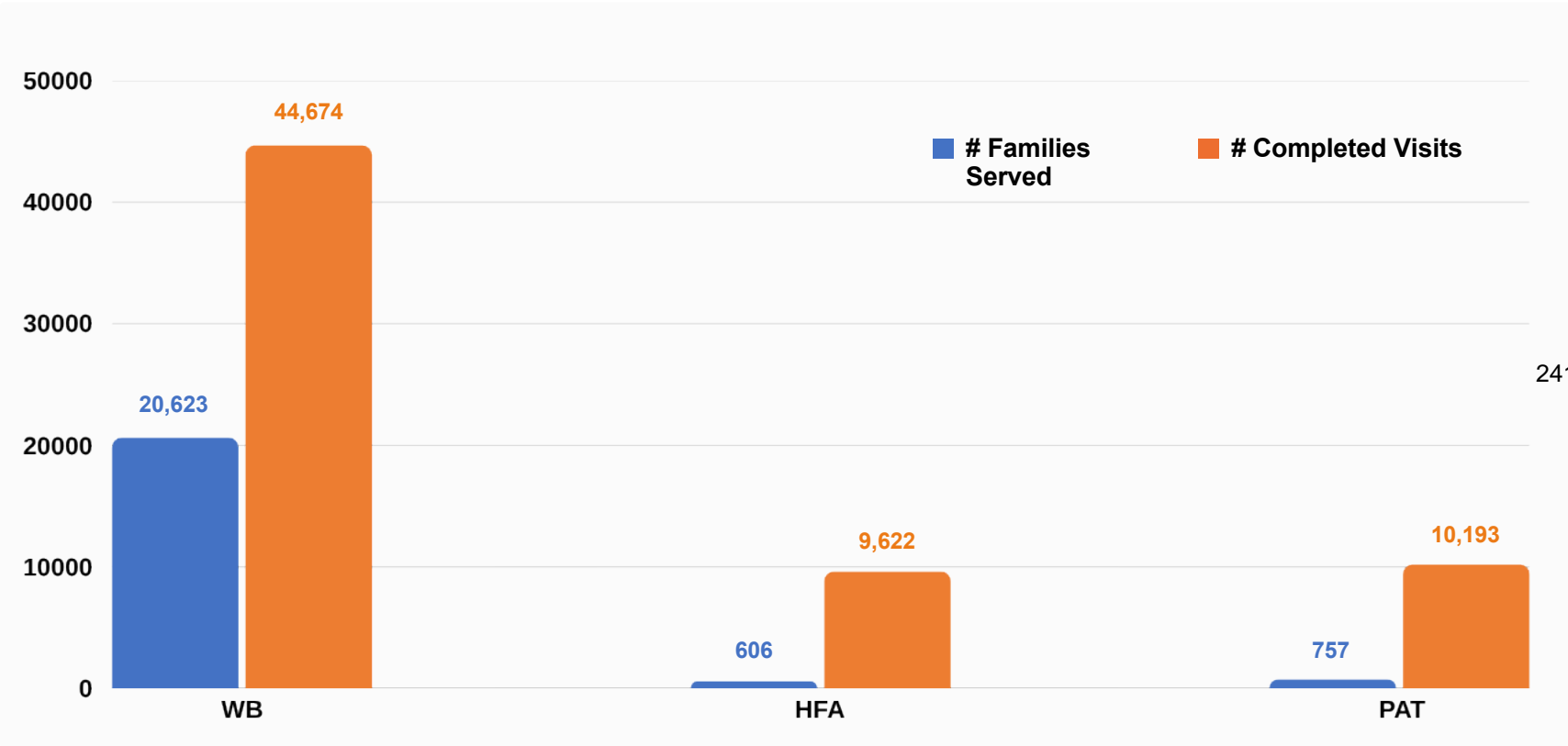
## SUMMARY



**22,000+**  
FAMILIES  
SERVED



**65,000+**  
VISITS  
COMPLETED



Supports First 5 LA's Strategic Plan Focus Area: Family Protective Factors, Prevention and Safety Net, and Health-Related Systems

# RACE & ETHNICITY OF FAMILIES

## WELCOME BABY SERVED SUMMARY

Across WB, the majority of primary caregivers self-identified as Hispanic/Latino (78%), well above the LA County average of 48.3%. Black/African American caregivers represented the second largest group (8%).

Race/Ethnicity	WB (%)	LA County – DPH 2022 (%)
Alaska Native / American Indian	0.5%	0.2%
Asian	5.0%	14.7%
Black / African American	8.0%	7.5%
Caucasian	5.0%	25.3%
Hispanic / Latino	78.0%	48.3%
Middle Eastern / North African	1.0%	N/A
Pacific Islander	0.5%	0.2%
Multiracial	3.0%	3.2%
Other	0.5%	0.6%
Unknown	0.5%	N/A

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Program data: BOC Meeting presentation (F5LA-WB, F5LA-HFA, F5LA-PAT) | LA County reference: Population Estimates (Provisional), Hedderson Demographic Services for LA County DPH, 2022. Via LA County DPH Community Health Profiles (Aug 2024): [https://apps.gis.lacounty.gov/static/DPH/community-profiles/?Geo\\_ID=la\\_county](https://apps.gis.lacounty.gov/static/DPH/community-profiles/?Geo_ID=la_county) | Note: <1% entries stored as 0.5 for chart display

# RACE & ETHNICITY OF FAMILIES SERVED

## HEALTHY FAMILIES

### AMERICA

### PARENTS AS TEACHERS SUMMARY

At HFA, the majority of primary caregivers self-identified as Hispanic/Latino (71%), well above the LA County average of 48.3%. Black/African American caregivers represented the second largest group at 15%, double the county average of 7.5%. At PAT, Hispanic/Latino caregivers were even higher at 87%, while Black/African American caregivers represented 5%, below the county average of 7.5%.

Race/Ethnicity	HFA (%)	PAT (%)	LA County – DPH 2022 (%)
Alaska Native / American Indian	0.5%	0.5%	0.2%
Asian	3.0%	1.0%	14.7%
Black / African American	15.0%	5.0%	7.5%
Caucasian	3.0%	3.0%	25.3%
Hispanic / Latino	71.0%	87.0%	48.3%
Middle Eastern / North African	0.0%	0.5%	N/A
Pacific Islander	1.0%	0.0%	0.2%
Multiracial	7.0%	0.0%	3.2%
Other	1.0%	3.0%	0.6%
Unknown	0.5%	0.5%	N/A

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Community Meeting presentation (F5LA-WB, F5LA-HFA, F5LA-PAT) | LA County reference: Population Estimates (Provisional), Hedderson Demographic Services for LA County DPH, 2022. Via LA County DPH Community Health Profiles (Aug 2024): [https://apps.gis.lacounty.gov/static/DPH/community-profiles/?Geo\\_ID=la\\_county](https://apps.gis.lacounty.gov/static/DPH/community-profiles/?Geo_ID=la_county) | Note: <1% entries stored as 0.5 for chart display

# Health Coverage

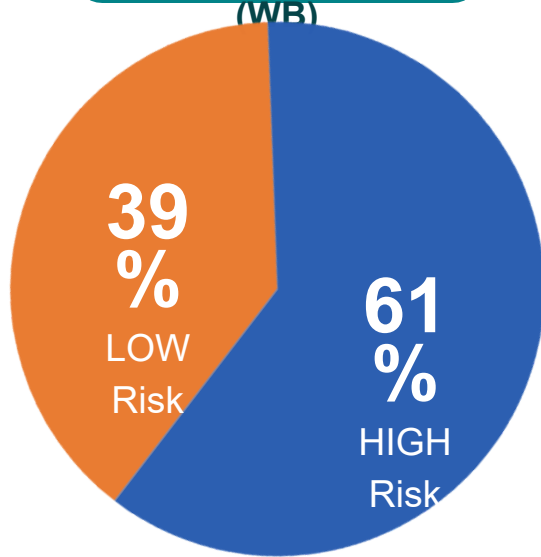
Health Coverage	WB	HFA	PAT
Medi-Cal Presumptive Eligibility	1%	7%	7%
Restricted Medi-Cal	5%	6%	8%
Medi-Cal- Managed Care	49%	18%	13%
Full Scope Medi-Cal	24%	60%	62%
AIM	0%	0%	0%
Tri-Care	<1%	<1%	0%
No Health Insurance	<1%	2%	2%
Private Health Insurance	21%	7%	8%
Other	<1%	<1%	<1%

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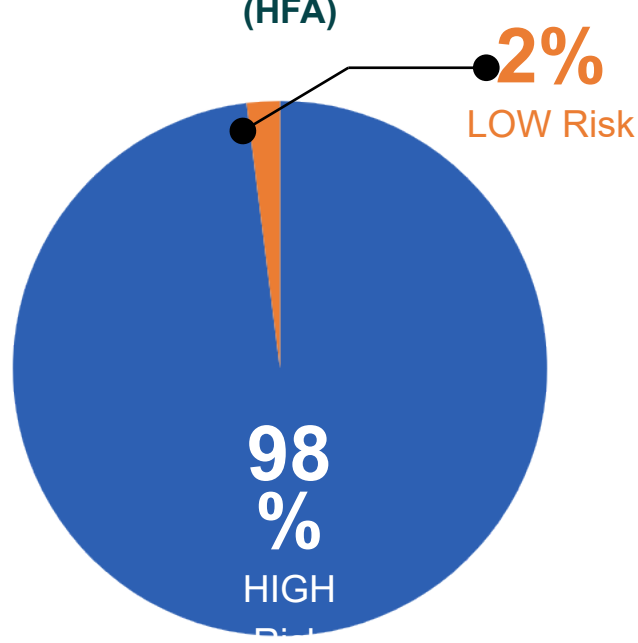
# BRIDGES ASSESSMENT: RISK

**SCORE** ● High Risk ● Low Risk

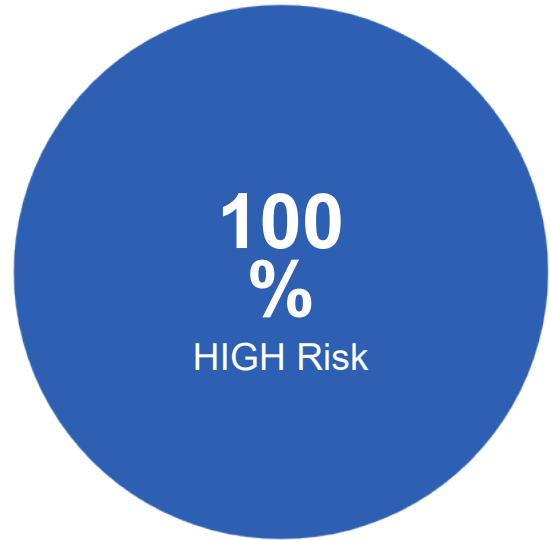
WELCOME BABY (WB)



HEALTHY FAMILIES AMERICA (HFA)



PARENTS AS TEACHERS (PAT)



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Note: High risk is an eligibility requirement of HFA and PAT

# BRIDGES ASSESSMENT: RISK

## PERCENTAGE OF FAMILIES IDENTIFIED WITH RISK FACTORS

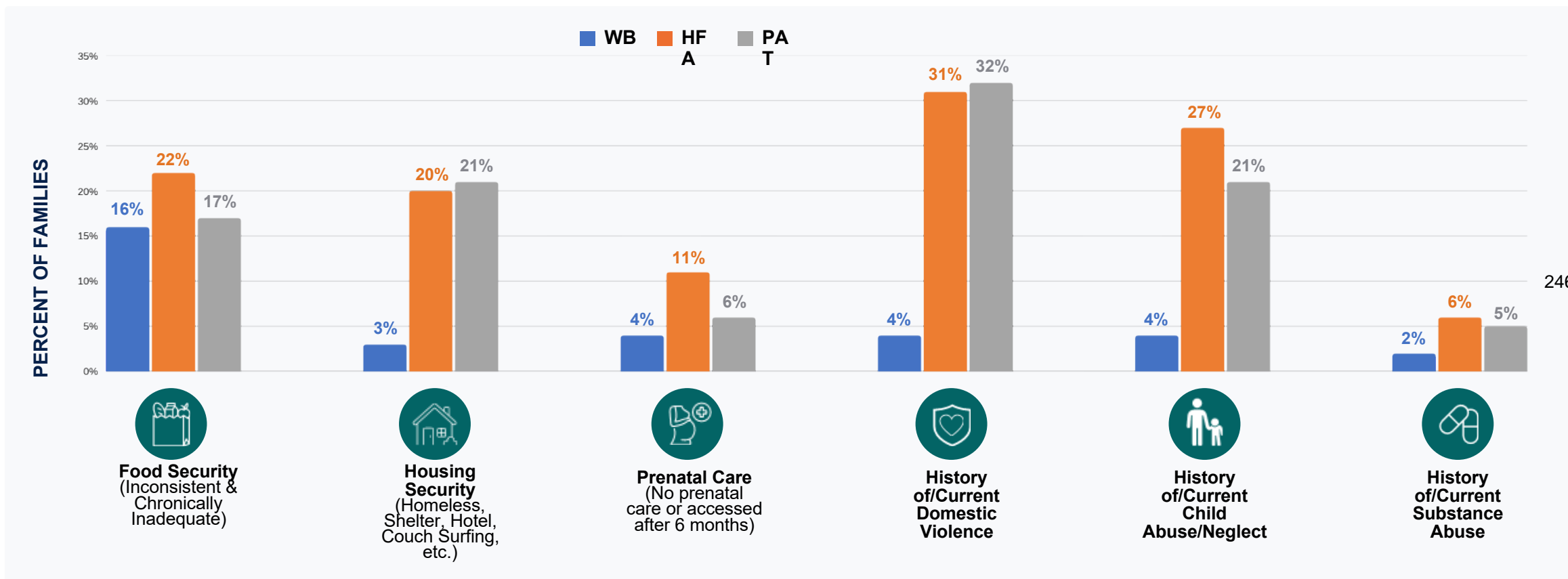
### FACTORS



**536** FAMILIES IDENTIFIED THEIR HOUSING AS UNSTABLE; **18** CONNECTED TO A SUSTAINABLE RESOURCE.



A TOTAL OF **229** FAMILIES IDENTIFIED THEMSELVES AS HAVING A HISTORY OF SUBSTANCE ABUSE OR CURRENT SUBSTANCE USE; **118** SUCCESSFULLY CONNECTED TO A COMMUNITY RESOURCE.



# WELCOME BABY REFERRALS TO COMMUNITY RESOURCES

## REFERRAL & LINKAGE OVERVIEW



36,171

REFERRALS MADE

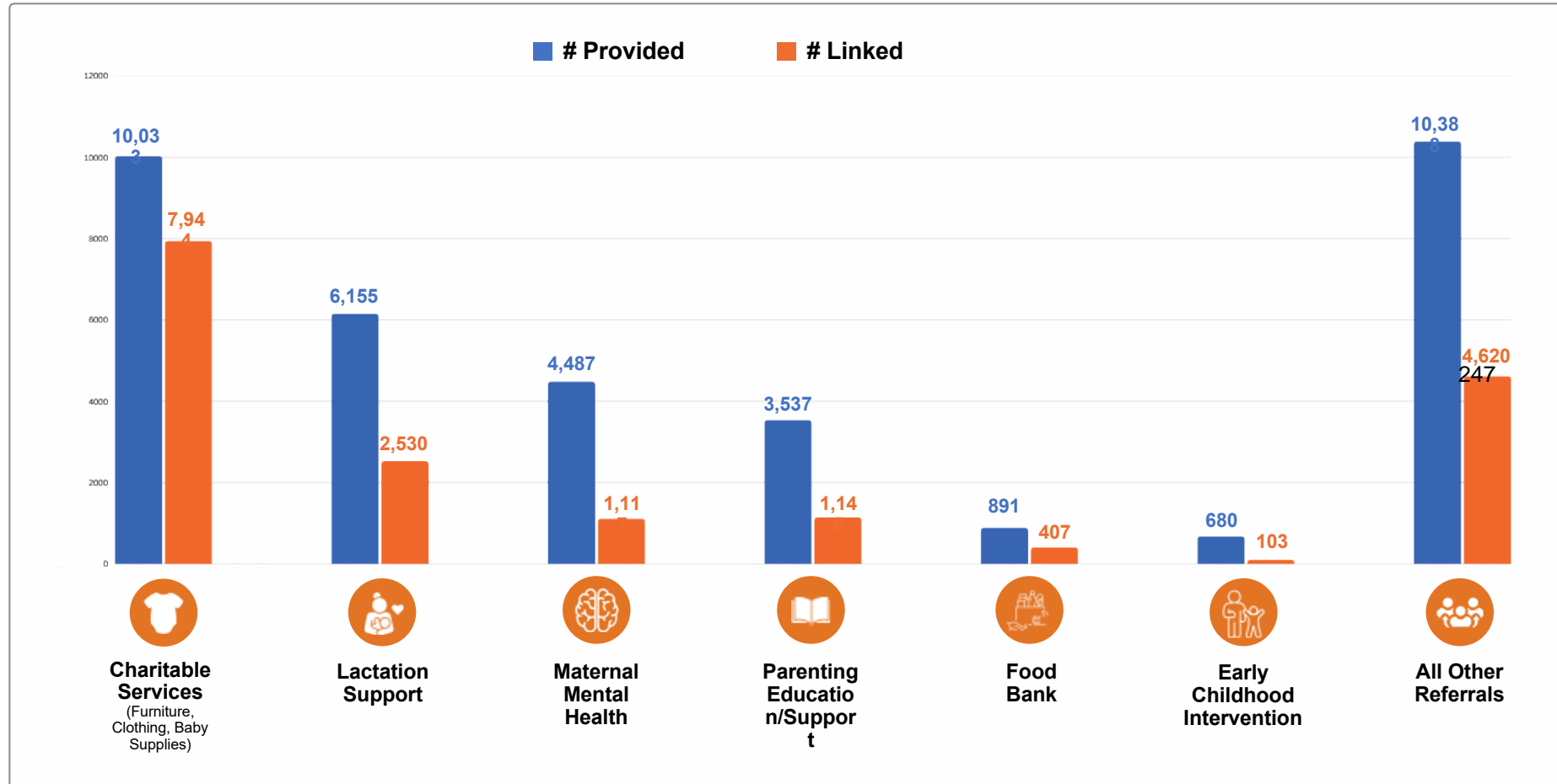


50%

SUCCESSFULLY LINKED

17,866 of 36,171 referrals were linked to resources

Supports First 5 LA's Strategic Plan Focus Area: Housing Stability, Safe Environments and Food Security



# COMMUNITY RESOURCE REFERRALS (HFA & PAT)

Between HFA and PAT



**9,000**  
REFERRALS  
PROVIDED

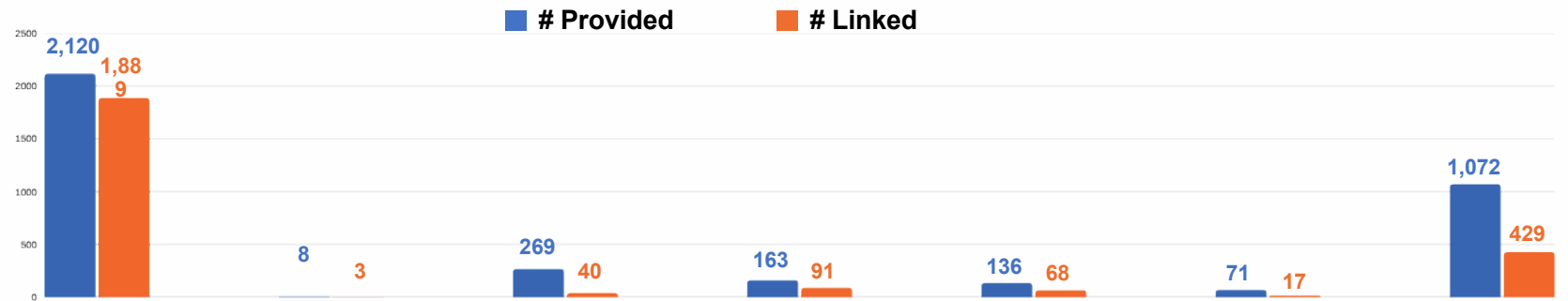


**62%**  
SUCCESSFULLY  
LINKED

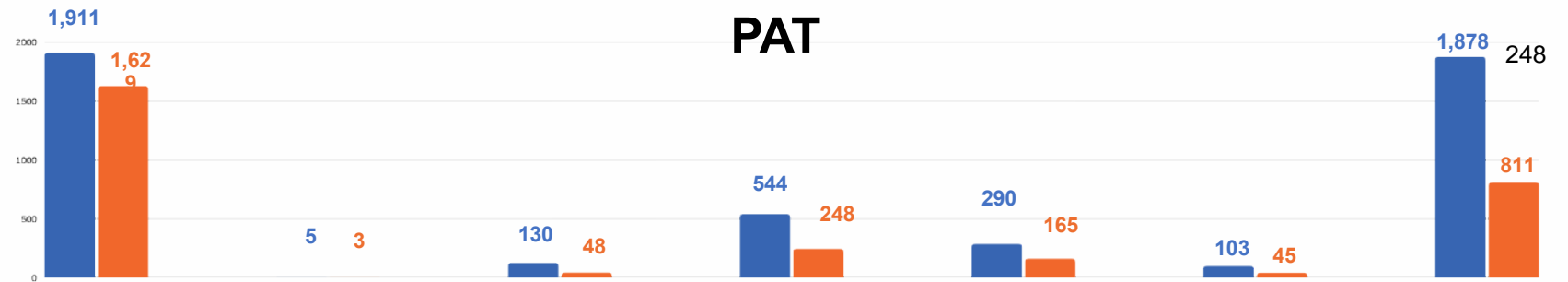
5,486 of nearly 9,000 referrals were linked to resources

Supports First 5 LA's Strategic Plan Focus Area: Housing Stability, Safe Environments and Food Security

## HFA



## PAT



**Charitable Services**  
(Furniture, Clothing, Baby Supplies)



**Lactation Support**



**Maternal Mental Health**



**Parenting Education/Support**



**Food Bank**



**Early Childhood Intervention**



**All Other Referrals**

# POSTPARTUM VISIT (3-8 WEEKS)

HEDIS Measure

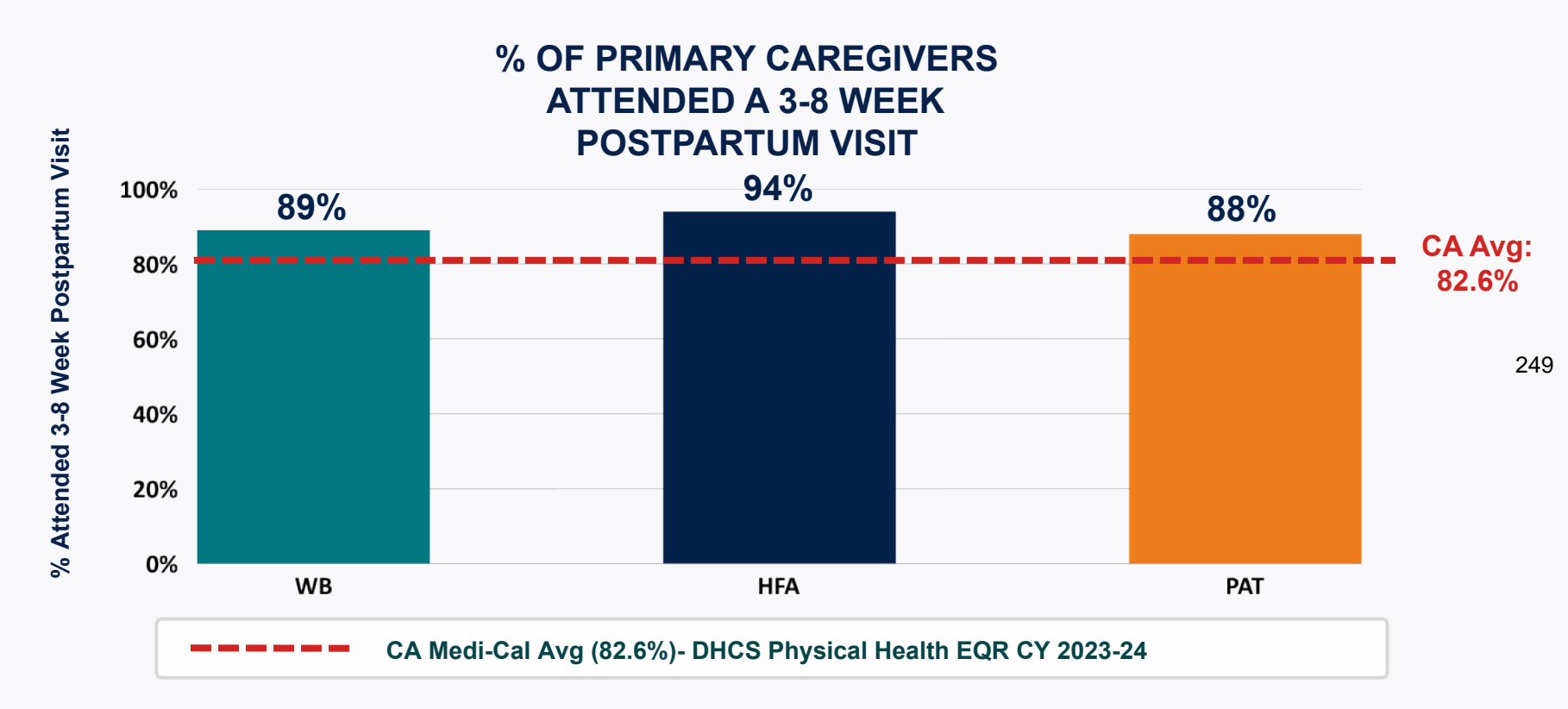


90%

of caregivers received a postpartum visit



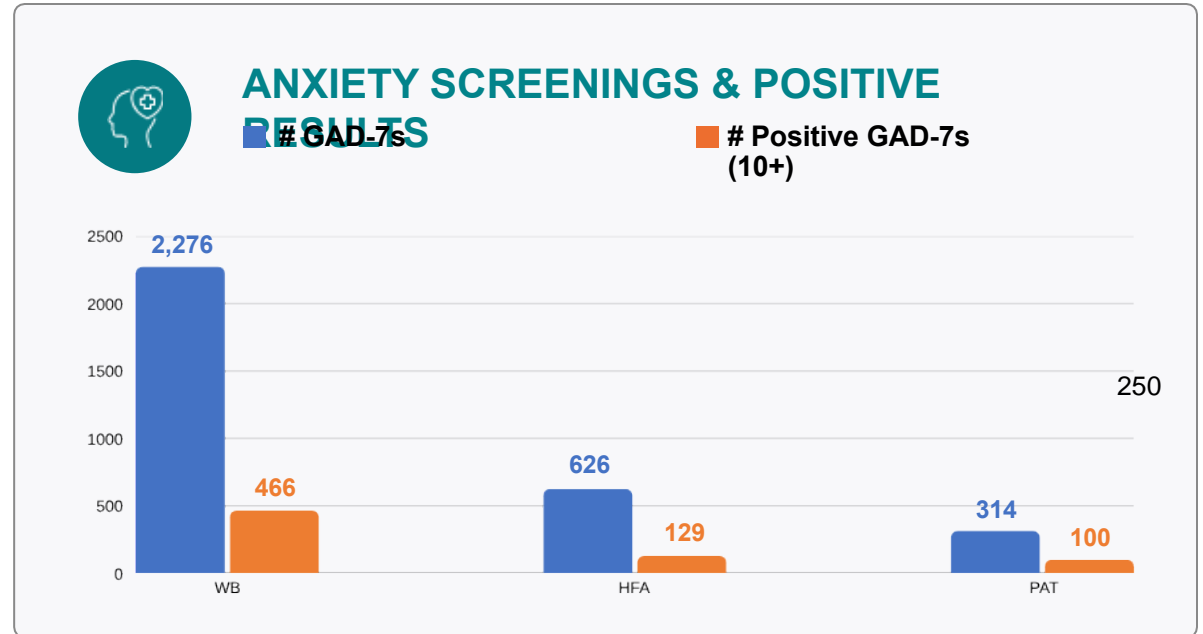
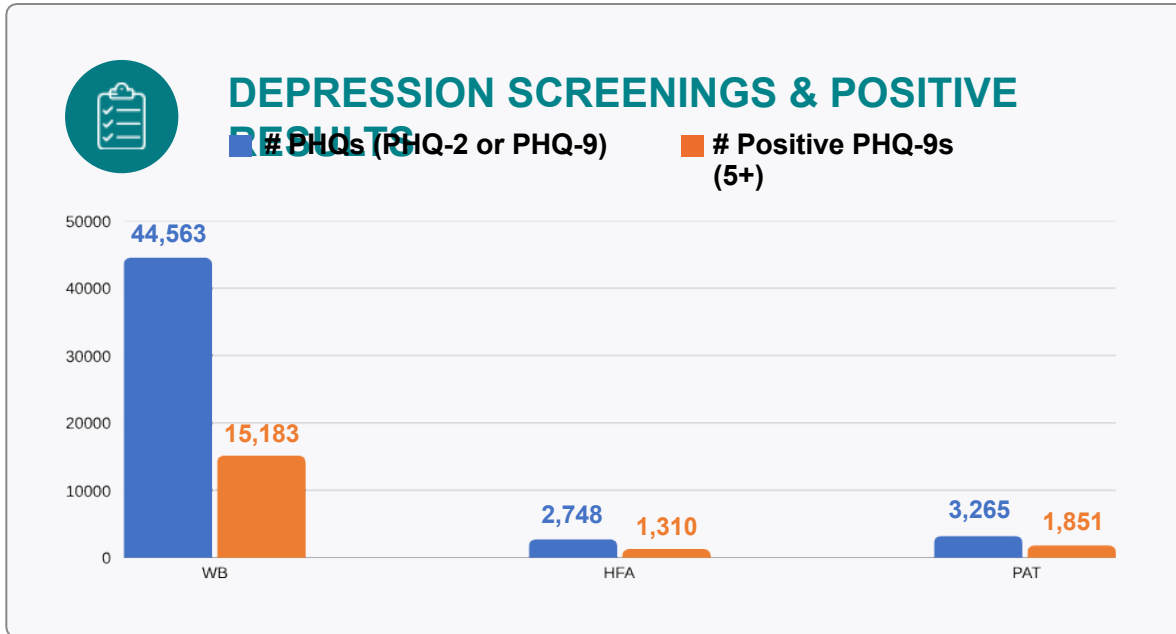
Above CA average (82.6%)



Reporting Period: 7/1/2024–12/31/2025 CA ref: CA DHCS Medi-Cal Managed Care Physical Health EQRO Technical Report, CY 2023–24 (published April 2025), Table 5.3 — PPC Postpartum Care, MY 2023 statewide weighted avg. Note: CA benchmark uses 7–84 day window; program data uses 21–56 day window.

# DEPRESSION & ANXIETY ASSESSMENTS AND RESULT

OF THE **3,216** POSITIVE DEPRESSION SCREENINGS; **87%** WERE GIVEN RESOURCES AND REFERRALS; **37%** SUCCESSFULLY CONNECTED.



## SUMMARY



**50,000+**  
DEPRESSION  
SCREENINGS  
COMPLETED



**6%**  
HAD A POSITIVE  
DEPRESSION  
RESULT (PHQ-9 5+)



**18,000+**  
ANXIETY  
SCREENINGS  
COMPLETED



**5%**  
HAD A POSITIVE  
ANXIETY RESULT  
(GAD-7 10+)

PHQ: Patient Health Questionnaire (depression)    GAD: General Anxiety Disorder screener

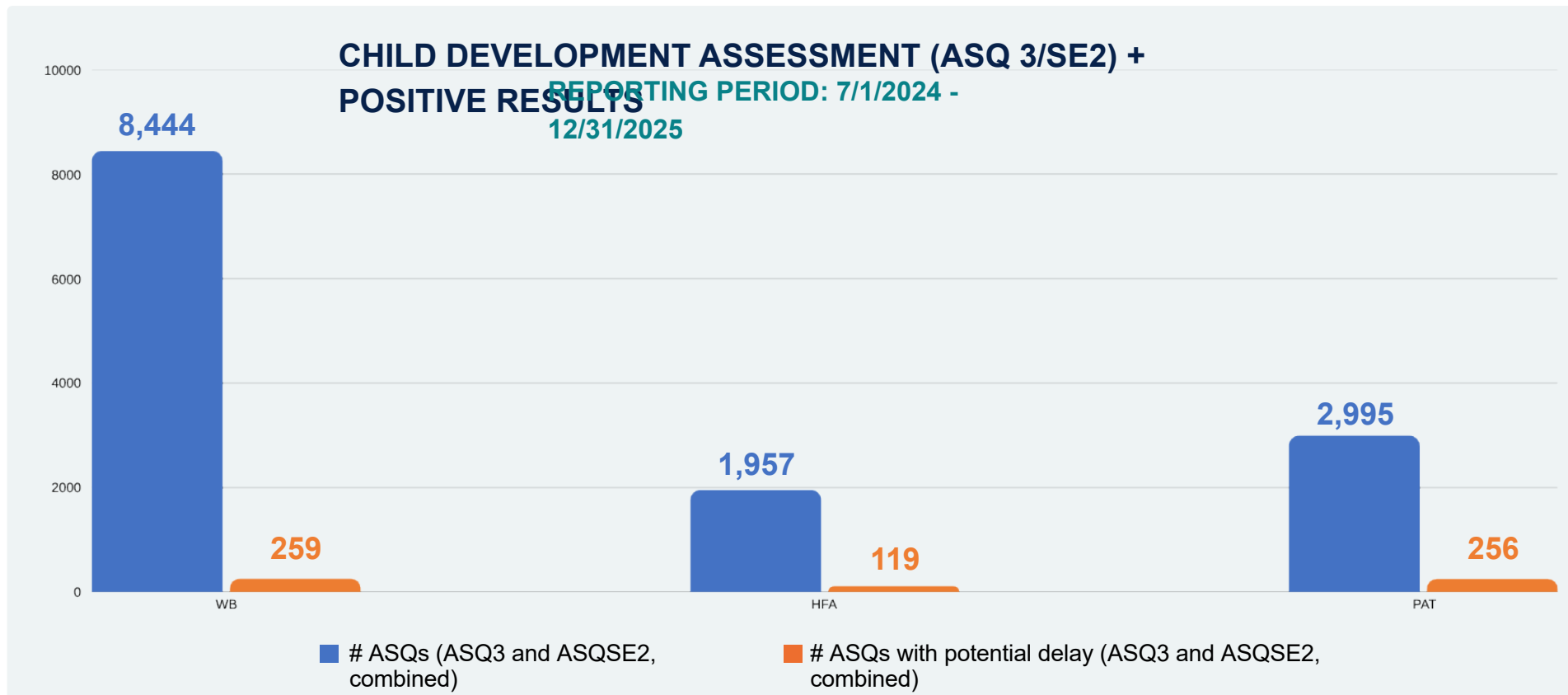
# CHILD DEVELOPMENT ASSESSMENT

Supports First 5 LA's Strategic Plan Focus Area: Early Care and Education Systems



More than **13,000** child development assessments completed; of those **5%** result in a positive result.

A total of **634** <sup>251</sup> individual program children identified a delay on an ASQ; **405** successfully connected to the Regional Center and a community resource.



# How we are engaging and working with families who are high risk, but also identifying gaps in service?



Relationship-based and culturally responsive engagement



Language-matched and community-based workforce



Flexible scheduling to meet family needs



Strong referral partnerships across community systems



77% of families developed at least one goal plan; 73% of families completed at least one goal (HFA and PAT families)



Strong referral and linkage systems supporting family needs

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# OUTREACHING TO FAMILIES



## HOW ARE FAMILIES BEING OUTREACHED TO?

- Welcome Baby: outreach events in the community, referrals from community partners and clinics, hospital/maternity tours at WB hospitals.
- HFA/PAT: Referrals from WB hospital; outreach activities



## ELIGIBILITY REQUIREMENTS VARY

- Geographic requirements, by funding stream
- Model age limits
- Work arounds for HFA Child Welfare Protocol as a successful policy strategy



Currently, **80%** of families are enrolled at bedside at the WB hospital.



Challenges with geographic limitations, eligibility.



Birth rate differences and shifts.



Changes over time in who we are serving. Best Start vs. Non-Best Start.

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# WHAT THE DATA TELLS US ABOUT FAMILIES IN LOS ANGELES COUNTY



Economic vulnerability



Multiple overlapping risks



Cultural and language diversity



Maternal mental health needs



Countywide geographic reach



Families setting and achieving goals



Home visiting as an entry point to services



Ongoing unmet need

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# THANK

# YOU!

## Key Takeaways:

1. Sustaining and Expanding access to services
2. Strengthening referral and linkage systems
3. Continuing to invest in workforce and infrastructure

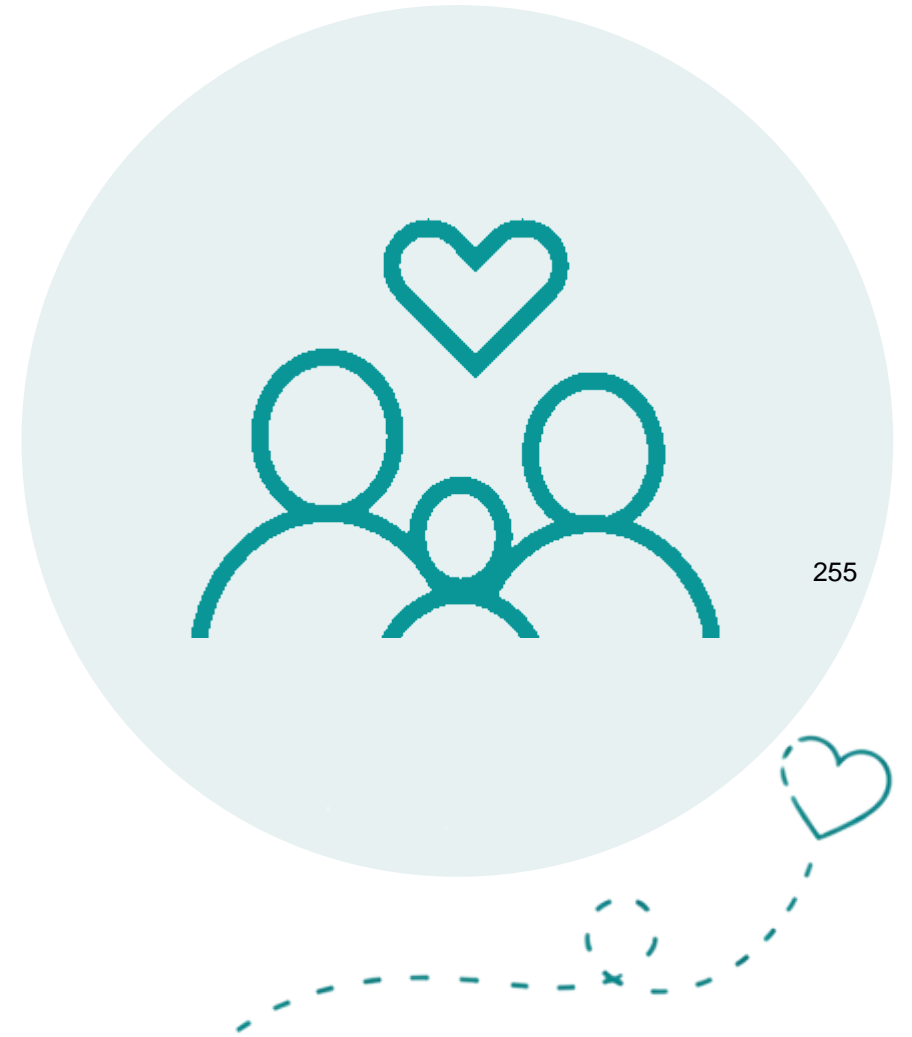


**Sharlene Gozaliens**

Director, LA Best Babies  
Network



[sgozaliens@labestbabies.org](mailto:sgozaliens@labestbabies.org)



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# **Creating a Family-Centered, Coordinated Home Visiting System in Los Angeles County**

LA County Department of Public Health  
Division of Maternal, Child and Adolescent Health (MCAH)  
Home Visiting Programs



# HOME VISITING PROGRAMS

Presented by: Melissa Franklin, Director  
Maternal, Child, and Adolescent Health Division  
Los Angeles County Department of Public Health



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# Improving System Effectiveness – The Big Picture (Factors/Conditions)

- Unstable funding across multiple streams – terminations, reductions, fluctuations
- Competing requirements across home visitation models, eligibility criteria, and reporting requirements—all carried by a limited universe of providers
- Client challenges demand flexibility: homelessness, substance use, isolation, mental health, economic hardship, violence
- Need to link home visitation to other promising initiatives related to prevention, birth equity, economic justice, nutrition
- Dedicated providers doing impactful work
- Expanded claiming opportunities

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# Improving System Effectiveness – Context

## Funding Sources

- State Block Grant
- Department of Public Social Services (DPSS) CalWORKS (California Work Opportunity and Responsibility to Kids)
- California Home Visiting Program (CHVP)
- State General Funds (SGF)
- Maternal, Infant, And Early Childhood Home Visiting (MIECHV)
- Net County Cost

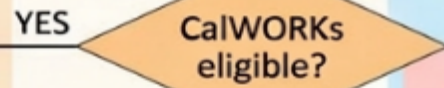
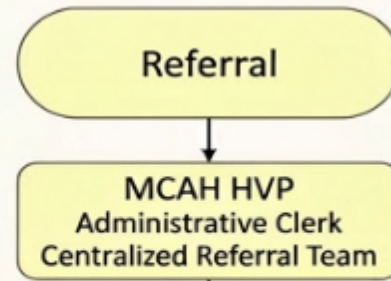
## Home Visiting Models and Programs

- Healthy Families America (HFA)
- Nurse Family Partnership (NFP)
- Parents as Teachers (PAT)
- Project HOPE
- Enhanced Care Management (ECM)
- Targeted Case Management (TCM)
- Family Stabilization (FS)

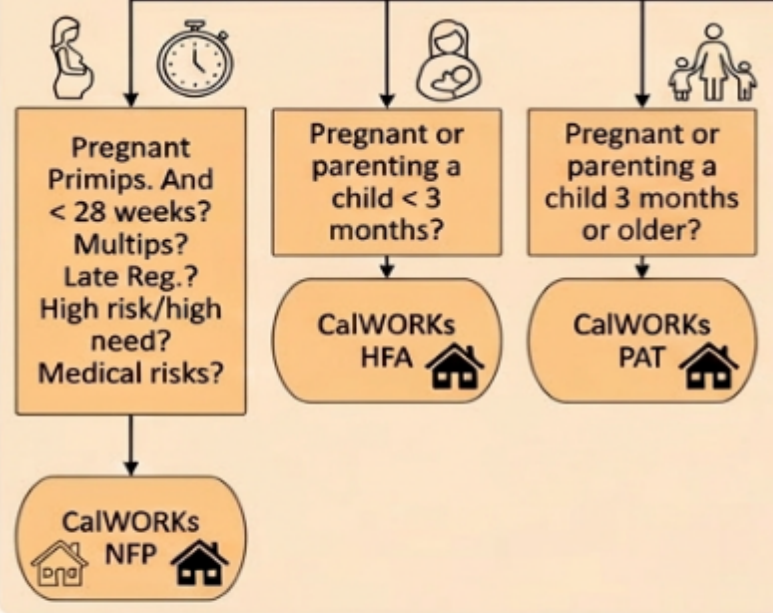
## Additional Supports

- Black Infant Health (BIH)
- Doula Programs
- Help Me Grow (HMG)
- Community Health Outreach Initiatives (CHOI)
- African American Infant and Maternal Mortality (AAIMM)
- Abundant Birth Project (ABP)

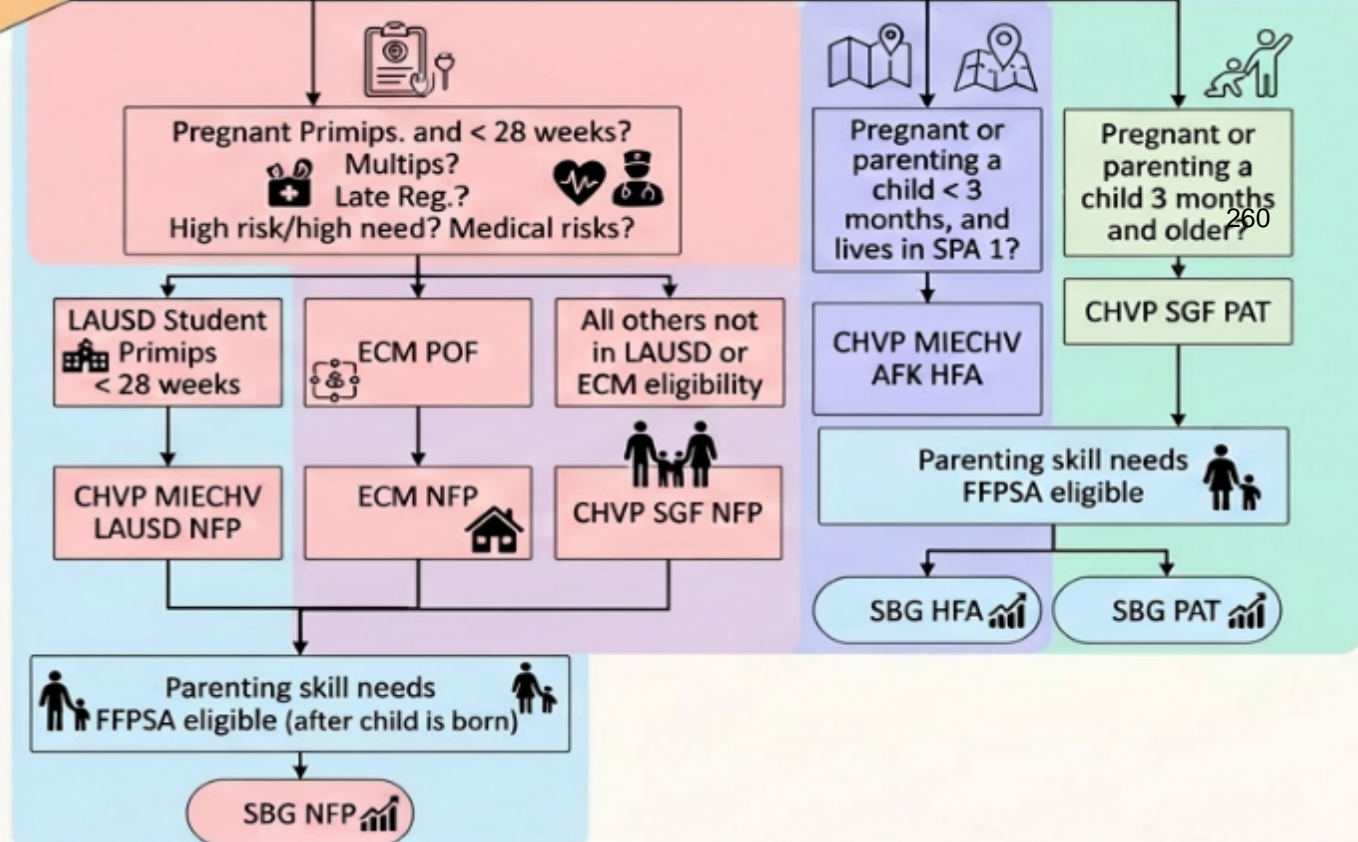
# LAC DPH MCAH HVP Referral Pathway



## CalWORKs Eligible Pathways



## Non-CalWORKs Eligible Pathways



## Improving System Effectiveness - Aspiration

- Meet families where they are with supports that meet their unique needs and goals
- Demonstrate the value of ongoing funding
- Ensure that home visiting models evolve to better meet the needs of clients
- Maximize blending/braiding of funding streams and use full home visiting system capacity
- Be responsive to emerging community needs
- Support birth equity

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# LA County MCAH Home Visiting Programs - Home Visiting Providers

- All for Kids
- **Antelope Valley Partners for Health**
- Children's Institute. Inc.
- **Children's Resource Center, Inc.**
- **Dignity Health dba. St. Mary Medical Center**
- **El Nido Family Centers**
- Foothill Family Service
- Human Services Association
- Los Angeles Unified School District
- **Pacific Asian Counseling Services**
- Plaza Community Center
- Richstone Center, Inc.
- **SHIELDS for Families**
- The Children's Clinic, Serving Children and Their Families
- **The Whole Child**
- **Wellnest Emotional Health and Wellness**



# Improving Sustainability – Unified Home Visiting Billing System

## PAIN POINTS: WHAT WE HEARD

### Provider Level

- » Complexity of multiple funding sources, each with different contract requirements.
- » Low caseloads
- » Challenges with recruitment and retention
- » Volume of invoices by contractor
- » Burden of using multiple data systems

### Administrator (DPH) Level

- » Prioritization of how services are applied to each contract- manual process that is time intensive
- » Complexity created when contractors have multiple funding sources, each with different contract requirements
- » Challenges with budget revisions
- » Volume of invoices per contractor
- » Communications between County departments
- » Challenges created by multiple data systems

### System Level

- » Maintain and expand funding
- » Better leverage federal funding streams
- » Set-up administrative structure that maximizes available funds while reducing burden on providers
- » Ensure funds for both direct service delivery and administrative functions

# Improving System Effectiveness – The Data Lake

- A centralized, cross-program data lake (integrated data repository) that consolidates data across funding streams, databases, and home visiting models to enable real-time, equity-focused analysis, identify service gaps and disparities, support a “no wrong door” approach for families, and drive data-informed planning, collaboration, and accountability countywide.
- Partnership between First 5 LA, Public Health and Los Angeles Best Babies Network; First 5 California funding
  - Public Health has secured funding to maintain and expand the Data Lake
- Draws upon partner input from four models: Health Families America, Parents as Teachers, Welcome Baby and Healthy Start (Shields and Families in SPA6)

# Improving System Effectiveness and Sustainability: Universal Home Visitation Billing System

- A cohesive, cross-program financing system that will support HV coordination and expansion so that:
  - DPH HV program service providers and their contractors/partners can connect clients with the appropriate supportive home visiting services best suited to their child/family needs
  - Optimizes revenue across a variety of home visiting sources by ensuring that the most restricted funds are leveraged first, subject to funder requirements
  - Processes, including client referrals, document management, and billing, are streamlined and automated to reduce the burden on HV providers and DPH staff

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# Improving System Effectiveness and Sustainability: Unified Home Visiting Billing System

## WHAT'S THE VALUE OF A UNIVERSAL HOME VISITING BILLING SYSTEM?

- » **Helps to maximize all available home visiting funding sources, so that the system can serve as many families as funding allows**
  - » Adopt a strategic and comprehensive approach to maximize impact of available resources
  - » Ensure that we are drawing down the full allocation of home visiting funding to serve as many people as possible
  - » Have a way to track and report utilization of funding sources
  
- » **Advances a family-centric model of care**
  - » Move from a program eligibility focus (Are you eligible for this program?) to an exercise that matches families to the most restrictive funding source available
  
- » **Reduces administrative barriers for providers to deliver home visiting services**
  - » DPH has a role as both a direct provider of services and administrator
  - » Community-based agencies administer multiple funding sources juggling different contractual requirements and systems

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# Improving Sustainability – Next Steps

- Finalizing vendor selection
- Testing of the billing system by providers (*facilitated by HMA*)
  - Testers: LABBN, home visitation partners, other stakeholders identified by the home visiting Consortium
- Launch and implementation
  - Available for use by MCAH home visiting programs and DPH-funded providers with billing and claiming invoice data being generated for use with funders

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# Data Curiosity – LA County DPH Home Visiting Programs

Grant	DPSS CalWORKs HVP			NCC	ECM	CHVP/SGF EBHV and MIECHV				SBG EBHV Pilots			DPSS	DPH S APC	Total
	Model	NFP	HFA			PAT	NFP	NFP	SGF EBHV PAT	SGF EBHV NFP	MIECHV HFA AFK	MIECHV NFP LAUSD			
HV Staff Budgeted	10.5	39.5	35.0	2.5	1.0	33.0	4.0	4.0	4.0	1.0	4.0	4.0	2.0	3.0	<b>147.5</b>
HV Staff Hired	9.75	36.5	31	2.25	1.0	32.0	4.0	4.0	4.0	1.0	4.0	4.0	2.0	3.0	<b>138.5</b> <small>268</small> <b>(94%)</b>
Capacity	220 - 262	395 - 790	525 - 700	52 - 62	21 - 25	636	100	40	100	21-25	40-80	60-80	50	50	<b>2,310 - 3,000</b>
March 2026 Caseload	133	398	469	36	1	548	86	48	79	26	67	55	26	11	<b>1,983</b> <b>(66-86%)</b>

# Data Curiosity-LA County Home Visiting Programs

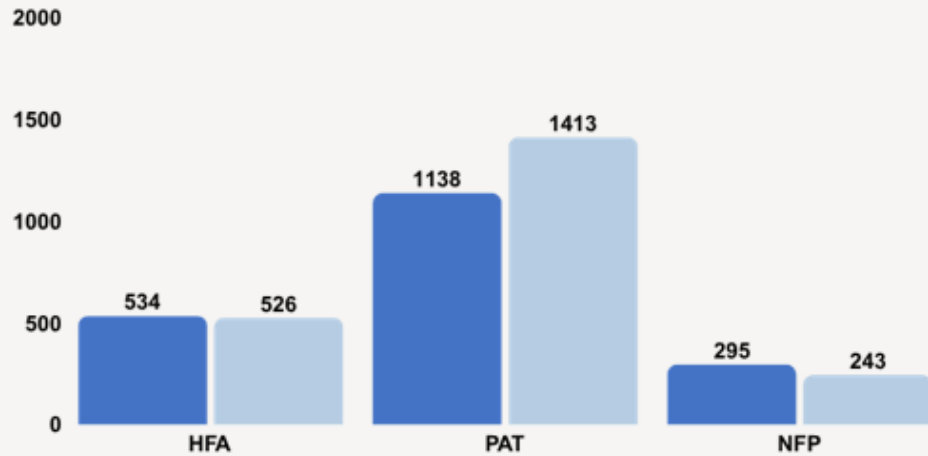
## FY 25-26 EBHV Q2

### CLIENTS SERVED



**1,967** FAMILIES  
**2,182** CHILDREN  
**4,149** LIVES TOUCHED

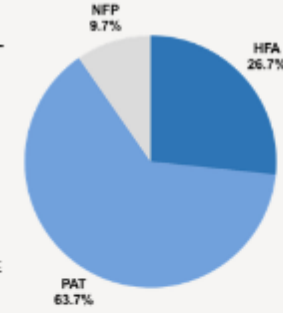
● Families ● Children



### REFERRALS



DPH MCAH RECEIVED A CUMULATIVE TOTAL OF 424 REFERRALS IN Q2.



### ENROLLMENTS



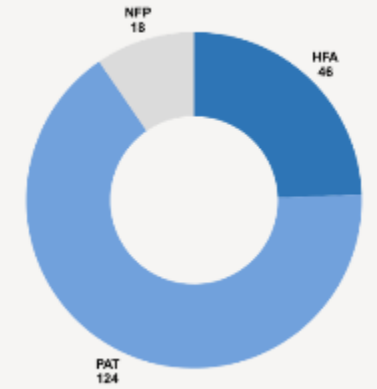
**38%**  
PRENATAL CLIENTS

A TOTAL OF 188 FAMILIES (HFA, PAT, AND NFP) WERE ENROLLED IN Q2 OF FY25-26.

**62%**  
POSTPARTUM CLIENTS

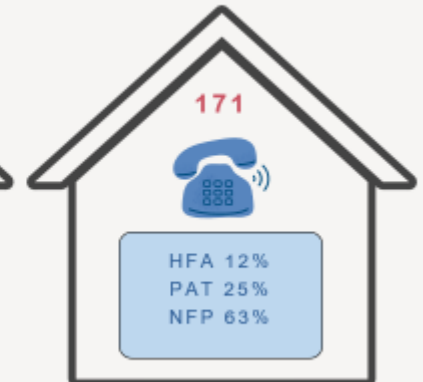
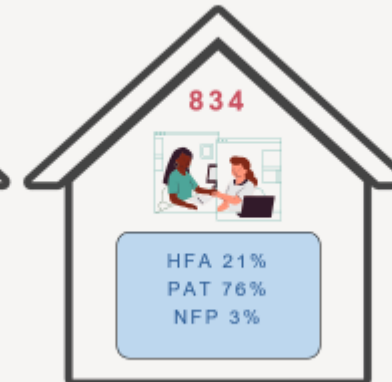
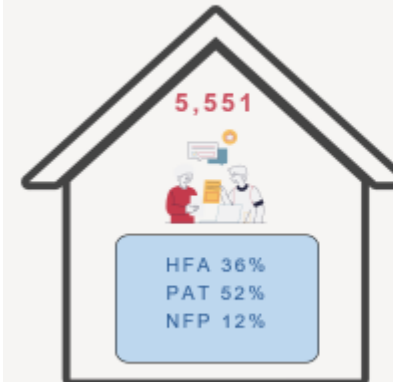


### ENROLLMENTS BY MODEL



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**6,556** Home Visits Conducted



# Data Curiosity -LA County Home Visiting Programs

## FY 25-26 Q2 BIRTH OUTCOMES -

EI



### 54 TOTAL BIRTHS

HFA 16  
PAT 19  
NFP 23



### 8 PRE-TERM BIRTHS

HFA 1  
PAT 1  
NFP 6



### 14 LOW BIRTH WEIGHT

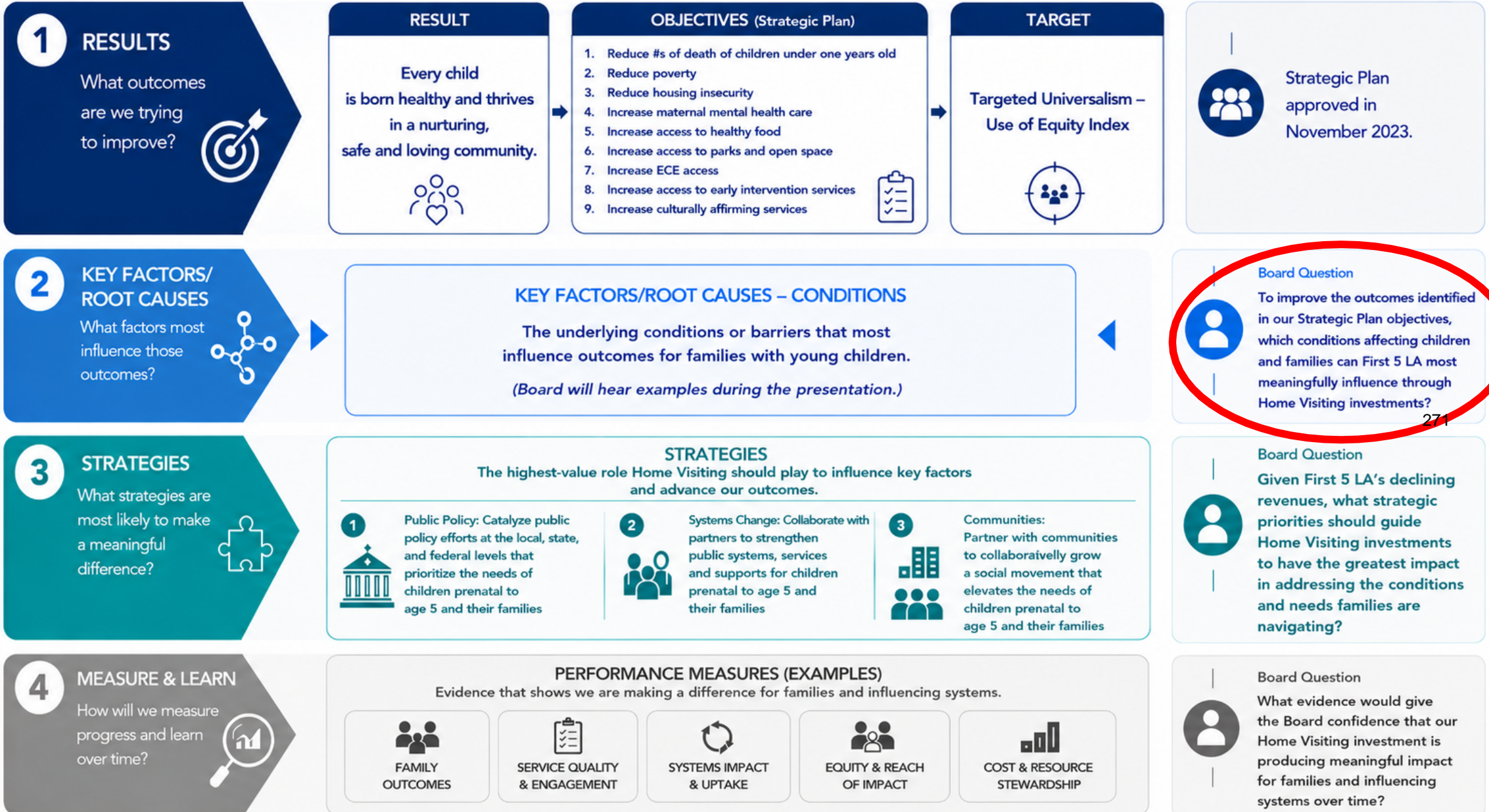
HFA 1  
PAT 0  
NFP 13

72% CHILDREN WERE UP TO DATE WITH IMMUNIZATIONS AT 6 MONTHS

THE MAJORITY OF PARENTS INITIATED BREAST/CHESTFEEDING, REFLECTING STRONG ENGAGEMENT AND EARLY COMMITMENT TO INFANT HEALTH, WITH 37% OF CHILDREN EXCLUSIVELY BREASTFEEDING AT INITIATION.

# RESULTS BASED ACCOUNTABILITY FRAMEWORK

Guiding Our Home Visiting Investment



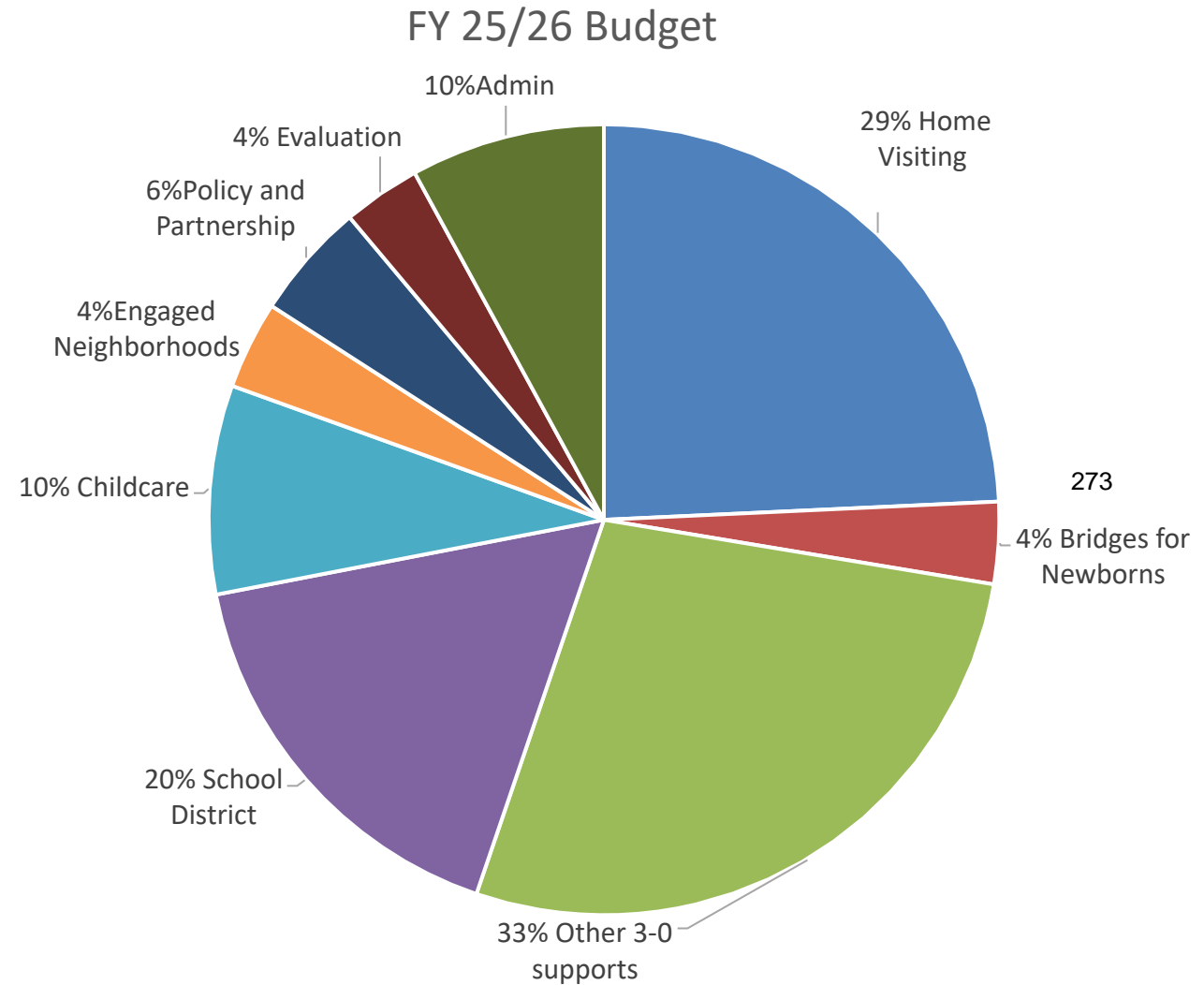
# Bridges for Newborns: Hospital Based Screening System

- There are **31,000 estimated annual births** in the county.
- **20,500 families** receive automated screening at time of birth
  - Screening focuses on risk factors related to demographics, finances, trauma, psychosocial, mental health, and more.
  - Births not included in screening are non medi-cal and Kaiser
  - Net Chemistry is our technology provider for automated screen and closed loop referral for home visiting
- This program generates **2200 referrals annually** (60% Medi-Cal)

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# Bridges for Newborns Screening System

- **7 Hospitals participate**
  - Funding supports staff to conduct bedside screening for high and moderate risk families.
- **Cost is 4% of annual budget**



## OC's Home Visiting System

- **1022 unduplicated families served annually**
- **41% of families screened high risk accept referral**
- **13% of families screened moderate risk accept referral**



# Orange County's Home Visiting System

- 8 Contracted Home Visiting Partners
- 29% or \$7 million of First 5 OC budget is Home Visiting
  - \$2.9 is leveraged Cal WORKs HVP
  - \$4 million is First 5 OC
- 3 Models
  - Health Families America
  - Parents as Teachers
  - Nurse Family Partnership
- 8 Languages
- 67 Full Time Equivalent

“My greatest motivation to do home visits is to see the improvements of parenting skills in my families. Seeing strong bonds between mommies and babies, active interaction, **laughs and smiles** give me everything to continue doing this job.”

- Nancy, Home Visitor

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# We Have a Capacity Issue

- 55% of births are Moderate Risk
  - Home Visiting can **only serve 4%** of these births
- 20% of births are High Risk
  - Home Visiting can **only serve 25%** of these births
- Growing Capacity
  - MediCal
  - Families First Prevention Services
  - CalWORKs



# How We Sustain and Scale

## LEVERAGE

- Using existing infrastructure to identify clients that meet criteria for other services
- Streamline enrollment and case finding
- Opportunity to scale
- Provide services in addition to or instead of Home Visiting

## DIRECT SERVICE

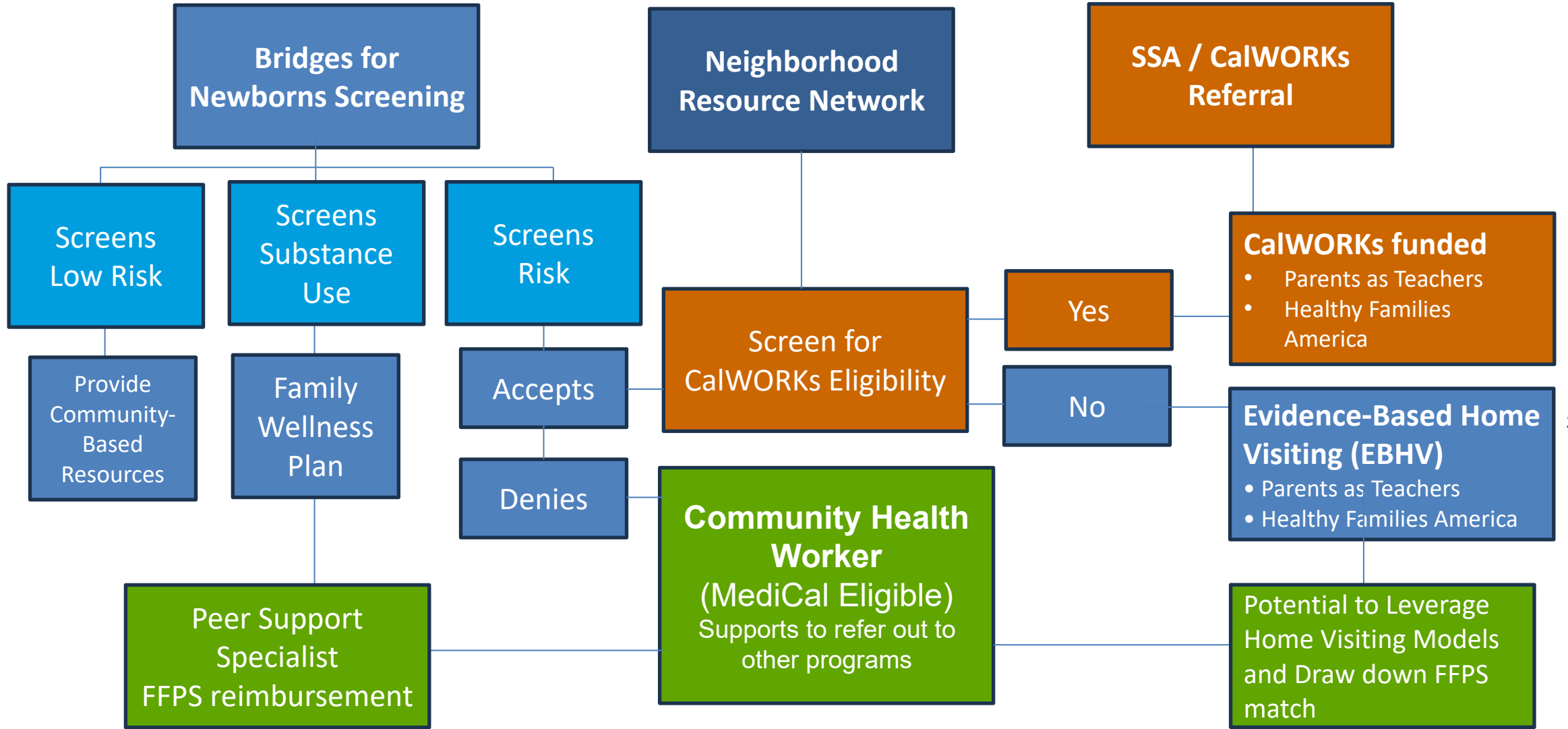
- Contract directly to deliver new benefit(s)
- Employ and manage colleagues responsible for service delivery
- Evaluate and confirm beneficiary eligible for services
- Ensure provider licensure and other requirements
- Provide all contract compliance, oversee billing and administration

## NETWORK

- Hold agreements with funding entity on behalf of providers for delivery of eligible benefits
- Direct service provider employed by agency
- Shared responsibilities to confirm beneficiary eligibility and provider qualifications
  - Contract compliance billing and administration

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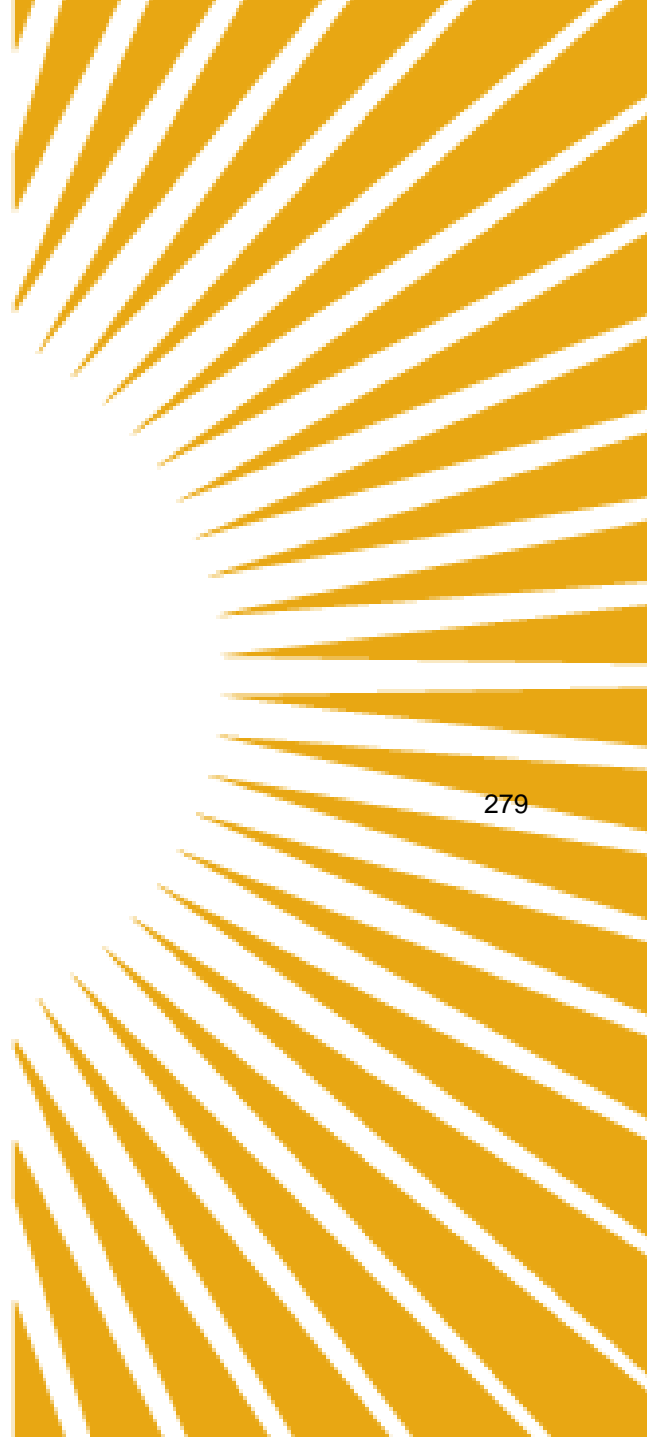
# Growing Funding and Improving Outcomes





# HOME VISITING: POLICY AND SYSTEM CHANGE STRATEGIES

First 5 LA Commission  
May 14, 2026



# About Us

SHIELDS for Families is a non-profit community-based organization dedicated to developing, delivering, and evaluating culturally sensitive, comprehensive service models that have empowered and advocated for high-risk families in South Los Angeles and surrounding communities for 35 years.

# Our Vision

Believing, Building, Becoming... **Believing** in our families.... that they can overcome whatever challenges they face. **Building** a foundation of hope.....that our families can acquire the skills and support needed to accomplish their goals. **Becoming** empowered...as proud individuals, nurturing parents, and productive members of the community.

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# Our Services

Through over 30 programs, our services reach more than 15,000 families annually, encompassing the full spectrum of human needs; from basic needs to maternal and child health, substance use disorder treatment, mental health, vocational, reentry and child welfare services. All programs are family-centered, integrated and supported by intentional cross-system partnerships to provide a seamless system of care. SHIELDS annual budget exceeds \$30 million, including over 60 federal, state, county, and private contracts and grants. The diversity in our funding ensures sustainability and the continuity of our services.

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**SHIELDS**  
for families



*believing. building. becoming.*

# Our Team

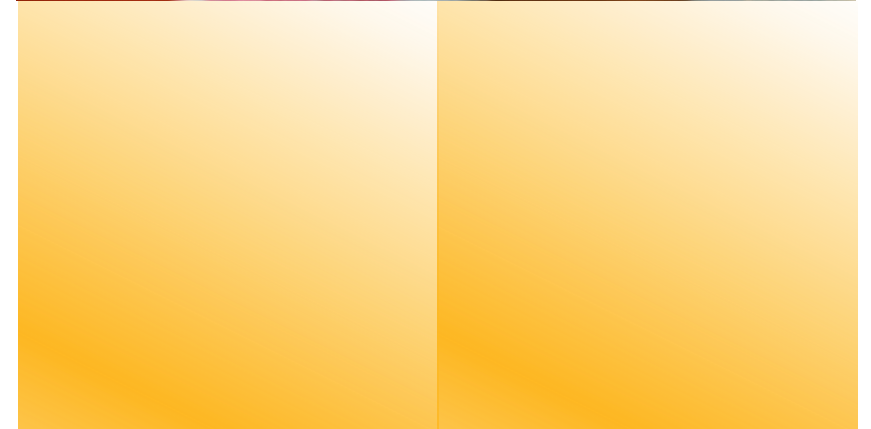
**Average Number of Employees:  
350**

Our staff includes a wide range of positions including navigators, clinicians, facilities, food services, parenting educators, peer partners and reentry specialists. We prioritize hiring employees from the community, making up over 85% of our workforce, as well as those with lived experience, who constitute approximately 50% of our team. Over 90% of our staff are BIPOC and 67% have been employed at the agency for more than 5 years.



# **SHIELDS for Families**

## *Home Visiting Services*



# Current Home Visiting

- ❑ **Healthy Start, 1997** – HRSA, federal initiative to reduce infant mortality and morbidity; Initial program focused on mothers with SUD; Doula pilot; Alumni Navigator Pilot
- ❑ **Parents as Teachers, 2014** – Blue Ribbon Affiliate; Pilot for Doulas and Perinatal Depression groups; LAUSD, 2023 and FFPS, 2024 Pilot
- ❑ **Healthy Families America, 2014**: Child Welfare Waiver, 2019; LAUSD, 2023 and FFPS, 2024 Pilot
- ❑ **Welcome Baby: St. Francis - 2014, MLK – 2015**
- ❑ **Road2Resilience/Plans of Safe Care, 2024** – OCAP, DCFS; focus on mothers with SUD disorder/infants



# SHIELDS Home Visiting

Home Visiting Program	Number of Families Served FY 24-25
Healthy Start	372
Parents as Teachers	224
Healthy Families America	224
Welcome Baby (St. Francis, MLK)	3,203
Road2Resilience/Plans of Safe Care	203*
<b>TOTAL</b>	<b>4,226</b>

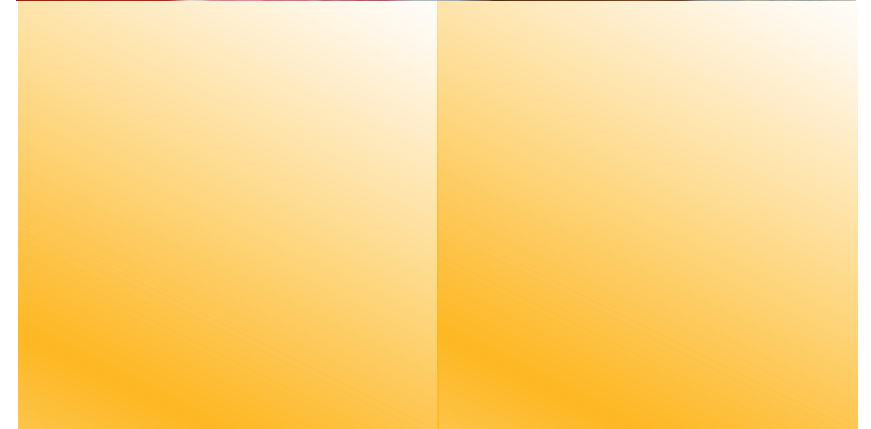
- **No Wrong Door, Seamless:** Screened at intake, integrated, immediate access
- **Blend and Braid funding to address identified needs:**
  - ❑ **Behavioral Health** - Clinical staff; integrated MH; ECM; perinatal depression groups; direct link to SUD.
  - ❑ **Stability** - Housing (Community Supports, CalAIM); Concrete Supports
- **Workforce Retention:** Hire Alumni, community
- **Intentional Partnerships:** Hospitals, Medical Providers (Claris, Choice)



# Maximizing Investment through Policy and System Strategies

*Enhancing and Improving What We Do*

- **Fiscal**
- **Cross-System**
- **Administrative**



# FISCAL STRATEGIES

## Alternate Funding Sources for HV Models

Blending and braiding funding can assist with maintaining existing investment. Potential opportunities include:

**CalAIM:** Benefits can be integrated into existing HV Models to fund specific components and/or address identified needs. Complicated process requiring contracting with Managed Care Plans/Hubs.

**Medi-Cal:** Can pay for clinical components of HV models and/or address identified needs; significant investment in infrastructure would be necessary to transition.

**Family First Prevention Services (FFPS):** Leverages federal IV-E dollars for home visiting with non-federal match; 50% return on each dollar invested. Funding supports the full model of services for HFA, PAT, NFP and the majority of WB (Motivational Interviewing). All current HV families qualify for FFPS services.



# CROSS-SYSTEM STRATEGIES

## Intentional Partnerships to Enhance Outcomes

### Addressing Stability and Enhancing Protective Factors

Cross-system partnerships are critical to enhancing outcomes in engagement, completion and ultimately - our infant and maternal morbidity and mortality rates. Data demonstrates that over 20% of our families have difficulty with:

- ❑ **Stability:** Housing, Concrete Needs, Child Care
- ❑ **Access to Behavioral Health:** DV, SUD, MH
- ❑ **Equitable Health Care:** Trauma-Informed, Culturally Responsive

To maximize our investment, partnerships must be developed to ensure families have seamless access to key resources and supports, including:

- Managed Care Plans/CalAIM
- DMH/BHSA
- LAHSA/County Housing
- DPSS/CalWORKs
- Child Care Referral Networks
- DCFS (Cultural Brokers; P&A; FFPS)



# ADMINISTRATIVE STRATEGIES

## Increasing Efficiency and Reducing Costs

Improving how we administer our HV services could create significant savings to reinvest into services. Key strategies include:

**Auditing:** One audit across all like models; utilize existing database to monitor performance.

**Alter Invoicing:** Move to a per capita payment, consistent with FFPS and CalAIM, to ensure capacity is maximized; reduce burden and cost.

**Revise Contracting Process:** Eliminate separate exhibits and budgets for each individual source of funding; Increase provider flexibility.

**Prioritize Workforce:** Increase salaries; staff loss is costly to funders, providers and families, impacting numbers served and outcomes.



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