AGENDA

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

Budget & Finance Committee Chair: Robert Byrd

Thursday, May 12, 2016
1:30 PM

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

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1. **ACTION**
   Call to Order / Roll Call
   - Sheila Kuehl, Chair
2. **ACTION**
   Consent
   - John Wagner, Chief Operating Officer

A.	Approve Commission Meeting Summary Action Minutes and Transcript - Thursday, April 14, 2016	3
B.	Approve the Monthly Financial Statements Month Ending March 31, 2016	114
C.	Contract: Approve Two New Agreements, Ten Renewals and Use of Unspent Funds Under One Agreement and Authorize Staff to Complete Final Contract Execution of the Agreements Upon Approval from the Board	120
D.	Approve Strategic Partnership with the following Organization and Authorize Staff to Complete Final Contract Execution Upon Approval from the Board: • LAUP for Quality Rating and Improvement System Continuous Site Engagement	132

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

EX OFFICIO MEMBERS
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Jacquelyn McCroskey, DSW
Deanne Tilton

EXECUTIVE DIRECTOR
Karla Pleitéz Howell

EXECUTIVE VICE PRESIDENT
John A. Wagner

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3. **INFORMATION**
   Remarks by the Commission Chair of the Board
   - Sheila Kuehl, Commission Chair
4. **INFORMATION** **137**
   Executive Director's Report
   - Kim Belshé, Executive Director
5. ANNUAL PUBLIC HEARING:

   A. **ACTION**
      Receive and File First 5 California's Annual Report
      - John Wagner, Chief Operating Officer
   B. **INFORMATION** **172**
      Annual Review and Update on First 5 LA's Strategic Plan
      - Stacy Lee, Director, Office of Strategic Planning and Integration
6. **INFORMATION** **317**
   Board Communication Survey Update: Findings

   - Linda Vo, Board Secretary
7. Break
8. **INFORMATION** **426**
   Review Draft Proposed Budget for FY 16-17
   - Raoul Ortega, Director, Finance
   - Alison Mendes, Manager, Finance
9. **INFORMATION**
   Public Comment (for items not on the agenda)
10. **ACTION**
    Adjournment

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MEETING OF FIRST 5 BOARD OF COMMISSIONERS

Thursday, April 14, 2016

750 North Alameda Street, First Floor

Los Angeles, California 90012

REPORTED BY:
HEATHERLYNN GONZALEZ
CSR #13646

THURSDAY, APRIL 14, 2016; LOS ANGELES, CALIFORNIA

1:33 p.m.

-oOo-

SUPERVISOR KUEHL: All right. First thing on our agenda, after we are called to order, which we are. You all look very orderly. Roll call, please.

SECRETARY: Judy Abdo.

COMMISSIONER ABDO: Here.

SECRETARY: Nancy Au.

COMMISSIONER AU: Here.

SECRETARY: Jane Boeckmann.

COMMISSIONER BOECKMANN: Here.

SECRETARY: Duane Dennis.

COMMISSIONER DENNIS: Here.

SECRETARY: Cynthia Harding.

COMMISSIONER HARDING: Here.

SECRETARY: Christopher Thompson.

COMMISSIONER THOMPSON: Here.

SECRETARY: Dayton Gilleland.

COMMISSIONER GILLELAND: Here.

SECRETARY: Marlene Zepeda.

COMMISSIONER ZEPEDA: Here.

SECRETARY: Phillip Browning.

COMMISSIONER BROWNING: Here.

SECRETARY: Patricia Curry.

Karla Pleitez Howell.

Deanne Tilton.

Sheila Kuehl.

SUPERVISOR KUEHL: Here.

SECRETARY: Quorum is present.

SUPERVISOR KUEHL: All right. We have a quorum. Shall we move to our first agenda item, which is the consent calendar.

MR. WAGNER: Thank you, madam chair, and good afternoon, commissioners.

There are just a couple of items on the consent calendar that I'd like to -- as a consent item that I'd like to call out for the commissioners' attention. First, subitem C, which is the consent calendar, has a number of contracts that you'll see for your consideration. The first is a new agreement with the American Institutes for Research to conduct the impact study on the Welcome Baby program. This contract is the result of an open competitive solicitation and is for $1.1 million. Part of that, 150,000, will be applied to this year's budget, and the board, in approving the budget, already has those resources in the current fiscal year. You may recall that this was a topic of a couple of presentations, but most recently last year in February to PPC.

We also have a new agreement with Ogilvy Public

Relations to provide strategic marketing and communications in support of the work in our new strategic plan. This is also the result of an open competitive solicitation and it is for $2.178 million. This is over a period of 14 months and has also been the topic of several presentations to the committee and the board by Gabriel Sanchez of our communications and marketing department.

The third contract is an amendment, and that is for $36,879 to the existing contractor, Vision Y Compromiso, which advocates for immigrant and low-income Latino families and funds community health workers to enroll them in health insurance. So this is one of our policy and advocacy grant funds.

The other item I'd like to call out for your attention is subitem D, which is the mid-year budget adjustment. Again, this is the regular process for updating our current year fiscal budget and was the topic of the presentation that Raoul and Alison presented to the board last month.

And those are the items for your consideration on consent.

SUPERVISOR KUEHL: Any questions or comments on the consent calendar from any of our commissions?

COMMISSIONER ZEPEDA: I have a question, John. I wasn't here for those presentations relative to Ogilvy.

So when I was looking at this this morning, I was concerned about whether there are benchmarks built into that contract.

MR. WAGNER: Yeah, and I will ask one of my colleagues from the communications and marketing department to come up and address that question.

SUPERVISOR KUEHL: Welcome.

MR. SANCHEZ: Thank you. Within the contract, it's more based upon tasks and objectives. They're not necessarily benchmarks because, in some cases, we're not exactly sure what success looks like. This is part of the evaluation process that we'll engaging in with Ogilvy to ensure that we will meet our objectives, which, as in the presentations that we've talked about, we have four goals, which are building our brand, engaging decision makers, elevating awareness and creating urgency, and supporting internal communications.

MS. BELSHE: If I may, Marlene, to make Gabe's point concrete, one of the projects that Ogilvy will be helping us develop and execute is a public awareness campaign to strengthen families. So we'll be bringing that to the PPC later this month. So there be project specific outcomes for each the of the projects, but the contract itself, as Gabe's saying, is more about tasks and deliverables. Does that make sense?

COMMISSIONER ZEPEDA. Yeah. I just concerned about this is an enormous amount of money. And so, when I was looking it over, I thought, okay, where's the accountability for that.

MS. BELSHE: It's going to be in the context of the specific projects we're working with them on that will be coming back to the board.

COMMISSIONER ZEPEDA: All right. Thank you.

SUPERVISOR KUEHL: Thank you. Other questions or comments on any consent items?

Seeing none, do I have a motion on the consent calendar?

COMMISSIONER ABDO: So moved.

SUPERVISOR KUEHL: A second?

COMMISSIONER AU: Seconded.

SUPERVISOR KUEHL: Moved and seconded. Any objection to a unanimous vote? Seeing none, the consent items are approved.

Item Number 3, comments by the chair. First of all, just briefly but with thanks I want to thank Phil Browning and Genie Chough who went to Sacramento to testify in one of the budget subcommittees on an item in which First 5 is participating with others to try to get some funds for emergency child care vouchers and some help in finding child care for our foster families,

specifically with our children zero to five. And both did a great job testifying. I also want to thank Ted Lempert, who we're going to here from later, who also has been advocating on this, along with his staff, Tim Morrison to whom we're also grateful.

Mr. Browning.

COMMISSIONER BROWNING: I was impressed with that everyone I met said did I know Sheila Kuehl. I said, well, she's one of my five bosses. And they were just rolling their eyes. They hold you in such esteem, which is really important and critical since you've been gone for a while. It really was surprising to hear so many of those legislators talk about you. I had fun, but part of that was because how well they regard you.

COMMISSIONER DENNIS: I think it's great that Phillip and Genie went up there in Sacramento. I think this is an important and critical issue. And subsequent to SB94, I think this is a good next step. However, after saying that, I really believe that perhaps, since this county took the lead in bringing this to the state as part of the legislative agenda, that we think about clearly sustainability; that, you know, this is one-time only money and it will be a great shot in the arm, but we could do some work here and -- perhaps at First 5, how do we sustain this issue around child care for foster care

children and deal with it ongoing because next year we're going to be faced with the same thing.

So that would be my only thought and concern. And perhaps we can put some energy from our policy standpoint in looking at sustainability.

SUPERVISOR KUEHL: You know, candidly, we had looked last year at more permanent funding, something to get into the child welfare budget. And the women's caucus and others are very, very supportive of child care issues. But that said, a lot of people have broader goals for child care. There are long waiting lists, et cetera, and in the other dimension, broader goals for child welfare, you know, beyond child care for families so that we can recruit foster parents and help relative caregivers.

I wanted to focus my remarks on those broader areas because you probably know that Genie is my children's deputy and a very, very fine and talented one. And we're working together -- she does all the work and then I just show up at the meetings and -- like here. And say, next. But we have been talking really seriously and will continue I think through this year to look at the larger dimension in which I think First 5 can also be engaged.

We are having an enormous amount of trouble recruiting foster parents for our kids, for zero to five.

It's more difficult to take an infant or a toddler. You have you to -- you know, they don't generally go to school right away. Have you to find care for them. And we're trying to help, especially with Mike Nash now at the Office of Child Protection and Phil at DCFS to look at the whole continuum of care for our children, including putting -- maybe beefing up a little bit. We'll have this conversation obviously -- the kind of work we do to find relatives right away when children must be removed and to give the same kind of support and service so that, whatever a child needs, they can have either with a foster family or their relatives or, you know, both if we're doing family reunification along a continuum.

And I think that is going to be a very strong push on our part in the county to continue to make it possible for people to care for children because we care about children, but we know they can't care for themselves, and need to really think through that whole continuum. And also the issue of preparing people to be adoptive parents whether they're foster families or relatives.

And so in -- you know, to conclude my remarks, I simply want to say that I think one of the reasons in the initiative they wanted a supervisor to be engaged with First 5 is because the connection with the county -- and

not just on this one issue -- is so important, and to have our county, you know, those involved and engaged with the county as a part of First 5 along with others who are not devoted to thinking about the county, but a lot of other issues. I think it's a really good balance.

So I'm very pleased with how things are moving along. I really like the partnership and the attention paid to the partnership between and among our county departments, the board of supervisors in the county, and First 5. So thank you all for that. And we'll see going forward.

But you're absolutely right, we need to secure this funding source. Too little attention paid to child care generally and for this population especially.

So to Item Number 4, over to you, madam director.

MS. BELSHE: Thank you. And helpful comments to further inform our thinking about our policy and advocacy agenda both in the near term and longer term. So we appreciate that feedback and your comments, Supervisor, about the important role and relationship between this commission, our work at First 5, and our county agencies. Indeed, the meeting we just came from was with leadership from the Department of Public Health talking about their interest and commitment to developmental screening and opportunities for our organizations to work in partnership

to advance the Help Me Grow model.

SUPERVISOR KUEHL: And I wanted to include LACOE as well because it's one of those funny hybrids where it's engaged with the county, but it's really part of the state. And, you know, we want to continue and strengthen that relationship, especially how deeply LACOE is engaged in educating our kids.

MS. BELSHE: And I'm looking forward to that connection being drawn more explicitly later in the agenda when we talk about kindergarten readiness.

A couple of things I want to touch on in my report: First, in terms of First 5 LA's onward march and good progress being made to align our structure and staffing to the work of strategic plan, I shared with staff and commissioners last week news of the appointments of Christina Altmayer as our vice president of programs. She'll be starting on May 16th. She is a leader well known to this commission and staff in the broader community. We're delighted to have her talents coming to First 5 LA and being deployed in furtherance of our strategic plan.

Second is Carl Gayden, who's been named the senior director of administration. Terrific background and experience, and we're confident that he will provide a lot of leadership and support in terms of integrating our

operational administrative work in furtherance of our program work. He -- Carl will be starting on April 25th. So you'll see him at our next meeting.

On April 1, as we say, no fool no joke, we had a great meeting kicking off our trauma-informed care work in partnership with California Endowment, California Community Foundation, and the Parsons Foundation. Thank you to Commissioners Abdo and Tilton who spent the morning with us and were able to listen to, learn with, participate in a terrific convening of cross-sector and service leadership in LA county and who wrestle with us in the complexity of what does this mean for LA county to be become a trauma-informed county and thinking through how a funder and a public leader like First 5 LA can add value. This is really just the first of what will be an ongoing process that First 5 LA, along with its funding partners, will be helping to lead.

I was really pleased, as I noted in my ED report, to saw that -- to be able to share that we are not doing this work alone. It's very clear that there is a -- not only a shared aspiration for a trauma-informed LA county, but a shared commitment to be a part of that effort. We made it rather explicit. People who attended, we basically said, you can't get your parking validated unless you fill out a leadership commitment form to give

us some feedback on, what are you going to do to be a part of solution. And we provided an array of options, so it wasn't like strong arming people. But I'm really pleased to report -- well, there was a little bit of strong -- Judy's laughing because maybe it was a little strong arming. I have not yet read Commissioner Abdo's response.

SUPERVISOR KUEHL: Maybe just use strong arming if you don't characterize that as --

MS. BELSHE: Yeah. Parking is important in LA. I can see that.

But almost every representative filled out the form. We got great feedback, and we'll be coming back to the commission with more detailed reporting back and to flag the next major launch will be of Help Me Grow and our developmental screening effort at the end of May. And delighted that Commissioner Harding has agreed to be the lead speaker of that and we'll have other commissioners attending.

Speaking of commissioners, I think we have a few photographs. Am I cuing -- commissioner Zepeda and Commissioner Dennis. Just kind of run the -- we have advocacy day. Last Tuesday was the third advocacy day of all the First 5s. There I am in my signature color. Nice. Thank you. So we had about 30 county commissions. And I want to note parenthetically, give props to our

policy department colleagues and California Strategies. First 5 LA has played a huge role in terms of shaping, developing, and executing what is now the third advocacy day. We had commissioners. We had staff. We had multiple meetings with members of the administration, members of the legislator, staff of legislature. But it's really a great opportunity for them to learn more about all of the First 5s in all of our diversity but also to see there's a commonality in terms of the policy agenda, the policy priorities. And the good new for us, they're totally aligned with what we're trying to do here at First 5 LA.

We have in your folder an article by Moria Kenney, who is the association executive director, that she did prior to those meetings under the heading of speaking with one voice for California youngest kids. And that was basically the message of these meetings. So, here's what we're doing in the community, here are the investments we're making, here's what we're learning, and here's the case for greater public investment in our youngest children.

So terrific to have so many partners. And thank you again to Marlene and Duane for bringing their smarts and their endurance because it was a long day of meetings.

Would you agree, Commissioner Dennis?

COMMISSIONER DENNIS: It was all right for me because I didn't have my heels on. Marlene probably had some problems.

MS. BELSHE: Marlene, anything you'd like to add?

COMMISSIONER ZEPEDA: It was quite an experience to really see firsthand how staff of the various representatives are so key to understanding these policies and -- because many of the Assembly people that we went to see were not available and so, therefore, we had to meet with staff. And so, for me, that was very important because really it's -- I think staff are key. And we have to think about forming those relationships, strong relationships with the staff of these Assembly people.

MS. BELSHE: It's really -- too, it's always fabulous to work directly with the principle, but we also know they've got so many different issues on their plate. So working with staff is a big part of what California Strategies does on a day-to-day basis for us and the association does as well.

Thank you again for both attending.

A couple of other quick things. The Right Start Commission, we haven't talked about the Right Start Commission, but this is a group of really august leading advocates, former policymakers, researchers, business executives. It was convened by the Common Sense Kids

Action group, which is a leading nonprofit organization focusing on strengthening families and children. So Common Sense Kids Action convened the Right Start Commission, Peter, about a year or so other ago? 12-plus months ago. And the goal was for this group of august advocates, policymakers, et cetera, to find a better way and come up with a series of recommendations for how to improve learning amongst our youngest children, how to improve outcomes amongst our youngest children.

This, of course, is not a new topic. There's been a lot of blue ribbon commissions, panels, reports, et cetera, but it was a very impressive group of people that were coming together to further affirm the importance of the early years and come up with some recommendations that together are intended to create a child-centered system that supports and nurtures every child from birth throughout -- to the -- from the beginning of their lives rather.

A couple of things I would highlight: Number one, the came up with four recommendations which are four areas of recommendation which, as you'll hear as I tick them off very quickly, aligns really well with the focus of First 5 LA both in terms of where we work and how we work in terms of direct services, policy, systems change.

Number on, high-quality early care and education.

So they are now bringing their very visible voices to the call for quality universal -- or universal quality early learning and preschool.

Second, they are calling for a series of actions around preventative health care, ensuring that every child receives proper and timely screenings and checkups. And, importantly, it includes some recommendations both as it relates to the administration of recommended developmental screens, but also the importance of adding adverse childhood experiences into those screenings, recognizing the health and developmental implications of trauma in the adverse experiences.

Third area is parental and caregiver supports. So recognizing strengthening parents and caregivers as a means towards the end of strengthening child development.

And, finally, calling out the important role of business, particularly businesses as employers and how business policies can enable and support parents to be responsible, strong parents.

They, like we, recognize that to do this costs money. And so they have called out the importance of additional investments upwards of $5 billion in investing in early learning for our youngest children. And I've also indicated they're prepared to undertake a series of advocacy efforts.

So we'll come back to the board with more information as these unfold. We're expecting, for example, there will be a series of eight or nine town halls around the state. They're looking to organize parents, in particular, as an advocacy strategy. They're looking for ways to engage the business community both as employers as well as advocates in Sacramento. And they're prepared to develop both a robust legislative agenda to support their plan, including consideration of ballot initiatives.

So there's a lot going on there. Again, very strong affirmation of our work. And more to come, but just wanted to share that report came out just yesterday, right, Peter? So we'll follow that up with information if commissioners are interested.

Finally, just following up on an issue I touched on at the last board meeting regarding the support and sustainability of Best Start. Again, wanting to foreshadow for commissioners some work we have underway that we'll be bringing back to you. But this is really around the question of, how do we best support the Best Start partnerships in a manner that can sustain the outcomes they're working to advance in their communities. As commissioners know, First 5 LA staff do a lot of the infrastructure support in terms of the administrative,

logistical programming and capacity building support ot the partnerships. And with the partnerships with staff, as we've shared with commissioners, we've been looking at different ways to more effectively and efficiently support the work of the partnerships and do so in a way that can sustain the outcomes we seek over time.

I shared last month that we are about to -- that we were developing a request for information to get some feedback in terms of what organizations, what networks of organizations may be out there who have an interest in capacity to support this type of work, as well as what are some of their capability limitations that would need to be addressed. We'll be issuing that request for information in the next week or two. We are having conversations with the Best Start partnerships so they're not surprised by this. But, again, this is really an information gathering tool. This is not a solicitation. We'll bring that information back. It will help us think through different options which we'll then bring to P and P and full committee. But to the extent you may be hearing about this request for information, I just wanted to make sure you were aware of it.

Okay. I'll leave it there. Thank you.

SUPERVISOR KUEHL: Question or comments to the director?

You know, I was thinking it's an unrelated topic, but two things I think. One, is, when we go to advocate in Sacramento and also in Washington -- but, of course, I know Sacramento better -- the comment about meeting with staff. My experience is a legislator, one of the reasons, if I did have a good reputation, was because I generally would nod and smile and shake your hand, but recognizing that I wouldn't remember in 20 minutes not only what you had asked me but even who you were. You know, it just comes and goes so fast and changes topics so quickly. Staff are always key.

But the question is, at what level, because sometimes a legislator is not -- you know, doesn't have their office organized well enough and you'll end up meeting with the receptionist or something. Well, that doesn't help. So often we wanted to --

MS. BELSHE: This is hitting close to home, Supervisor.

COMMISSIONER DENNIS: You're right on, Supervisor. You're right on.

SUPERVISOR KUEHL: I know. And term limits have made this worse. I mean, I would not have been there but for term limits, so I'm not knocking it. But it's made it worse because it's kind of like -- unlike virtually every other job where you have a set of qualifications and

people judge you on your qualifications for the job, being elected to office isn't always like that. They'll judge you on what you want to do. They judge you on maybe you've demonstrated that you could get something done before. But in terms of understanding how to organize an office, how to get things done through your staff, it's not instinctive.

So I think whenever we advocate, it's -- it's good for us to try to understand, well, who is your key person on this issue. Can we meet with him or her. If -- with the legislator maybe because, even if you meet with the legislator, they are not going to really understand the details or remember because attention -- it's very present. I would pay attention to a bill when it was being heard and then the next one and the next one and the next one. Honestly, I wouldn't remember at the end of the day everything that I had heard.

Phil.

COMMISSIONER BROWNING: I wholeheartedly agree. One of the things that I found that works well, is to tell stories. I think Genie was the one that started this.

So on the visit we made, we had a couple of foster parents who had amazing stories. So they were able to say in a manner that I couldn't as a public employee, but also there were a couple of people who we identified

who were staff who -- one of whom had been a foster -- or her father I think had been a foster parent. And she immediately clicked with what we were trying to do. And one of the members and another staff member had a brand new baby. And they said, oh, I can see. Child care is terribly expensive. I understand.

So if we can find a way to get to whatever their hot button is, and I'm sure Duane knows how.

COMMISSIONER DENNIS: Hot button? Okay.

One of the things, you know, and I just hope, after we go to Sacramento, we make the connections to the field offices here and that we send materials with regards to our agenda and we know who are the field office's head and we make those connections because it's just not good enough to go there on advocacy day regardless of the stature of the individual. Making sure that there's connection here, you know, in this county with those field officers is really critical. And the degree to which we can give data and information that's pertinent to their legislative districts, that -- that really heightens our, you know, credibility and our viability as, you know, a partner to the legislator.

COMMISSIONER ABDO: I -- I want to second that because I think that that's really where a lot of the work happens, is with the field offices. Even though it's the

Sacramento office that is working on the legislation, the feel for what's happening in the districts happens in the field office.

But I also think it's important for to us build relationships with our actual electives. And they do go places. And if we're there, we should connect as First 5 commissioners so that they understand. Because the more we get in their orbit, the more they'll remember. I'm -- I think that's true.

Sheila?

SUPERVISOR KUEHL: Well, it is true. And in some ways it's -- it's an additional thing. I wouldn't ever -- you know, for instance, I'm having an open house at my valley district office today, and 213 people are coming so far. Each of them is going to say to me, I've been trying to see you. And I just want 30 seconds of your time and they want it right then. And by the 20th person, I -- honestly, I will not retain. And even if they hand me a card, it will just say what their work is, but I won't remember.

So it's always an aspect of, I want to vote for something, but I need a good reason. How will you get that reason to me and my staff. For budget items generally in the subcommittee, it's the chair of the budget subcommittee. The rest of the people on that

budget sub are probably going to go along with the chair because then it comes to the full budget committee, and they all sit on that too.

So I often think, you know, trying to make sure the staff of the budget subchair really gets it because they're the ones that are working out how that budget for the whole sub is going to go. But, you know, so it's a matter of doing this and that and that. And I think the work that was done is extremely important. And it's really important to go up there.

The other thing I wanted to say was, while you were talking, Kim, I was thinking about paid family leave. It's not been one of our issues, but we have been talking about the bonding aspect in early childhood, and not just those who are not parents or foster parents or adoptive parents. And when I got the Paid Family Leave Bill through for California, we could not include government workers because they are not on the state disability insurance system, and that's where we built a family leave as a kind of a, oh, well, we're already doing this, let's just add on a few cents.

So I think one of the things -- I was just thinking. I'm not saying we have to do anything today, but -- because Genie will remember when I don't. I think I want to see if I can look into various governmental

entities in the state which, you know, it cost the government to do it because they're the employer. Although paid family in California is fully paid for by employees. It's all deductions in your state disability insurance. So no reason why there couldn't also be a dollar out that way. I'm just thinking because that bonding aspect is an important part of our early childhood piece as well.

MS. BELSHE: That's a good maybe segue into our discussion of our initial set of recommendations for legislative agenda.

SUPERVISOR KUEHL: Great. Item -- Kim wants to move to the next item. That would be Item 5.

MS. BELSHE: Just mindful of your tick tock at that began the meeting.

MS. CHARNOFSKY: I wanted to begin by saying, Supervisor Kuehl, as the government affairs wing -- as part of the government affairs wing of the policy department, we will have someone at your open house today.

MS. BELSHE: Make sure you ask a lot of questions.

MS. CHARNOFSKY: And that person will come up to you and say that she perhaps is from First 5 LA and we hope that you remember.

To Commissioner Duane Dennis, we are following up

on a number of the meetings that we had. In fact, we made a connection with Assembly Member Patrick O'Donnell's staff to the Best Start community. So that person is going to be participating in a Best Start partnership meeting. So yay. We're doing our best.

So I wanted to begin by saying, I'm here to seek your approval on our 2016 legislative agenda, which we do every year. What you will see in front of you -- and I said this at the program and planning committee meeting a couple of weeks ago is not going to be what you're going to see at end of the legislative session. The bill list changes. It evolves. Bills that are currently on our watch list will undoubtedly -- some of them will move to support list. Some of the bills will go on suspense, they'll die. But what you have in front of you is what we know today and what we are supporting and advocating for today.

You did give us some feedback at the program and planning committee meeting, which we did incorporate into the leg agenda. For example, we were advised to add a fiscal column for when we have data on a bill related to its fiscal impact. So we did on one of the bills add the fiscal impact. The others are -- we're still not clear, but we will keep that in mind and continue to add those. We also differentiated the watch list because we just had

one long list and it wasn't clear which bills were a priority and which one are not. We divided them into prior one versus priority two. And priority one are bills that are a little bit more closely aligned with the criteria that we use to support bills. And we suspect that those bill will more likely become support bills.

And we also incorporated some ideas into how you all can continue to be involved in our advocacy work, our policy and advocacy work.

And, finally, I wanted to mention that we will come to you on a monthly basis or every other month to talk about the budget and legislation. Today is a legislative discussion. Although, know that we are very much involved in budget discussions. I was watching the Senate subcommittee on education finance, I believe, just now before this meeting. And we had a First 5 LA, our Sacramento advocates there speaking out as well as First 5 Association and First 5 California as well. And we did also speak to the child care bridge funding budget proposal as well.

Some important dates to keep in mind. The May revise is right around the corner. This -- our next commission meeting will probably be after the May revise, and we will likely come to you with a discussion about what the Governor proposed in the May revise. June 30th

is the last day for the Governor to sign the budget. August 31st is the last day for each house to pass bills. And then August -- September 30th is the last day for the Governor to sign or veto bills.

Oh, yeah. I've got to move it this ahead. So I went over this at the program and planning committee meeting. This is not new. I'll review it quickly. As you know, when we identify bills, we look to our partners, we look to Sacramento advocates. We want to know what the community is saying are important issues to them. And that's how we get our initial list. We also look -- we do some digging ourselves. We run the list that our bills through an analysis tool. We get feedback internally from folks that are working on the issues. Again, we consult with our Sacramento advocates. And then we give that list to our executive director who gives a thumbs up or she asks -- she sends it back for our revisions. Then we bring it to you in March and April. And then again we will continue to present to you or have it in our ED report. And that's that. That's the process.

So let me explain the criteria that we used to support bills, why does a bill show up on our list. Basically, it needs to advance First 5 LA priority issues, which is our home visiting and early education. They need to advance opportunities related to our new strategic

plan; for example, trauma-informed care or developmental screening issues. They need to address some of our legacy projects, such as oral health or vision or housing. And then they might affect, you know, First 5 funding, Proposition 10 funding. They might be a threat. It might be an opportunity. So we engage on those issues as well.

As I noted at the program and planning committee, we do have a bill on our list now that does address Prop 10 funding.

So what do we do when a bill is on our list, our watch list, or our support list? We get involved. When a bill is on our support list, we wait for you all to approve it. And then we can write letters of support. We testify at hearings. We meet with legislators to promote the bill. When they're on a watch list, we can also testify and meet with legislators. And the goal really at that point is to ask for amendments, to ask for changes. So when a bill is on a watch list, we see it as an opportunity to really massage it and change it and make it amendments.

Commissioner engagement. So as you saw, we're thrilled to have commissioners at our meeting. I was bummed that you already saw all these pictures. But this one, Dr. Zepeda, your eyes were open. On the other ones, they were -- some of them, your eyes were closed. So

anyway, that was proof that we were all there. It was wonderful.

MS. BELSHE: It was a long day.

MS. CHARNOFSKY: And so we're also -- we thrilled that a number of you came to a Welcome Baby visit site visit that we had recently. There are other Best Start events. So in that way, you're engaged and involved.

We want your feedback today on our legislative agenda. And then we want to hear, you know, what ideas you have. Please let us know if there's a particular bill of interest to you, a budget item of interest to you. If you have a relationship with a legislator that you want to tap, let us know. We would love to be responsive to you.

So the bills on our list, I'll go through these quickly. The first bill is by Senator Lonnie Hancock, SB-1042, Child Care State Preschool Programs Age of Eligibility. This enables younger -- younger three-year olds to be enrolled in state preschool. Because there is a cost associated with this, $261 million cost, it is in suspense file. That does not mean that it is dead. We very much believe that this bill that will give more children an opportunity to be in preschool, younger children, is a very good thing.

Next bill by Assembly Member Rob Bonta, AB-1644, School Based Early Mental Health Intervention and

Prevention Services. What this does is it expands this mental health program to serve preschool and transitional kindergarten students. It requires the Department of Public Health to provide outreach to local education agencies and county mental health agencies to inform them of this program.

Another bill, AB-2150 by Miguel Santiago and Shirley Weber. What this does is it ensures that children are eligible for child care for a 12-month period of time so that if there are any fluctuations in income, that the child isn't reassessed and then kicked out of child care. So there's consistency. And also it updates the state median income and ensures that a family is eligible upon exit, that they are 85 percent of -- their income is 85 percent of the state income median. Basically what it does is, it enables families who have income that varies to remain in child care. This say priority bill for a number of child care providers.

And then AB-2770 by Assemblyman Adrin Nazarian. This is the bill related to Prop 10. What it does is, it requires facilities that sell tobacco that there be an annual licensing fee. Currently, there is not an annual fee. There is a one-time fee. So this would raise revenue that the Board of Equalization could tap rather than tapping funds like Proposition 10 to pay further

administrative costs.

Then, finally, we added yesterday actually -- we're very excited to add a Senate resolution 125, which I think we'll hear a little bit more about when we talk about the kindergarten readiness assessment. And this -- what this does is it states that the legislator will work towards the adoption of a statewide developmentally appropriate kindergarten readiness assessment tool to assess the readiness of children entering transitional kindergarten and kindergarten.

And, finally, have I an example of a watch list bill just to show you an example of a bill that we think will probably move over to support. This is a bill by Holly Mitchell, SB-1466. I'm sure many of you are familiar with the Medi-Cal program, the early and periodic screening diagnosis and treatment program, or EPSDT. What this does is it adds a screening for trauma to -- to this program. So it requires child abuse and neglect or removal from the parent or legal guardian by a child welfare agency to be considered evidence of trauma or purposes of conducting the screening.

So that -- that -- Oh, that's my nephew. My twin brother's boy. So he's kind of like my kid. Right? Isn't he cute?

SUPERVISOR KUEHL: You get to go home then.

Questions or comments from the commissioners?

Marlene?

COMMISSIONER ZEPEDA: I have a question, Tessa. I know it's not a particular bill, but could you update us on where the Governor's proposal is for the block grant?

MS. CHARNOFSKY: Well, the Assembly subcommittee subbudget -- budget subcommittee a couple days ago voted to reject the proposal. I know the Senate budget subcommittee meeting met today or they're meeting right now. I am not sure, but I suspect that they will be rejecting as well the proposal. We understand though -- we're hearing that the Governor will likely retain his block grant proposal in the May revise, perhaps use it as a negotiating tool. If he wants something, he's going to keep that in there. It's pretty clear that the child care community and early learning community is frustrated by this proposal and doesn't think it's beneficial.

COMMISSIONER ZEPEDA: Thank you.

SUPERVISOR KUEHL: Other comments or questions?

Yes, Nancy.

COMMISSIONER AU: Just a question about the last piece about EPSTD and expanding the -- the assessment to cover trauma-informed care and then you mentioned also in terms of assessing child abuse issues.

Turning to Phillip Browning, is -- is there going

to be some fiscal impact regarding -- because your -- your workers already do some of that assessment as well?

COMMISSIONER BROWNING: I think she's talking about billing Medicaid in a manner that's not currently billable.

COMMISSIONER AU: Would that be helpful to you as well?

COMMISSIONER BROWNING: Sure, sure, because right now, we might have to pay for it at a hundred percent or whatever the prevailing federal match would be through some other source, but Medicaid is 50/50. So we would be saving money.

COMMISSIONER AU: Exactly. Okay. Thank you.

MS. CHARNOFSKY: Thank you.

COMMISSIONER ABDO: I just wanted to point out one -- on Lonnie Hancock's bill, that what this does is retain pretty much what has been in the past an ability for young three-year olds to be in preschool. And that's really important because, by changing that date, we're making people -- they are making people wait another whole year. Families have to wait another whole year. So I don't quite understand why it has to have money attached because it -- if there's money attached, does that mean there are more slots?

I'm getting a no --

MS. CHARNOFSKY: I would imagine that, if there's money attached, they think that it would mean that more children would be served.

COMMISSIONER ABDO: Would I hope for that.

MS. BELSHE: Or kids who -- or the current eligibility would otherwise make them ineligible, get retained. It's like a continuous eligibility proposal. So it's not more slots, it's just the existing kids are staying in slots longer.

MR. BARTH: So basically, the -- the Department of Finance actually did an analysis of this. And the reason they're opposing it was because they said -- well, one of the reasons for opposing it is they said, well, look, this just adds more pressure to a system that doesn't have enough slots already.

Well, the reality is so that this also gives the flexibility for providers to be able to have, if they have the slot available, serve a family who needs it. It's not that there's more slots. That's the budget ask component; can we get more slots, gets higher reimbursement rates for slots. But we do have some situations -- and, again, this isn't like a rampant problem. But you do have a situation where, if you can -- or a provider that can take a slot, can take a younger three-year old and you have the slot that's available but State guidelines prevent from you

being able to take them, then you're not.

So this just allows more children to be eligible for the system.

SUPERVISOR KUEHL: And I have a related comment about the extending the eligibility for 12 months. I think that all the reasons that you have down here are why it should happen, it's really important that it happen. It also frees up staff of providers to do actual work that helps families rather than to be trying to track down whether families are working at the same income level that they were when they -- when they first enrolled. And that is an enormous task that would be -- they would be relieved from. So I think that it comes at it from both directions.

MS. CHARNOFSKY: And also, it would meet the new child care -- federal child care development block grant requirement. So there's many reasons why it is a good --

COMMISSIONER ABDO: Right. And it's already in place with Head Start families.

COMMISSIONER DENNIS: Tessa, did you say something with regard to a tool to identify children that had -- perhaps have been impacted by trauma? Did you say something to that effect under the trauma-informed care?

MS. CHARNOFSKY: Well, the -- the EPSDT program will screen now for trauma. So I don't think it's a tool.

I mean, I don't know what they're going to use, what questions they'll add. I haven't seen it.

COMMISSIONER DENNIS: Okay. I mean, perhaps in the P and P, we could have more thought because under EPSTD, I'm trying to figure out how do you incorporate what's in there to look at trauma as well, what is the bridge. I -- I don't know. So maybe we could have more discussion at P and P.

SUPERVISOR KUEHL: I think one of the aspects of Holly's bill is to stipulate that children have been removed from their parents or where there's been some proven issue in the family will be automatically assumed to have suffered trauma. And it's really kind of putting it in a health screening, brings it to the attention that I think we're trying to do in the larger area in our health agency, which is to identify it as an aspect of early impact factors on health. Studies that show that, for instance, young men who were abused as kids show a higher number of heart attacks in their 40s. You know, beginning to make those connections. But it's primarily about health at the moment I think. I could be mistaken, but -- to add it.

But your question is well taken, and we need more information. That was just an example of a bill that we're watching. But if we don't have those markers

already, how are we looking at these children: Are we interviewing them, et cetera. And I think that will be developed if this is included to the screening.

COMMISSIONER DENNIS: Because it delves into this whole issue of predictability. And there are certain factors that we say exist within behavior or personality that speaks to the fact that a child may be more prone -- you know, be the result of the impact of trauma. And I'm not sure if we're just saying that. I just don't know.

MS. BELSHE: I don't think it's saying that. It's a spot bill. Let us continue to do some work and bring it back.

SUPERVISOR KUEHL: Nancy.

COMMISSIONER AU: Right now, EPSTD funds -- right now -- and I'm looking at Kip there. EPSDT is also a funding source for mental health services for children and, therefore, the -- I believe the intent of this particular bill is to expand the area of diagnosis so then, when there is a child that has been diagnosed as having trauma in their background, that they will then -- then be colored, but more in terms of what arena. And that's why I looked at Phillip because many of the children may not come through the mental health system nor the health system, but may be identified through the work of the social workers when they get a referral of a

suspected abuse or neglect situation.

So that's my thinking is that it actually expands the arena by which we can begin to identify children that have been traumatized very early on. That's my thinking.

COMMISSIONER DENNIS: Okay. I just didn't know.

SUPERVISOR KUEHL: Listen, it's a good question.

Other question on our legislative agenda?

I think this is an action item.

MS. BELSHE: It is.

SUPERVISOR KUEHL: So I need a motion to adopt the legislative agenda.

COMMISSIONER: So moved.

SUPERVISOR KUEHL: I have a motion. Do I have a second?

COMMISSIONER: Second.

SUPERVISOR KUEHL: I have a second. Is there any objection to a unanimous vote?

All right. This legislative agenda is approved. Thank you very much.

Let's move to Item Number 6. This is about measuring change, a presentation for the information of our commissioners.

Welcome.

MR. JIMENEZ: Good afternoon, commissioners and members of the public.

Before I begin, I wanted to sincerely thank all of the staff members who participated in the development of this presentation. I really appreciate their contributions and their collaboration in developing this.

Today, we wanted to begin a conversation about assessing progress as we move forward with the strategic plan. We're not going to be getting into the weeds and talking about methodological issues or design issues, but we hope to leave you with the sense of the kinds of things that are important to measure to assess progress, especially in an environment where the strategies we're implementing are policy systems change in community.

So the goals of today's presentation to provide a very, very high level overview of the monitoring, evaluation, and learning framework which we have presented to you in many ways in the past. That outline shifting in First 5 LA's evaluation approach. We want to present three case studies. And this will be the bulk of the presentation today, but exemplify programmatic work in the strategic plan and outline some key take-aways that will inform us for the future of our evaluation and our MEL work. And, finally, we want to outside a few next steps and future discussions that we will have with you.

So in order to effectively assess progress in any kind of environment, especially an environment that's

adaptive and complex like ours. There are many moving parts; parts that are moving faster than others; parts that have been here and been moving longer than others; and also some parts that are being built as we speak.

So in order to do that, we need a framework. We need a way to guide our thinking. And so in our strategic plan, we've called this framework the monitoring, evaluation, and learning framework. So if you see in the future or if you hear in the future MEL, it refers to monitoring, evaluation, and learning.

As I mentioned before, we've had previous conversations withed board. In April of 2015, we introduced guiding principles for MEL. We talked about the MEL framework in the June 15 board presentation. November of 2015, we actually presented to the board some information about First 5 LA as a learning organization. We know that there was a lot of materials covered during these presentations so we know and acknowledge that several of commissioners were not here during that time. And as staff, we would offer individual briefing or discussions in order to bring you up to speed and have discussions about that. We certainly would welcome that.

So the MEL framework. MEL, actually, the framework offers a scaffolding for learning. It allows us to zero in and strategically understand and study

strategies that we're implementing. So during the strategic planning process, we looked at organizations that were implementing policy change, systems change, community change. And we looked at their approaches: How did they assess progress? What did they? What were their -- what was their learning approach?

And we actually found that MEL and the framework for MEL was actually a best practice and it's actually I something that's being done by several other organizations, many private foundations, but also public organizations as well. This is a new and emerging field. So we actually will all be learning together. All of these organizations and entities will be learning together.

So, ultimately, the primary purpose here is learning. This framework is really -- is for learning and to help us learn. And ultimately, learning is not important for learning sake. Learning is an instrument or a mechanism to get better outcomes. We are here as an organization to get better outcomes and achieve the impact in LA county for children and families. That is our mission.

So we also in the MEL presentation, just very briefly, had identified some learning priorities. And this learning priorities allowed us to think about how

best to learn. We had three major categories. One was to actually learn from the implementation of our work and understand outcomes as their implementation of our investments. The second was really learning more about how we actually do the work, so our processes. This is allowing to us understand how we partner, how we procure in our work, how we budget, how we manage contracts, and actually how we train staff to be prepared to support the work.

We also want to learn from the external world: What's happening out there, what are other folks learning in the fields that are closely related to us, but also other fields that we can bring that learning into the organization and use the learning quickly.

So adopting a framework like this requires us to shift our approach. And I noticed the young man with the binoculars, and I would assume that the shift is happening in midair based on his view, his perspective. We've always said that our approach, our strategic plan, that we're building the plane as it flies.

So I found this graphic and I really like it because it's a really great representation of our shifting of work and our shifting approach. The accountability drive approach on the left, again, it was at the time that we were implementing a lot of the direct service

interventions in the past was appropriate and served our needs. But as we move towards implementing policy change, system changes, community change, our need to focus on improvement and learning is really first and foremost.

Now, we actually want to believe that learning makes us more accountable. I think one of the think issues that we've always struggled with is which way do we go in the individual. And the graphic is balancing in the middle, but shifting more towards the improvement and learning. We will never move away totally from accountability because we believe that that learning will make us more accountable.

So we do acknowledge that we actually have several legacy investments that we're currently implementing. And those legacy investments we want to make sure that we maximize our learning from those processes. So one example in particular is, we are currently implementing and investing in our child/parent interactive therapy. We have an opportunity to learn more about factors on how provider training programs can be institutionalized in large systems. And we believe that this learning or these inputs would be valuable for our work in Help Me Grow and trauma-informed care.

So we think about the factors driving evaluation shift. And as I mentioned before, we would like to focus

our learning on nature of the work. And since the nature of the work is very different in policy and system change and community building, we want to make sure that this process, this way of learning is more responsive to the work and we get more realtime data and information so that we can bring them back and make the changes that we need to. There's lots of critical learning that is happening. We want to also make sure we engage and learn from the informal processes. Lots is happening between us and our partners, our engaged work with communities. And we want to make sure that that learning comes back into our processes and we use it to make the kind of programmatic adjustments that we need to.

The primary purpose it to get better outcomes. And MEL is the toolbox that we will be using to do that.

So I found this graphic, and it was a little humorous way of describing and shining a light on what happens with many evaluations. And I imagine that many of you and several of us have been involved in efforts like this where we simply scurry and gather as much information as we possibly can and simply find a way to use it later to establish some kind of link between the program and an outcome. To say that this MEL work that we're doing is really wanting to take us away from that. This is not the place that we want to be.

The bulk of the discussion today really is about portraying the case studies. The next part of the presentation, we'll here from some additional members of the First 5 LA team: Barbara Dubransky who is the director of program development, Antoinette Andrews who's the assistant director of planning and implementation for the Best Start communities department, and Peter Barth who's the director of policy and intergovernmental affairs. And they will actually help us understand through case studies some work that's very, very closely aligned and very similar to the work that we will be doing and we actually are doing right now.

So we chose the case studies because they're very similar. Their similarities are pretty striking to our strategic plan work. During the case study discussions, I want to have you orient your attention to the outcomes that these groups use to measure progress and less so on the programs. So the lessons about their efforts are really things that we hope help us in assessing progress in the future. And they'll be invaluable for our general learning and also learning for the field.

So I'd like to bring -- introduce Barbara Dubransky.

MS. DUBRANSKY: So that last cartoon hits a little close to home for me. But I promise I have good

reasons for every piece of data that I won, even my colleagues are like, you're going to have to prioritize a little more.

So I'm here to talk about our first case study, which is about a program that's seeking to measure outcomes at the child and family level, an appropriate level of evaluation for direct services. And this an area that we historically as a commission have more experience in. We've done more of this than some of the other types of evaluation that we'll talk about today.

And we've had a variety of approaches and we're raising our rigor in this area as is evidenced by a contract that was on your consent calendar today for to us engage in a randomized control trial in Welcome Baby which raises our experience in doing more rigorous evaluation. And we're all very excited about that.

So the Durham family Initiative is a long-term investment of the Duke Endowment. It began in 2001. The goal is to achieve population level impacts in the broad areas child welfare and family health. So this is a little flow chart of what they've done. They've developed a low-dosage home visiting program much like our Welcome Baby program, a little actually briefer than ours, intended to achieve a number of family level outcomes and to inform the ongoing bolstering of the prevention

services in that county that families could be linked to.

The program also provides an opportunity to gather data about what families' needs are, what they're facing, what barriers they experience. All things are very parallel to our work.

Before fully ramping up the program, they put significant effort into ensuring program quality and fidelity, which was key before ramping the program for that because, as you ramp up a program, that -- it gets more and more challenging to maintain fidelity, so you want to make sure that you have a handle on that. They completed the randomized control trial also before ramping up. And then they always maintained a focus on how they would begin to establish long-term funding for the program, which includes some of their recent thoughts around doing longitudinal studies to support some of those sustainability efforts. And some of that may include similar strategies that we're working around data matching. So very stable way to identify some long-term results.

Here are some of the outcomes that tracked to measure their progress, and they're very aligned to our Welcome Baby outcomes. We -- with our Welcome Baby program, Durham Connects, and there are others, particularly in some of the other counties here in

California. There's this new -- it's a new class of home visiting programs that came later than the intensive programs. So the intensive models, some of which you heard of, Nurse Family Partnership, Healthy Families Americas, Parents as Teachers, were designed first. And over time organizations that had been doing that work have learned that there really is a need to match those programs with a universal program for multiple reasons:

One, it allows you to locate families that are more isolated and are often experiencing more barriers to navigating systems. And allows you to reduce stigma so families don't feel like, I'm being targeted because somebody thinks there's something's wrong with me.

And it also reserves space in those higher, those more intensive programs for the families that most need it and are most likely to yield -- working with them is most likely to yield population level outcomes.

So universal home visiting models, in addition to tracking outcomes related to well-being of the family and child also track those results that are related to the sustainability.

Two of the key areas where that is true for both the Durham Connects program and is also a big focus for us here is the increased utilization of preventative health care and the decreased utilization of emergency health

care.

So with that, I will ask Antoinette to come up to talk to you about our next case study for our next level of evaluation.

MS. ANDREWS: Thank you, Barbara. Good afternoon, commissioner.

Ours next case study is on the Skillman Foundation. And during the first decades of its existence, the Skillman Foundation focused on a portfolio that focused on child welfare, youth development, early childhood, and school improvement. In the early 2000s, they shifted the approach because it became clear to them that, while these are very beneficial investments, they were not as targeted and strategic and results focused to achieve the kind of transformational change that they were seeking. They wanted to have the greatest impact on the greatest number of children and youth, in particular. So their goal was to ensure that young people living in six Detroit neighborhoods are safe, that they're healthy, they're well educated, and they are prepared for adulthood.

This so that meant that they wanted to engage youth and families in deep ways to move the needle on youth outcomes. And so they moved away from the multiple discrete projects to focus on policies and systems, and

communities. And this strategic shift included a ten-year, $100 million investment that focused on the capacity and building the capacity, the assets, and resources in these six neighborhoods.

So in the initial stages of their work, their effort focused on governance structures, much like the community partnerships that you've often heard about for Best Start. And they also focused on building resident and stakeholder leadership to promote more community ownership because they believe that, in order to achieve the outcomes that they sought, that it wasn't sufficient to work directly with organizations and systems alone, but rather in conjunction with those to engage community residents and to ensure that that leadership infrastructure was strong long after the Skillman Foundation's investment ended.

So it did a lot of work around capacity building. They invested in research, in technical assistance, and training. They did a lot of training with community residents, as I mentioned. And they -- they implemented a small grants program. And they're evaluation approach highlighted learning to understand how the effort was unfolding and to promote realtime data and feedback for ongoing improvement.

So they invested in developmental evaluation just

like we did so you can see that parallel just very, very similar in terms what it is that we have undergone as well. It included qualitative and observational assessments and the use of story telling narratives because they wanted to ensure that people are were engaged throughout the entire process.

Skillman's evaluation approach also included grantee monitoring and they also looked at their partnership -- the partnerships that they were developing within these six neighborhoods because these governance structures were important vehicles for the change that they sought.

So some of the things that they looked at were institutional engagement and resident participation, relationships, decision making abilities, leadership, organizational capacity, whether resources have been leveraged. And they were also looking at whether people were actually using data for ongoing learning and decision making.

I should also note here that they also looked at what they called their 2016 goals. So they looked at population level indicators and they tracked them over time understanding that they wouldn't see change at the population level until at least the end of their ten-year investment, which is actually 2006. So they are ramping

down their initiative and working to contribute to the field. So they will be giving us and others more information about how to do this work and what information and outcomes are -- they need to track.

So like the Skillman Foundation, we are tracking grantee performance as you know. We have the Building Stronger Families grantees now. They are doing performance monitoring, so we're tracking that. We're also conducting qualitative assessments to assess our progress along the way and to really build a culture of learning, internally at First 5 as well as in the community. And we're also looking at population level indicators, which we have presented to the board about a year ago, consistent with the protective factors. And in fact, the community partnerships, in determining what their community projects would be, looked at those population level indicators and determined how they felt that they could move the needle on those indicators. So it's a very, very consistent in terms of what the Skillman Foundation did and what we are doing today.

With that, I will turn it over to Peter.

MR. BARTH: So you've heard a little bit about how First 5 LA is -- continues to invest in direct services and how important it is for us to have really rigorous evaluations to prove that those services are

meeting the outcomes we want to see from Barbara.

You've heard how we really want to invest in and have invested and will continue to invest in community capacity building so that we can sustain the important work moving forward from Antoinette.

And of course, as you know, we are investing heavily in policy and advocacy work and trying to connect to all of our work, whether it's direct services or community capacity building, to the policy and systems change environments.

Now in advocacy work, the goals are pretty clear and are pretty measurable. You want more money for services. You want a bill to pass. You want a policy to change. And so while the outcome is very measurable, the attribution of how that outcome happened is basically impossible. We would love to say that all of our great work on advocacy day a week ago is going to change the Governor's mind and all of the sudden find the $5 billion at the Right Start Commission for children services. But if that were to happen, despite the great work of our team and our partners, we could never statistically say, this caused that outcome.

So the outcomes are clear, but how we get there and how we evaluate whether or not we're having an impact is still important. We can't just throw up our hands and

say, sorry, we're not going to measure anything.

And, fortunately, we're not the first funder to ever think about this. There is a lost great experience out there. And one we want to highlight today is the Colorado Health Trust's work around health insurance access advocacy. Back in 2007, the health trust, which is one of the largest funders in the health field nationwide, identified that one of their primary goals was to make sure that all residents in Colorado had access to health insurance and had access to affordable health insurance. This was back in 2007. So their strategy was one that was focused on policy and advocacy.

They invested millions of dollars into specific organizations to do this work. And so they funded core operating support for some of the primary organizations that were also committed to the same goal across the state, but also provided those organizations with a lot of technical assistance and, in particular, wanted to make sure that these organizations were all working together in collaboration to achieve a common goal so they weren't at odds with each other. And, of course, an important part of this was, well, we don't want to wait until the very end of spending all this money to figure out if anything we're doing is actually making any difference.

So they took a strategic learning evaluation

approach. The first thing they did was focus on realtime information about progress against these strategies and figure out if we can use some of that realtime information and lessons learned to improve the strategies moving forward.

Second -- and I think this one is particularly interesting -- they actually embedded evaluators within each of these organizations so that those organizations understood the importance of monitoring, evaluation, and learning in their work.

We work with great partners, but a lot of organizations can't afford to do this sort of work or don't have the capacity. So even though they were a very sophisticated advocacy organization, it was still hugely beneficial to the participants to have this realtime technical assistance to say, does this make a difference, can we do something better.

And then finally they did a cross-grantee, multi-year work to see if there were any shifts. And some of the outcomes they tracked were things like, did organizational capacity improve, were there stronger partnerships in alliance, did they -- did the attitudes or beliefs or opinions shift among decision makers of the population. And at the end of their initiative, President Obama signed the Affordable Care Act. And so, of course,

while the Colorado Health Trust might like to say this exactly what changed it. They're never going to know if that's the case. Probably not, but they were able to know whether or not the efforts they did in Colorado made a difference to shift public opinion, to shift decision maker opinion, to increase media coverage, to grow the base of people who were supportive of that movement when it finally happened.

And I think Armando included this slide because he was dreaming of the national parks of Colorado while doing his presentation.

SUPERVISOR KUEHL: Thank you.

MR. JIMENEZ: Wow. Thank you, Barbara, Antoinette, and Peter for those case studies.

And I really -- again, in prepping to -- getting to the case studies, really to focus on the outcomes that were described for these and to really understand that, given the nature of these programs and the nature of all of the strategies, we talk about the units of change and the corresponding units of analysis that we track. There are multiple at different levels within a strategy, across strategies, and it does actually require quite a bit of a attention to really focusing on those things that really matter and help us move forward.

So I wanted to kind of look at some take-aways

across the case studies and also looking at literature that we reviewed and understanding the case studies. And in looking and reviewing the potential case studies, we looked at some of these take-aways as a ways of helping us as an organization think about what would be useful and the implications for those things in the future.

And here are some of them. And one of the things that stood out in every single case study that I reviewed and every single case study that the staff members talked about and we had engaged conversations with others about was the importance of identifying and focusing on the short-term, intermediate outcomes and helping us understand progress as we are moving forward, so in the absence of a strategy, able to show that there is a difference with a child and family looking at the short-term and intermediate outcomes that -- ones that were described in the case studies specifically, and the ones that related to community and the policy were critical -- critical things to help us move forward and be actable to the work.

There were several other important take-aways and lessons learned from these case studies. And I think they're all outlined here. But several of them I think stand out. One that Peter mentioned around the building of capacity of our partners in the area of evaluation,

which was highlighted in the Colorado Trust case study. But also many others as is being done in the Best Start community and helping communities understanding and being accountable for results, actually having them engaged in the collection of data and using that data to make changes is critical. That kind of capacity building often is not attended to. And years ago, there was a report by the Weingart Foundation that looked at the highest level needs among organizations. And the second-to-highest priority need was the need for evaluation capacity.

Oftentimes, funders ask agencies to help or be able to establish links between their programs and outcomes. And many of those organizations struggle. Many of the agencies that we are familiar with ask their partners to do the same. So that was one area stood out in particular.

The other was really about building those intentional feedback loops. Oftentimes, those efforts that we think, oh, information will come back, information will come back, we use the information. Oftentimes, it doesn't happen. Even with our best intentions, the real issue is being intentional about building those feedback loops, being able to reflect and use the information and ask our question: Do we need to change and modify the strategy. That was another major issue that came up in

the case studies and the literature review.

So we see that the work ahead will actually pose many challenges but there will be tremendous opportunities. One of the things that we often talk about, especially among the staff, is the opportunity to contribute to the field. There are not many folks doing a lot of the work that we're engaged in now. I know that there's several things happening in parallel with the Department of Mental Health and the Health Neighborhoods in building communities and building efforts to engage communities in this kind of work. These are things that will help all of us in this work and be able to measure and measure progress and be able to report on those things and learn from each other.

In addition to that, our work in the home visiting, Welcome Baby, and understanding the nature of building that kind of workforce in that kind of effort in LA county.

So, again, there's tremendous opportunities for us. And we are willing and ready to be a partner in that process.

So I wanted to show this. And it's -- really the purpose of this chart is to try to set realistic expectations around outcomes and impact. So along the vertical axis, you'll see the strategies placed here. So

community and place based, policy, systems, and then direct service and families. And along the horizontal axis, you'll see years.

Now, what we've learned from the literature and from actually engaging in conversations with partners, engaging in conversations with others that are doing the work, we find that several of these types of strategies take a considerable amount of time for us to actually see changes at the child and family level. But also one of the things that's very clear about what the literature tells us is the relative impact of those strategies is very different. And let me give you an example.

In the policy realm, you'll see the bubble, which actually corresponds to impact there, the circle, is much larger than the direct service family circle. Basically, what we talk about sustained impact, we talk about the ability to have an impact on not thousands, but literally hundreds of thousands of individuals and potentially across the state millions of children. So, for example, one of the things that we had an opportunity to review in this process was a case study by the Stuart Foundation which looked at the local control funding formula policy efforts. It was a very fascinating case study. So it showed a lot of the efforts that were kind of put forward to move the agenda forward, to bring a consensus around

the messaging, to do all of the things that needed to be done. But the one thing that was the implication of that work is, when implemented fully, the local control funding formula will have an impact on millions of children in the State of California. So that is an important and critical thing to look at.

It takes some time to get there, there are definitely things that may happen along the way that may reverse the number of year or actually add to the number of years. And there's lots of flux between the kinds of things that can happen, opportunities you can take. This doesn't necessarily mean that every policy initiative will take ten-plus years to actually see children and family-level outcomes. There are definitely examples where there's a lot happening in shorter amounts of time.

The other thing in contrast that direct service and family types of interventions, you do have an opportunity to see child and family outcomes at much shorter periods of time because those investments are directed at children and families themselves. But the sustained impact is much smaller given that the need to continue to fund them for sustained impact is required. And the issue and the thing that we see behind us on the board is that our dollars don't allow us to provide the direct service funding to have sustained impact at the

degree that we need to.

So, again, this is an example that shows I think the time and effort and also the importance of measuring progress. In between the time that we start and we see child level outcomes, we need to have a way of assessing whether we're making any difference, whether we're actually making progress. And those outcomes that were described earlier are the things that will allow us to look at that.

So that's really the purpose of this chart. And we want to talk about next steps. And, hopefully, in the future we will bring forward more discussions. We will actually have opportunities to present, findings, learnings, and an opportunity to show you that some of these things that we're actually measuring in terms of progress are happening.

So we would like to open up the -- for questions.

SUPERVISOR KUEHL: Right. Let me first say, I think the presentation and all of those engaged in the presentation was A plus, beautifully laid out, very clear in an area that is not clear. And so props to our executive director.

MS. BELSHE: No.

SUPERVISOR KUEHL: No? I want to start -- when I see that the impact of policy is the biggest of all, I

would also say that leadership actually means choosing the right people to be engaged in these things, but also some leadership at even looking at this matter at all.

My take away -- and I want to encourage, if you want to ask questions or discuss, that we are not talking about the programs themselves that we're given as examples. We're really talking about evaluation, learning, outcome, and really what is a kind of a sea change in the way that we look at what we want to know, how we want to know it, and the difference that it will make.

It's an interest thing in the 21st century to look at this shift on a number of axes. We were talking about trauma-informed care, for instance. In trauma-informed care, we are making a shift, we're wrestling with it, but we're making a shift from, what did you do, to what happened to you. And I hear a very similar shift in this -- in thinking about evaluation, not just, what did you do; i.e., we interviewed ten boys at the camp and gave them three classes, but what did it do, what was the outcome, what happened.

And I think that -- I see it as a larger paradigm shift in terms of reform. And I'm very happy to see First 5 being so, not just on top of it, but I think ahead of it. I -- I'm going to keep this entire presentation and

I've already thought of three different places that I want to sort of use it just to stimulate thinking in areas that aren't even related to early childhood education or health.

So, commissioners, questions, comments?

Judy.

COMMISSIONER ABDO: I -- I think that -- that this is all really valuable. And I agree with what was said and what Sheila just said.

I also am concerned about the -- the funding reductions that we're facing and we will be facing for -- until we find another source of funding. I want to make sure that the work that we're doing in organizing place-based especially programs includes true organizing so that people who are -- are becoming a part of a group they were never a part of before and are doing things they have never done before learn enough about and experience enough about what they're doing to carry on without the kind of staff support that we're offering now. And that's a really difficult thing to do.

So I -- I don't have the solution to that, but I think it's really important to have, especially looking at that chart. If we're going to have a great deal of impact 15 years from now, how are we going to ensure that there is work being done in this realm all those years and

beyond. And I think that's our -- our kind of number one task.

MR. JIMENEZ: In terms of your comments about the resources dwindling, one of the things that we had -- I had an opportunity to witness was a presentation by some folks from Harvard who actually were able to do a simulation of, if we applied a policy intervention. In this case, they did a simulation of what a policy intervention of creating a soda tax for the whole nation. And they actually looked at what it would take to do it in terms of the costs of implementing that policy intervention. And they also looked at what they would save and yield based on health care costs, reduction of overweight. And the -- for every dollar that was invested based on their simulated model, the return was $140.

So we often refer to the peri-preschool as a way of looking at investment and the cost and the benefit long term. That's one dollar invested and $7 saved. For this policy intervention, it was one dollar invested for $140 saved.

So that was a -- that's a tremendous cost benefit for an intervention that actually has much higher impact population-wise than a direct service intervention. So I think that those are things that I think help us understand that we need to think about the resources and

the finances, especially --

SUPERVISOR KUEHL: The challenge for us however is that our expenditure does not always lead to our savings. You know, if we require everyone to wear a helmet when you are riding on a motorcycle, we shifted the cost of the emergency room care that we used to give you when you dashed your brains out in an accident to you, you know, buying that old cheapest cost avoider action.

The other thing about that bill policy bubble is that we don't often measure the negatives because a bad policy has just as much impact down the road. Like we've got 44,000 homeless people in LA county and no one knows where they came from or why. And I think it's a result of bad economic policy, not necessarily in the county only, but that's another matter.

Nancy, were you next and then Duane. Did you have your hand up, sir?

COMMISSIONER DENNIS: No, I didn't, but I can put it up.

SUPERVISOR KUEHL: I know you can always talk. Nancy.

COMMISSIONER AU: Thank you, Armando. As I said earlier before our meeting, I've missed you on the agenda, but always your hearing does extremely good work. And I applaud you.

Evaluation, accountability, all of that have been a really challenging area and -- which we always ask the fundamental question, right: You know, what has been our impact given the millions and hundreds of millions of dollars that First 5 LA has invested. And we didn't really have a mechanism to really do that. You know, clearly this is our impact. So this is a really wonderful framework and I'm really excited by it.

In addition to this, though, and maybe it speaks a little bit to what Judy was also touching on, is, as we -- even with these case studies and we looked at some of the preliminary results, I'm hoping that we're not also learning -- in the context of impact, also learning structure because I'm always putting it in context of form and function, function and form. And, oftentimes, you can't separate the two because function oftentimes is dictated by form. And if you don't pay attention, you create a form and you undermine the function.

So if there was a way for you to also touch on that with your case studies and in the future learning opportunities that you also pay attention to the -- the form in which many of these projects and initiatives and -- and pilots have been provided.

And so, anyway, it's just a heads-up because I think it has had an impact as we grapple with Best Start.

As we move away from the direct services, is it really, truly a hard-and-fast thing or maybe we need to reconsider given the -- the learning that can be garnered from these case studies others have also embarked on and to pay attention to that.

Thank you.

SUPERVISOR KUEHL: Thank you. Cindy.

COMMISSIONER HARDING: Just briefly, I want to compliment you on the presentation today and on the case studies. I've heard all the presentations up until today in the April and June and November. And in each of those presentations, I got it, but I was like, is this really going to be the right direction to go in as somebody who's background is epidemiology and data and so we have the right data, we're going to ask the right questions. But I think you really nailed it today. We're not forgetting about the outcomes. The outcomes we're going to be looking at. But it's also understanding what contributes to those outcomes in a much more effect way. How do we learn along the way. How do we take that learning, apply it, and constantly change our model so that we're getting to the right outcomes.

So I just want to commend you. Today's presentation was outstanding.

SUPERVISOR KUEHL: Thank you. Any other

questions or comments on the evaluation piece? We have one more big presentation piece, so we will take a break. I will say ten minutes. Return at -- okay. Return at 3:15, and we'll take Item Number 8.

(A brief break.)

SUPERVISOR KUEHL: The ten minutes is up. Let's reconvene. Commissioners, if you will rejoin us. Somewhere there's an executive director, I just know it.

And we will move to our final item today before public comment, our final presentation item, Item 8, we're talking about kindergarten readiness assessment. So everybody ready? Everybody here? Deep breath. Okay. Over to you.

MS. FALLIN: Good afternoon, Commissioners. Aside from being congested, I'm Katie Fallin, and I'm assistant director of research and evaluation here, and also I'm the lead of our early care and education outcome area.

We're here to provide you with an update on a very exciting project that we've begun around kindergarten readiness assessment with our partners at Children Now. The work represents we believe a first step in what we expect to be a long-term effort to partner with school districts and other key stakeholders like LACOE to get to a point in our county where we can know how well we are

doing to prepare children for kindergarten.

So just to give you kind of an overview of what we're going to be covering, after I complete my introductory remarks, my colleague, Namrata Patel, will provide an overview of kindergarten readiness assessments in general. And then our partners from Children Now, Ted Lempert and Kendra Rogers, will then talk about the California landscape and walk you through findings from our scan, the scan that they did for us in Los Angeles county. And then Namrata will come back and talk about next steps and open up for questions.

But before I hand it over to Namrata, I wanted to put this KRA work in the context of our larger portfolio under our new strategic plan. While this project technically falls under the early care and education portfolio, it's really fundamental to the work across all of our outcome areas. And as a reminder to us all, as an organization, our mission is to partner with others to strengthen families, communities, and systems of support so that children in our county enter kindergarten ready to succeed in school and life. And as you know, we support a continuum of services and systems change efforts to achieve this mission, starting before birth with Welcome Baby, and continuing with developmental screenings, quality early learning efforts, and things

like trauma-informed care.

Given this mission and our approach to achieving it, we really need a way to know if children do in fact enter kindergarten ready to succeed. So how do we know if children in our county are ready to succeed. Well, unfortunately, we don't, not in our county and not in the State of California as a whole. Both of our county and California lack of common way of gauging how we are -- how well we are preparing our young children for success in school. We have no way of knowing on a broad scale if our early childhood investments as a whole are really working and whether we are really truly closing that opportunity gap for our children.

One way to answer this fundamental question for all of the work we do is the kindergarten readiness assessment, or KRA.

I'm going to now turn it over to Namrata who will get into more of the details of what we mean by kindergarten readiness assessment.

MS. PATEL: Thanks, Katie. Good afternoon, commissioners.

So as Katie said, one way of understanding how our children are doing when they enter kindergarten is through a kindergarten readiness assessment, or a KRA. So this is a teacher observation instrument where -- so it's

completed by the kindergarten teacher in the first two months of the school year. The teacher is filling out a concise observation form by observing children in his or her classroom during routine activities. So often children aren't even aware that their teachers are using this tool.

The scores that are on these tools tend to be on a continuum. So it's not about a child being ready or not ready for school. Scores on this type of assessment might include, not yet, beginning, in progress, or proficient. Some tools also include a parent survey component, and these compliment the teacher component. So they don't replace them, but we know that families and parents are such a big part of how children are doing. So these types of questions will ask parents to tell the teacher about their child's experiences in the home, so language is spoken in the home, the development supports prior to entering school, special needs, et cetera.

So what exactly do these assessments measure? KRAs should provide a holistic view of children's school readiness. So they're not limited to just academic knowledge and skills, but they really should include information about the whole child.

So what you see on this slide are domains first highlighted by the National Education Goals Panels of

things that should be included in the KRA. And right side are examples of types of questions that are on there, type of things that are assessed.

So under language and literacy development, questions may assess to what degree the child appropriately expresses needs and wants verbally. Under social and emotional development, questions may assess to what degree the child works and plays cooperatively with their peers. Under approaches to learning, to what degree does the child stays focused and as pays attention during activities. So you can see some of these examples and kind of go down the road and see that these are developmentally appropriate. So we're no asking can a child read or write or do things that aren't appropriate for their age when they enter kindergarten.

So we know that it's really important for children to be ready as they enter school. But what about schools being ready for children. And during the February PPC meeting and in the context of the grade level reading presentation, there was a very rich discussion here about kindergarten readiness and schools be ready for children. And so we -- this is an important topic that's been had in the field as well and it was included by -- in the National Education Goals panel where they described ready schools. So ready schools were described as having the

following characteristics: Where they foster communication and continuity between the ECE world and school settings. They support successful transitions from preschool to kindergarten. They adjust their instructional approaches to meet the needs of children entering school. They support the professional development of the staff who are working with these children. They facilitate parental involvement. They talk about continuous quality improvement. And, of course, parents are a big part of this picture as well.

So this idea of schools being ready for children is also very important and how can KRA help facilitate this and help to make this happen.

So we know that schools do get information about their children that are entering, but not tons of information about kids who are coming into their kindergarten classrooms. And we think that, if schools had information and had data about the children who are entering their schools, well, then they would have -- they would be better able to have a common language and understanding of early learning and engage in developmentally appropriate practices and they would be better able to provide continuity between ECE programs and elementary schools and understand the strengths and needs of children who are entering kindergarten. And if they

understand what the strengths and needs are of the children who are entering kindergarten -- because really it is about the strengths of these children as well as some of the needs that they may have -- then they tailor their supports better for these children.

In addition, they can tailor trainings and professional development for teachers who are working with these children, provide information to families so that parents and teachers in schools can work as partners to help children be ready for school, and then also better align instruction to the expectations of Common Core. So KRA data can really help schools become ready for children as well.

Other ways that KRA data can be used. Well, we know that KRAs are measures of children's knowledge of behavior as they -- at school entry because these assessments are conducted within the first few months of the child entering kindergarten. So they can be used to tailor instruction for the future and then they can also serve as indicators for how well the early childhood systems have prepared children for school. So in other words, this data can look forward and guide instruction, or they can look at back at the systems of support that the children have had to date and then consequently identify those service gaps and then address them.

So what you see here on the side is exactly that. They are assessments that look forward. These are sometimes called individual level or formative approaches where they identify the strengths and needs of individual children so that teachers and schools and parents can tailor instructional approaches for the individual child.

Other types of KRAs look back at the systems of support that have come. These are sometimes known as population level or summative approaches, and these work by aggregating data. That's the key here. We want to aggregate data at a district level, a county level, a statewide level to understand how all children are doing. And by knowing how all children are doing, that information can help policy makers to best support school readiness and to determine where best to include funding and support children in schools.

And so while they don't provide information about the individual child, that information can still be useful to teachers and districts and communities because they know how children as a whole in their communities are doing as they enter kindergarten.

And then, finally, they can also help parents advocate for systems change. So while both of these types of approaches are very, very important, given that First 5 LA school is to use KRA data to help inform and drive ECE

policy, fiscal, and systems change, we are really hoping to support a population level -- take a really population level approach where we're aggregating data and understanding how children across our county are doing.

I do want to also talk about how KRA data should not be used. They definitely should not be used to make high-stakes decisions. We know that there are lots of factors that go into a child being ready for school and schools being ready for children, and KRA data and that point in time data should not be the only factor.

We also don't want to label children as ready or not ready. We don't want to use these data to restrict kindergarten entry. And then we also don't want to predict children's future academic achievement and life success because these assessments are not a valid predictor of a child's potential in the future. So we do need to keep in mind the ways that KRA data can be appropriately used, but also there are lots of ways where we should not be using them.

So we've hopefully built the case for why we want to use a population approach -- population level approach so that we understand how children across our county are doing so that we can leverage those data and make a case for enhanced investments and ECE and drive policy changes. But the way this works is only if we have aggregate data.

So we can only do that if districts are using the same type of assessment across -- across the county. So if everybody is doing their own thing, we can't aggregate up and really tell the story of how the children in our county are doing as a whole. So we do need a countywide KRA in LA county.

So as we've been learning about KRAs and why they're important and how they should and should not be used, we've also wondered what's happening across the state related to KRAs and what's happening in LA county. And it's possible in LA county everybody's already doing the same thing and then our work is done. But we wanted to know if that was the case.

And so I'm going to turn it over right now. You're going to hear we partnered with Children Now, who I think you're all familiar with. And they are a research policy and advocacy organization that work on all issues for children, but especially on issues related to early childhood. So you will hear from Ted Lempert who is the president of Children Now. And he will talk about what's happening related to KRAs across California, the momentum that is building, and then how LA county and First 5 LA can be leaders in this area.

And then you'll here from Kendra Rogers who is the managing director of early childhood policy at

Children Now. And she will describe findings from the KRA scan that we did across LA county to understand KRA use in the districts in our county specifically.

And then I'll jump back up here and tell you our best thinking and next steps.

MR. LEMPERT: Thank you, Commissioners. It's an honor to be here, and I just want to thank the commission and the staff for your amazing leadership on behalf of young kids in this county and throughout the state and nation. So thank you.

Before I jump into my very brief three slides before I turn over to Kendra, I just wanted to add to the great presentation you've already heard with just the importance of KRA from a big picture, and that is the articulation between birth to five and K12 and the two-way street. A good community college president or SCU president knows the high school that feed in to them. There's some -- a lot to be improved but some articulation between those two systems. Until we really started this work on KRA, there's been no articulation between these two systems. And most elementary school principals and kindergarten teachers don't really know where their kids are coming from. So this is really a two-way street.

Namrata mentioned social-emotional learning that I'll give you one specific example of how KRAs already

provided so much benefit to the K12 world where some of the KRAs have shown the importance of social-emotional learning and how critical it is that kids have those skills when they enter kindergarten. As a result, really for the first time -- and I've been working in the K through 12 space as well for over 25 years -- K through 12 world is now finally addressing social-emotional. Why is that happening? It's happening because of the push from birth to five and in part because of these KRAs. So the articulation and really the two-way street between birth to five and K through 12 is really critical.

In addition to that articulation, as has been stated, it's information. And California right now is not doing real well in terms of providing information on how our kids are doing. And you see from this slide, in most states at least collect kindergarten readiness information in some kind of state level data system. There's wide consensus we need to be doing that. And part of this project will push us forward to doing that as a state.

I mention up in working in the K through 12 space a long time. Also in the birth to five space, not quite as long on KRA, but Children Now has actually been at this issue for a while now. And I wanted to just rattle off some of the progress that has been made, most of it recent. But thanks to the state-level advocacy in

California and Illinois and other states, the federal government has really highlighted the need for kindergarten readiness and with the Race To The Top Early Learning Challenge Grant, KRAs were a key element of that. And Superintendent Torlakson and the Department of Education really highlighted the need for this statewide.

So while we had that top leadership support, what we realized was, we need to scan what was going on throughout LA county and throughout the state. And from a statewide perspective, we found most kindergarten teachers were not using any kind of tool; that the districts that were using them, it varied and there were four main tools in use. And that really highlighted the need to try to get some kind of consistency so we can aggregate the data.

Earlier in your meeting today, you heard about a legislative resolution by Senator Ben Allen. That starts setting the stage for the State government and the legislature to say, this is why it's important, that this is not just a resolution because the end game here is, hopefully, with your leadership and the work we do throughout the state is the State would then be able to reimburse districts for these tools. So Senator Allen could be a longer-term champion for this, and the resolution is the first step.

I mentioned Superintendent Torlakson before, but

the accountability and continuous improvement task force that's going to weigh into the new K through 12 accountability system, in terms of it's K through 12 ready for our young children. There's no data out there before third grade. So what the superintendent and the state board are interested in is at least some kind of information about our kids in the K through 12 system earlier, and that KRA can help provide that.

Then the grade level reading -- the grade level reading campaign here in LA county and throughout the state is really focused on this issue of KRA. And that really gets to what's building statewide, and that is the other First 5s, other key funders throughout the state community groups are really seeing the need to not only have kindergarten readiness tools, but some consistency around the state.

So my final slide is why you all are so absolutely critical to this because Children Now has been working on this issue for a number of years, but we view the way to bring this home and really get for what we need is with the leadership of LA county, because if the districts here in LA county can come to together on a tool and, as we're working on that, bring in the information and views of folks from Fresno and the Bay area and other areas of the state and the empire, LA can really lead the

way for the statewide comment tool. And, in fact, I'm a firm believer that, if LA county does that, that's really the statewide answer, that the state will follow this county in terms of a uniformed tool.

So I can't emphasize enough the importance of the leadership here not only obviously to get to this to LA county, but it will also have huge impact throughout the state and nationally where, even though other states have data, not that many have a common tool. So we can really lead the way here in this county on this effort.

So I mentioned other areas of the state. And we're -- I was very fortunate to bring over to our team the last year the former executive director of First 5 -- First 5 Fresno county, Kendra Roger. So I'm going to turn it over to her to talk about the scan we did here in LA county. Thank you.

MS. ROGERS: Good afternoon, commissioners. It is wonderful to be back here. I was thinking it was almost exactly a year ago this past week that I was here before you speaking about the work that we did in Fresno, kind of trying to shift the policy. And then as I was leaving, a told Kim how envious I was of the team and the work here that you're doing, your leadership. And so I am so excited to now be with the Children Now team and in a capacity where I get to work here a lot, and LA is

becoming my second home from the Bay area. I'm here at least once a week now. So It's been really great to get to spend a lot of time in your beautiful building and with your incredible team. So thank you.

I also really wanted to commend your commission and your team here at First 5 LA because I think, to Ted's point about there's many communities throughout the state that kind of say, well, what's LA doing, and we'll go that way. So I think you have been incredibly mindful of that and kind of the weight that you bring and your processes have really set them up in a way that they are thoughtful, that they are inclusive, that they are really engaging a lot of different voice. So that is something I think is really critical given the weight and the influence you have around the state.

So the scan that was conducted in partnership with us, we looked at surveying all of the LA county schools. We had a pretty good response rate. So 61 percent, especially -- I know for my days in First 5 in Fresno, we were lucky if we even got that from our funded partners, let alone -- people we were paying to respond to surveys, let alone -- so I think to that in itself, it speaks I think the -- this topic as a whole and the fact that districts, it is on their radar. They do see it as something that's important. So we did have a really good

response. So it was both surveys and then follow-up phone interviews with various districts that responded to that.

So I think the one common theme was that variation is the norm in LA county. That is not different from counties we've seen throughout the state. And as Ted had mentioned, we really have seen just whether it be inside counties themselves, but across counties, was that there are -- as you can see, there was very few districts that reported that they actually are using a tool that all of their kindergarten classrooms across their county -- or district, I'm sorry, are using.

Most surveyed said they would value KRA. So across the board, there was really a strong consensus. 68 percent said that they would value a countywide KRA. That varied in terms of what they found the value to be. And you'll see on this one, there was definitely a difference in who was asked, where they found the value. So for teachers, very much they found a value in more of what -- speaking in terms of that formative assessment or the individual assessment in being able to have that informed instruction. And then I think as you -- as we talked with other folks within the district, I think the high level administrators or superintendents, for example, tend to be more likely to see the value in that kind of summative countywide measure more so than the teacher level.

Again, to the comments earlier. Social-emotional development was the key thing that came out over and over. I think approaches to learning in social-emotional development was something that we're recognized would be very, very important to measure. It was also noted that this yet rarely assessed. So, especially when we were talking with teachers, they really saw that this is something really, really critical; that even some of the tools they're currently using, they're not capturing social-emotional. So that is give a little -- you know, a little leeway there to have -- to open up those conversations that, even though they might be set in a tool, the social-emotional piece was highly, highly valued and came up over again.

Barriers to countywide implementation. They definitely exist. However, I'm very excited to tell you they can all be overcome. So you look at limited capacity from training by different teachers. It was interesting because the teachers cited the administrators as one of the biggest obstacles for implementation. And the administrators cited the teachers as one of the biggest obstacles for implementation. So really thinking about that when we talk about next steps and how we kind of build some champions within those groups.

Different priorities and approaches in different

schools. I mean, obviously, I think that this is something we see across the board. But per the whole conversation today about how it's really important for us to as a community to understand how we're doing by these kids and how they're showing up, that certainly is an easier one to overcome.

And looking at kind of some of the more tactical and things around implementation. So, is it going to be with iPads in the room and how do you -- you know, we're going to need that. How does that go about. So some of the more kind of just like infrastructure type barriers.

So the recommendations overall I think, again, more than just academic domains. I mean, we've heard that over and over. That's something I think at Children Now that we're really pushing, is that for -- for us to do this work around a statewide KRA measure, it has to include social-emotional measures. I think that's something that was really validated in this survey here in LA county.

Quick and easy and useful. I think that's something then that we get into debate of what we want to know in the filed and in the community and what's practical for teachers to implement in the classroom.

Not inventing the wheel; that came up several times. So, again, I want to put it out there that we're

not necessarily saying this is going to lead to a new tool because I think when people -- even in the resolution, there was some language about, well, does this mean there's going to have be the creation of a new tool. Establishing tools does not mean necessarily a new tool. So we heard a lot that -- let's look at what other communities are doing.

Loudly we heard that this needs to be linked with district data systems. And we heard the same thing when we -- when we did this work in Fresno; that they don't want to have to use a separate kindergarten readiness assessment portal or data entry system separate from what their district already uses. I think that then leads to some of the conversation down the road about how do we then make sure that all the systems can talk to each other and roll up and that kind of thing. It's definitely something that's doable.

And then, as far as your LACOE goes, again, not something uncommon that we see across in terms of dynamics between county offices of ed and districts across the state, is that, while they would like there to be some support and partnership, a mandate from county office of ed definitely was something that seemed as if it would not be as favorable as just support.

Wiggle room, very important. Again, are we

talking about just a common tool or are we talking about common measures. So there was definitely -- for us, that's also a -- something to be cautious of as well because I think saying, we get into the wiggle room, that it starts to get bigger and bigger and bigger. So all that came up in the survey, that there was a request and a desire that there be some wiggle room. We would just proceed with caution as to what that -- how big that wiggle room is and what it looks like.

And then the information on demographics prior to school entry. I think that's really, really critical. And it's the piece that, regardless of what tool you choose, even if you're only looking at three measures, especially in front of the -- being able to look back, that is so critical. And so in Fresno county, for example, they asked questions like, were there other siblings in the home. So, why would you need to know that in our KRA. Well, the districts were using that to then do specific outreach to families that had siblings in the home of children that may have been -- needed some additional supports or strengths in one area or more.

They also were asking questions like, what was mom or dad's education levels. So, again, being able to use that information as well to help provide more direct support and outreach to families. So I think that --

asking those additional kind of demographic questions helps us to really better understand a child's journey from prenatal into school entry. So it helps put meaning to some of the data and helps tell that story about how we use it for a better systems support and refinement and continuous improvement as you were talking earlier today in your -- your thing. So we heard that.

Across the board, I think what teachers said was, we're willing to kind of go along with this if we know something's going to be done with it, but just doing this again for the sake of having this number, like not okay with any of us. So I think that piece comes really into play of doing something with the data.

And then the last, of course, dual language learners. That came up a lot about both the tool itself and how do you make sure that the tool you're using and the measures are really looking at and sensitive to the needs of dual language learners, but also then, how are we making sure that we're using it in a way that we can provide additional supports and lift up, especially now what we know about the benefits and the brain development that goes along with dual language learning and the gift that that brings for young children. So, again, how do we really shift this to -- rather than just a deficit base of looking at how we use KRA and that entry point to also

celebrate the gifts and lift up the things that we're doing well for young children.

Then lastly, the considerations for TK and charter school. I think, especially here in LA county, given the lively discussions that have been taking place around charter schools and the role that they play, I think that that's definitely something that needs to be considered.

And so then the last thing that I'll say on this is that I think there's -- there's a lot of communities throughout the state. As Ted was mentioning, we're working with the California Campaign For Grade Level Reading, in contract with them to make sure that their voices are heard and they see the LA process as a place for them to plug into. We also are having conversations with some other communities that are in various processes -- or stages along the continuum of their KRA implementation that have said, gosh, we'd love to tap into conversations that are happening right now in LA and some of the learning. So I think that you're really well positioned to really serve as kind of the hub for these state conversations. And I think particularly given the credibility that your commission has throughout the state with the thoughtfulness and the way you're trying to move this forward, it really is setting a great space for the

statewide conversations about how we get to measuring the right things in terms of our kindergarten readiness.

MS. PATEL: I'm going to jump up here really quickly and let you know our thoughts about our next steps.

So what we've learned so far is that we need to learn some more. So we want to continue learning about the local and national KRA context. And that means, not only from other communities, First 5s, and others who have done this work and what they've learned has worked and what has not worked, but also experts and tools and what are our options and what's realistic and what's not. And we also realize that we're going to need build support for this work. There's a challenging road ahead. We need to build both local and statewide support for a uniformed KRA system.

And also, there's -- you heard in our presentation, there is a lot that's happening across the street and our county. And we want to be able to both monitor and leverage those resources so we're not doing this in isolation on our own. We want to partner and we want to know what others are doing and work with them.

So we will be coming back to you at the May 26 program and planning committee meeting to talk in detail about our next steps and our best thinking so far. But

I'm going to pause now and see if there are any questions.

I'm sorry. April 28th. Sorry.

MS. BELSHE: No. It's in May.

MS. PATEL: It's May 26.

SUPERVISOR KUEHL: Thank you so much.

MS. BELSHE: And who's that?

SUPERVISOR KUEHL: Commissioners, any questions or comments?

MS. PATEL: Those are my First 5 babies that are now in ten and 15.

SUPERVISOR KUEHL: Yes, Marlene.

COMMISSIONER ZEPEDA: Thank you for the presentation. I had a question relative to the demographic background that you mentioned in the recommendations. In LA county, we have large swaths of children who never go to preschool. And so to make the statement that this would tell us about the condition of the early childhood system, we have to be cautious about because a lot of our children don't go to preschool. So did that issue come up in your discussion? Because you talked about collecting data on siblings and the mother's education and things like that, but it would seem to me that would be important to find out what the previous preschool experience was of the child.

MS. ROGERS: Absolutely. And I was just giving a

couple of examples. In Fresno, for example, they asked not just if they had had a pre-K experience, but for how long. So we were able to show our policymakers with our own data the difference in where the children fell on the range between those that had at least two years of a pre-K experience, those that had had less than nine months, and those that had not had any.

So it really just validated the research and the data that we know, but it was important for our policy makers to see their own kids' data. So that's to your point something really important for LA county to see its own data. And that's part of using it to inform the development -- you know, the greater development of an early childhood system, which ideally would include all children to have access to that.

COMMISSIONER ZEPEDA: And then the issue of dual language learners, did the issue of the language screener that most districts use come up as something to cross tab with the KRA?

MS. ROGERS: You know, I'll have to look into that. I'm not sure. Tim Morrison on our team conducted the interviews, and I can ask him that. We certainly did include it in the report several of the screeners that the districts currently use in their kindergarten programs and some of them are kind of KRA and some of them aren't. So

I'll flag that and we'll follow up on that.

COMMISSIONER ZEPEDA: Okay. Thank you.

SUPERVISOR KUEHL: Cindy.

COMMISSIONER HARDING: Thank you. So I think this was -- first of all, the report was great, and I think the presentation today was really helpful and it's -- it's a perfect follow up from our previous presentation on MEL because this is a great way, as you were just saying, for us to get incredible information to inform our work and to understand how our work has had an impact.

I hope, as we begin to think about this, that there's an opportunity to include some elements around health because I think it would be -- we know that there's lots of things in health that impact a child's ability to learn: Dental carries, asthma, developmental kinds of issues. And we've got investments in all of those areas, particularly in our policy agenda. So I think very helpful for us to understand the health-education connection.

And then you were talking about some of the resiliency factors. So if we looked at breast feeding duration, how that -- there's a very good correlation with social-emotional development. So I think there's some opportunities -- I guess I'm really just making a comment. I hope that we can do some of that health connection with

the education agenda here.

MS. ROGERS: Absolutely, and I think one of the exciting things that -- because these things are all so connected is that, in a community is a lot of conversation has come up about how QRIS and developmental screenings fits in with KRA. So to your point, we had several superintendents say, it's great if they're showing up here, but if they can't see and they can't breath -- given our asthma issue in Fresno -- we've got a problem.

So it was part of looking at how do we use that entry point to kind of do that final check on all things developmental, health, you know. And then kind of see where those children land when they're coming in and then kind of backwards map it out.

So, yes, it's great to hear an interest in that, and we'll make sure that we continue to lift that up as we're weaving these pieces together.

SUPERVISOR KUEHL: Judy.

COMMISSIONER ABDO: I'm -- I was so glad to see the slide that said, what it isn't, when we do this because I think we need to be very clear about what we can get out of this kind of information and what we can't and what we might try to get out of it that's really not there. So I just want to keep that -- validate that.

I also want to say, okay, I was a kindergarten

teacher, so -- I've also been director of child development, so I've got kind of two ends of that. And what I think is going to be critical is one of the things that you did put up there, which was staff development or training for kindergarten teachers before they actually do this -- use this tool, whatever it ends up being. Because the expectations of teachers are very different from each other. And the expectations at different schools can be different even within the same school district. And there -- there would need to be some kind of an agreement about what the indicators really mean as -- as they do however they're going to do these assessments.

The other thing I think is going to be a real difficult thing is if -- if the school districts want to put this data into their existing data collection tools, it's not -- there are two sides to looking at this: One is, a lot of the information that we would want to have in there is not going to fit in the other data collection tool. But then the other side of that is, maybe those data collection tools can change and include some of the things that we would want to have looked at.

And then the other thing I want to just say that I said this before in committee, but I want to say it here too. In every grade except kindergarten, a teacher has data coming in about each child. Whether or not they pay

attention to it is another issue, but there is a history of the work and -- that's been done with the child and where the child is.

For a kindergarten teacher, the children are coming in whoever they are. And it's really important to not lay a value judgment on children just because they don't know how to sit down and be quiet, for instance, or just because they don't have particular skills that may or may not have been taught in preschool.

So I -- and I don't know how to -- how to get that culture shift. But when I worked with kindergarten teachers -- not when I was a kindergarten teacher, but later -- and asked them then, what do you really want to see when children walk through the door, many of them said they should be able to sit down and be quiet and listen. And that's just not what a five-year old should be doing.

So that -- it can make the experience of kindergarten be so much better if everybody agrees that's not a skill that we're looking for. But we have to kind of come to that agreement together.

MS. ROGERS: I completely agree with all of your points. And to that, I think to it's why some of the communities that have even already implemented a KRA to some degree, none of them have kind of a hundred percent countywide. But even communities like Fresno that are

taking a step back to say, are we measuring the right things. And so being really -- bringing in some of the experts around the county that are really looking at what is the real thing we need to look at and measure in terms of children's long-term success.

And I think at Children Now, we're really trying to shift this whole dialogue to, again, looking at this as strength space and asset space. So just like you -- to your example of when a child comes into the next grade, it also shows the things that they're really great at and that they're really strong in and that they were in, you know, the advanced reading group or in the -- so how do we really use this too to lift up the strengths in our littlest learners and make sure that it's not just this deficit base where we're using it to see what's gone wrong or what we have fallen short on with kids, but also to really lift up the things that we're doing well.

Thank you for your comments.

SUPERVISOR KUEHL: I apologize. I have to leave at 4:00. I'm going to turn the gavel over to Judy. So if I just get up and leave, it's really been a great pleasure.

Duane.

COMMISSIONER DENNIS: I want to go back to Marlene's point because we have such a large number of

kids in this county in licensed exempt care. And we as a commission many, many months ago laid our foundation not on this particular population. When we chose to go to the licensed system and the work that we do and how we would operate, recognizing licensed system. And our state is somewhat unique in its license -- and I'm sorry, Kendra. This is probably more a question and a comment to staff. This is not about you. So I hope you don't misunderstand. This is probably a staff issue.

And so in -- and the point is, is that, as we look at kindergarten readiness, we are not seeing a vast number of children who are in licensed-exempt care and those children are the poorest kids in this county. And so we will know nothing about their readiness or be prepared to get them ready. And so those are the children that I'm afraid won't succeed in kindergarten or anywhere else. So this issue around license-exempt, you know, and perhaps we as a commission didn't want to deal with it at that time. But there's some policy work I think, you know, we can do as relates, you know, and take positions around license-exempt care. Other states have done complete turn arounds with regards to how they deal with it in their systems. So we're going to have a number of kids who just won't be ready because we're not seeing them. And, you know, when you look at stage one child

care now, the department of social services system in this county, most of those children are in license-exempt care. So we're talking about thousands of children who are in license-exempt care and they don't intersect with QRIS. They won't intersect with KRA. They won't intersect with any of the enrichments they would need to be successful.

Katie, yes. Great.

MS. BELSHE: Actually, even before Katie. Let's -- can we start with Kendra? Because I want to clarify what I'm hearing Duane say when you say KRA won't touch these kids. So talk about KRA in the context of kids who are coming from, as you were saying, a diversity of early learning experiences or absence.

MS. ROGERS: So KRA, if implemented throughout LA county, would touch those kids because, unless those children are going into say a charter school that isn't using a KRA, which that's our ultimate goal as well, is that they are too. But KRA, that's kind of the benefit of it, is that it is capturing kids from all different types of systems coming from the early learning years because it's all -- it's done at kindergarten. So you're not missing those kids that are in informal care because they now are enrolled in a kindergarten.

COMMISSIONER DENNIS: But my point is -- I mean, okay, but if -- but the nexus between QRIS and KRA is

important because, to take the tool and assess a child's readiness for kindergarten and not do anything to get that child ready for kindergarten, I mean -- I'm not getting it. So I think part of, you know, what I would like to address, you know, from a policy perspective and the planning perspective, what do we do about those children who are two or three year olds who are in license-exempt care? Because, yeah, we can apply KRA once they get into kindergarten, but --

MS. ROGERS: To the point of the looking backward, that's how you use it. So in Fresno county, for example, by asking those additional demographic questions when they did the KRA, they were able to see for the kids that were in informal care, where did they fall on the kindergarten readiness assessment spectrum. And then from there, they did a deeper dive into that data to say, where were those children. They weren't in formal care. So where were they. And then how do we then more effectively use that to reach out to those kids who, granted, it's not helping that child at that point in time, but it is being used to inform the system of kids that are --

COMMISSIONER DENNIS: Yeah, and I mean -- and I think this is where our opportunity lies. I mean, that's what I was getting towards because, from a policy framework, we can make comments and suggestions as it

relates to license-exempt care. And that's very important. I'm very concerned about the number of poor kids in this county who will never be ready for kindergarten. And that's because we have such a robust license-exempt system in this state and in this county.

MS. FALLIN: Yeah. I mean, I think just to echo kind of his point, I think that having that data and being able to say -- to validate your hunch, to validate what you know because you worked in the field for so -- you know, you know this. But to actually have hard data that shows, these kids are -- these are the kids that aren't ready, what are we going to do about it. I think that that's the power of having a unformed data on all children as they enter because it would really lift that up using data as a priority.

COMMISSIONER DENNIS: Yes. That's my point.

COMMISSIONER ABDO: Yes. Nancy Au.

COMMISSIONER AU: I guess there's some philosophical differences that Duane may be touching on from my perspective is that I approach a child and a population of children developing at their own individual pace. And not all four-year olds and not all five-year olds are going to measure on the same plain. It doesn't matter what experience they may have. It's just basic brain development. So I think that, when we talk about

readiness, I put my onus us on the schools, that the schools need to be ready for all children coming in through the door to experience kindergarten, and that the onus for how best to support those children and their continued growth is really on -- on the school.

So anyway, putting that aside, that's just a philosophical perspective that I have.

The other part that I have, and it's question that I keep hearing, is I do appreciate the whole notion of KRA and having that available across the board. And you had mentioned that LA county is in a very wonderful position to sort of lead the state and perhaps the nation, if you want to put -- the gentleman had intonated that. And I -- I want to reinforce that and validate that. But the big question for me is, where are we and how daunting is it for LA county to be able to implement KRA across all school districts here.

And I guess maybe that's the question and conversation we have at P and P. I'm not sure where this question lies.

MS. ROGERS: One thing I failed to mention that kind of speaks to that is, recently first 5 la here, your commission, in partnership with the chamber, hosted a luncheon with the new superintendent of LAUSD, Superintendent Michelle King. And she shared in her

comments that not only did she really support and value early care and education, but she on her own mentioned kindergarten readiness assessment and them being really critical and her desire to see one implemented universally and through LAUSD.

So that was a big I think win for all of us in the room saying, okay, great, we thought that that might be -- not that it's going to be easy, but we're kind of thinking, well, do we start with LAUSD and the others simultaneously, or how do we try to move this.

So I think the conversations are there. We're in conversations with several of the other smaller districts in the context of both the local funding control formula work, the LCFF, and KRA. So there really is a kind of a hunger for this from both the schools that -- quite honestly in Fresno, the superintendents, they wanted it because they said, look, we have all this pressure but we know these kids aren't showing up ready, especially in some of the lower-income schools. So they saw KRA as a way of kind of helping them say, look, this is the lift we have to do. But from the early care and education community, it was also this rightness to say, we also know that there's not enough resources to get them ready.

So it's kind of a round about way to say, based on what I've been hearing and the conversations I've been

seeing and been a part of in LA county, I definitely think as big as a lift as it is, that with the commission's leadership it's definitely doable.

MS. BELSHE: But it is something we'll need to -- we have work that we've been doing with Children Now, work that we're doing with the chamber, which you'll recall David Ratray came, along with Ted, a year or so ago to P and P. So it's a lift, but I think that's part of our job, to come back to you and really flesh out more fully some of the barriers that Kendra spoke to as well as how some of the next steps can help mitigate and address them in a thoughtful and strategic way.

But we're not going to figure this out overnight, but it's a totally appropriate question and I feel that's incumbent upon us to lift up some of the barriers and challenges and come back to you with a thoughtful long-term strategy.

COMMISSIONER AU: Thank you.

COMMISSIONER GILLELAND: Thank you, Judge.

Just to follow maybe the philosophical thread, I'd like to say that I see this as really a critical piece. I applaud the work and certainly want to engage in further discussion about how we roll this out if you will.

A couple of points I'd like to make though, Kendra. As a former district superintendent, I think I

need to defended my obstructionist stance on KRA previously. And I just point out I had this conversation earlier, but I think that, when I was presented with the opportunity and Yolo county in west Sacramento -- in fact, we worked with First 5 Yolo -- and really defining a kinder readiness assessment tool that would help our preschool folks, I think of affirmation for their work and really validate how that helps kids when they do come to kindergarten. I think that's really the driving force for me.

And in the superintendent's role, I was a little reticent or reluctant to implement this because we were looking at furloughs and there were a lot of contentions over budget and I wasn't sure how I could pay for it because we were talking about a 20 to 30-minute assessment that kindergarten teachers would be administering. I knew there would be a price tag attached to that.

But low and behold, my kindergarten teachers were so ready and willing because, even in your data, you talk about 18 percent of kindergarten teachers not using an assessment. They don't use a formal assessment because they didn't have one. But this is exactly what kindergarten teachers are doing day one because kids come to them at so many various levels of readiness that they need do that determination on their own if we don't

provide that tool. So I think there's a way to roll this out in a way that would be very well received.

I also want to comment on LACOE, not necessarily issuing a mandate. I don't think that would serves well at all. And I would just take it to the point earlier in your presentation that the wiggle room piece is really critical. You know, we have 80 school districts and they're all very independent thinking. We have consortias that bring people together, and I think we reach consensus quite well. But our communities are so diverse and so unique that we need to be sensitive to that and really find key elements I think within a variety of different measures that would be useful for a countywide scan, if you will, but to reach consensus on one particular instrument is a pretty heave lift. So I just caution, you know, that thinking.

But, again, I think from a LACOE standpoint, this is exactly what we need to be doing. I anticipate that with the LCAP and the focus on social-emotional development, that there will be more discussion about what kids are bringing to that first classroom experience. So I think the timing is right for this conversation. I think it's great.

The charter school piece, just really briefly, they're still a public school. And if in fact we're

looking to provide a quality educational program, we work with our charters. As a county office, we approve appeals, we deny appeals, we review charter schools, we also review the LCAP, if you will, for all 80 districts. So I think we're on board certainly. I can't speak for my new superintendent, but I can be a representative here for ongoing conversations. Thanks.

COMMISSIONER ABDO: Any other question or comments? All right.

Thank you very much. Yes, thank you very much.

Any last words? All right.

MS. BELSHE: Again, thanks, Ted and Kendra, for their reprise performances and engagement with the board and with staff. They've been terrific partners. And it's an ongoing conversation with them with P and P and then with the full board. So thank you for the good comments and feedback.

COMMISSIONER ABDO: Thank you, everyone.

(At 4:09 p.m. the meeting was adjourned.)

C E R T I F I C A T E

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

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

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

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

Attested to on this 27th day of April, 2016.

_____

CERTIFIED SHORTHAND REPORTER

FOR THE STATE OF CALIFORNIA

FIRST 5 LA

SUBJECT:
Monthly Financial Reports

RECOMMENDATION:
Approval of the monthly financial statements for the month ending March 31, 2016.

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

DISCUSSION:
First 5 LA began the month with a cash balance of $516.0 million. During the month, we received $9.4 million in revenues. We had $1.4 million in operating expenditures, $12.1 million in program expenditures, and $905,033 in pass-through expenditures. As a result, First 5 LA ended the month with a cash balance of $511.0 million.

This report includes detailed financial information for the month ending March 31, 2016. The financial statements are unaudited and reported as a "soft close." All materials in this packet and check registers are available online. Statements in this report include the following:

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

- Balance Sheet: Provides a "snapshot" view of the Commission's assets, liabilities and fund balance as of March 31, 2016.

- Detailed operating and program expenditures: Shows expenses against the FY 2015-16 Budget approved on June 11, 2015, as well as a report of expenditures related to programs functioning as pass-through agreements.

Los Angeles County Children and Family First -
Proposition 10 Commission (aka) First 5 LA
Revenue and Expense Statement
March 31, 2016, Unaudited

		REVENUES AND EXPENDITURES	
Cash Balance as of February 29, 2016	**$**	**516,015,981**	
Revenue			
Monthly State Allotments	$	8,314,520	**(1)**
State Commission Matching Grant - Cares Program		75,667	
Medi-Cal Administrative Activities (MAA)		-	
State Commission - Other Program Funds		-	
Interest Income - Unreserved		223,357	
Investment Income - Other		-	
Rental Revenue - La Petite		9,500	
Partnerships for Families (PFF) - LA County Dept. of Children and Family Services (DCFS)		729,406	
Total Revenue	**$**	**9,352,449**	
Expenses			
Program Budget (Attachment A)			
2015-2020 Strategic Plan: Focusing For The Future	$	4,474,453	
Legacy Investments		7,225,351	
Research and Evaluation		414,408	
Total Initiative/Program Expenses	**$**	**12,114,213**	
Pass-Through (Attachment B)			
Medi-Cal Administrative Activities (MAA)	$	23,776	
Child Signature Program (CSP)		-	
Partnerships for Families (PFF) - LA County Dept. of Children and Family Services (DCFS)		881,257	
Total Pass-Through Expenses	**$**	**905,033**	
Operation and Administration (Attachment C)			
Personnel	$	1,144,634	
General Operating		81,068	
Professional Services		30,529	
Consultant Services		70,215	
Travel & Meetings		25,777	
Capital Improvements		4,285	
Total Operation and Administration	**$**	**1,356,508**	
Total Expenses	**$**	**14,375,754**	
Variance (Revenues - Expenses)	**$**	**(5,023,304)**	
Cash Balance as of March 31, 2016	**$**	**510,992,677**	**(2)**

NOTE:
1) Tobacco Tax Revenue for January 2016.
2) Cash Balance excludes fixed assets and liabilities.

LOS ANGELES COUNTY CHILDREN AND FAMILY FIRST - PROPOSITION 10 COMMISSION (AKA FIRST 5 LA)
PROGRAM EXPENDITURES BY FY 2015-16 BUDGET
MARCH 31, 2016, UNAUDITED

INITIATIVE/PROGRAM	FY 2015-16 BUDGET*	MARCH EXPENDITURES	FISCAL YTD EXPENDITURES	BALANCE REMAINING
2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE				
Investments and Approaches Reaffirmed by the Board and Aligned with SP				
Families: Placed-Based - Welcome Baby/Select Home Visiting	36,603,000	2,835,194	15,380,691	21,222,309
Communities: Place-Based - Community Capacity Building	17,029,000	1,048,508	5,119,800	11,909,200
Policy Agenda/Advocacy	2,797,000	53,549	499,224	2,297,776
Communications & Marketing	4,672,000	152,678	529,807	4,142,193
Communications - Conference Funding	200,000	2,500	97,305	102,695
Existing Investments Potentially Aligned with SP				
Healthy Kids	2,250,000	120,134	2,048,449	201,551
Information Resource and Referral	1,360,000	237,141	825,492	534,508
New Investments Under Development (Strategic Plan Implementation Fund)				
Families	636,000	-	-	636,000
Communities	1,093,750	4,350	82,579	1,011,171
Early Care & Education (ECE) Systems	370,000	16,041	92,404	277,596
Health, Mental Health & Substance Abuse Systems	546,250	956	1,011	545,239
Other/Cross - Cutting Activities	490,000	3,402	13,475	476,525
Subtotal 2015-2020 Strategic Plan	**68,047,000**	**4,474,453**	**24,690,237**	**43,356,763**
LEGACY INVESTMENTS				
At-Risk Fathers Investment	150,000	-	-	150,000
Baby Friendly Hospitals	1,245,000	26,822	281,383	963,617
Black Infant Health	1,955,000	25,866	508,641	1,446,359
Children's Dental Care	10,656,000	-	4,237,058	6,418,942
Children's Vision Care	1,341,000	2,652	823,173	517,827
Early Identification and Intervention - Autism and other Developmental Delays	818,000	77,539	494,941	323,059
ECE Environmental Scan	80,000	-	5,165	74,835
Healthy Food Access	2,064,000	162,500	873,662	1,190,338
Little by Little/One Step Ahead	3,515,000	-	1,426,333	2,088,667
Los Angeles Universal Preschool (LAUP)	55,423,000	4,441,897	23,895,517	31,527,483
Oral Health & Nutrition - Dental Home	3,904,000	-	924,250	2,979,750
Parent Child Interaction Therapy	4,642,000	-	363,869	4,278,131
Partnerships for Families (PFF)	150,000	-	-	150,000
Peer Support Groups for Parents	1,469,000	42,225	610,385	858,615
Policy Advocacy Fund	2,194,000	196,537	1,227,456	966,544
Reducing Childhood Obesity	15,462,000	1,318	4,302,164	11,159,836
Resource Mobilization - ECE	1,225,000	84,043	336,332	888,668
Resource Mobilization - Funder Partnership	60,000	-	32,474	27,526
Resource Mobilization - Health	1,540,000	-	477,437	1,062,563
Resource Mobilization - Organizational Capacity Building	550,000	22,340	246,639	303,361
Resource Mobilization - Project Development	-	-	4,139	(4,139)
Tot Parks and Trails	660,000	-	-	660,000
Universal Assessment of Newborns	8,785,000	722,505	3,599,876	5,185,124
Workforce Development	2,522,000	-	562,910	1,959,090
Workforce Development - ECE Workforce Consortium	12,798,000	1,419,107	3,655,811	9,142,189
Subtotal Legacy Investments	**133,208,000**	**7,225,351**	**48,889,616**	**84,318,384**
RESEARCH AND EVALUATION				
Data Development and Integration	2,527,000	77,741	973,597	1,553,403
Data Partnership with Funders	900,000	13,211	488,169	411,831
Program Evaluation	4,240,000	323,456	2,004,163	2,235,838
Subtotal Research and Evaluation	**7,667,000**	**414,408**	**3,465,929**	**4,201,071**
TOTAL	**208,922,000**	**12,114,213**	**77,045,782**	**131,876,218**

* The FY 2015-16 Budget was approved by the Board of Commissioners on June 11, 2015

NOTES -PROGRAM EXPENDITURES BY FY 2015-16 BUDGET:
Journal entries for FY 2014-15 accrued expenses were reversed in July 2015. The amounts reported are the actual program expenditures for March 2016.

LOS ANGELES COUNTY CHILDREN AND FAMILY FIRST - PROPOSITION 10 COMMISSION (AKA FIRST 5 LA)
EXPENDITURES - PASS-THROUGH
MARCH 31, 2016, UNAUDITED

Attachment B

INITIATIVE/PROGRAM - PASS-THROUGH	MARCH EXPENDITURES	YEAR TO DATE EXPENDITURES
Medi-Cal Administrative Activities (MAA) - LA County Charges	-	-
Medi-Cal Administrative Activities (MAA) - Participation Payment	23,776	42,236
Child Signature Program (CSP)	-	-
Partnerships For Families - LA County Department of Children and Family Services (DCFS)	881,257	5,112,737
TOTAL	905,033	5,154,973

Los Angeles County Children and Family First -
Proposition 10 Commission (aka) First 5 LA
Operating & Administrative Budget Update
March 31, 2016, Unaudited

OPERATION AND ADMINISTRATION EXPENSE	MARCH ACTUAL	FISCAL YTD ACTUAL	FY 2015-16 BUDGET	FISCAL YTD VARIANCE
Personnel Related Expenses				
Salaries & Wages	850,758	7,711,938	12,387,038	4,675,100
Fringe Benefits	293,877	2,425,354	3,980,943	1,555,589
	1,144,634	**10,137,292**	**16,367,981**	**6,230,689**
General Operating Expenses				
ADP Payroll Charges	2,622	20,858	31,000	10,142
Workers Compensation Insurance	-	(6,690)	100,000	106,690
Corporate Insurance	2,728	31,727	76,000	44,273
Mileage Expense	4,563	33,017	61,850	28,833
Telephones & Modems	9,048	46,364	65,000	18,636
Printing	650	12,462	19,200	6,738
Postage & Delivery	1,100	11,007	13,300	2,293
Office Supplies	10,486	51,090	83,980	32,890
Subscriptions & Publication	2,779	5,218	10,060	4,842
Equipment Rental	15,634	71,908	118,200	46,292
Repair & Maintenance - Furniture & Fixtures	12,604	165,274	180,000	14,726
Repair & Maintenance - Equipment	-	2,205	32,000	29,795
Rents & Lease - Offsite Storage	1,268	13,571	23,700	10,129
Los Angeles County Overhead	55	11,780	27,000	15,220
Contingency	-	41,287	75,000	33,713
Facilities & Other Supplies	437	8,055	12,150	4,095
Utilities	10,840	134,544	155,000	20,456
Educational Supplies	-	448	5,300	4,852
Cell Phones	4,286	27,099	52,250	25,151
Hardware & Software Maintenance	1,970	115,309	258,000	142,691
	81,068	**796,533**	**1,398,990**	**602,457**
Professional Services				
Audit and Accounting Fees	-	46,780	70,000	23,220
Legal Fees	10,671	67,032	175,000	107,968
Membership Dues	1,772	16,332	82,100	65,768
Professional Development	3,358	37,692	210,800	173,108
Professional Dues First 5 Association	-	-	50,000	50,000
Staff Recruitment	257	9,380	25,000	15,620
Commission Stipends	1,350	10,050	34,000	23,950
Human Resources Related Costs	13,120	32,209	68,000	35,791
	30,529	**219,475**	**714,900**	**495,425**
Consultant Services				
Consultant Fees	47,640	419,674	1,491,000	1,071,326
Other Professional Fees	22,575	220,592	237,500	16,908
External Reviewers	-	11,210	5,000	(6,210)
	70,215	**651,476**	**1,733,500**	**1,082,024**
Travel & Meetings				
State Prop 10 Commission Activities	-	2,820	40,000	37,180
Conferences - Travel & Lodging	6,148	29,679	86,242	56,563
Conference - Registration Fees	9,060	61,259	89,485	28,226
Local Meeting Expenses	5,131	27,612	115,900	88,288
Lodging	2,406	25,812	84,876	59,064
Per Diem	3,033	17,175	42,488	25,313
	25,777	**164,357**	**458,991**	**294,634**
Capital Improvements				
Capital Outlay (Equipment Purchases)	4,285	30,653	120,000	89,347
TOTAL OPERATING EXPENSES	**1,356,508**	**11,999,786**	**20,794,362**	**8,794,576**

NOTES - OPERATING & ADMINISTRATIVE BUDGET UPDATE:

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

* The FY 2015-16 Operating Budget was approved by the Board of Commissioners on June 11, 2015.

Los Angeles County Children and Families First -
Proposition 10 Commission
Statement of Net Assets
March 31, 2016, Unaudited

Assets			
Current Assets:			
Cash	$	3,220,809	
Cash- Morlin Mgmt Corp		26,950	
Investment:			
Operating and Allocated funds		443,465,935	
Operating Fund - SRI		-	
Advance - LA Care Health Plan		8,442,795	
Advance - LAUP		50,232,094	
Advance - UCLA Dental Home Project		3,343,591	
Interest Receivable		-	
Other Receivables		330,390	
Total Current Assets	**$**	**509,062,564**	
Fixed Assets:			
Land	$	2,039,000	
Building & Improvements		12,076,512	
Furniture & Fixtures		627,671	
Computer, Software & Accessories		1,755,170	
Office Equipment		331,033	
Accumulated Depreciation		(4,944,345)	
Total Fixed Assets	**$**	**11,885,041**	
Total Assets	**$**	**520,947,605**	
Liabilities and Net Assets			
Current liabilities:			
Other Liabilities	$	80,171	**(1)**
Total Current Liabilities	**$**	**80,171**	
Net Assets:			
Investment in capital assets	$	11,885,041	
Restricted		508,982,393	
Total Net Assets	**$**	**520,867,434**	
Total Liabilities and Net Assets	**$**	**520,947,605**	

NOTES:

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

Agenda Item: 2C
Date: May 12, 201

FIRST 5 LA

SUBJECT:
Contracts and amendments for approval

RECOMMENDATION:
Approve two new agreements, ten renewals and use of unspent funds under one agreement and authorize staff to complete final contract execution of the agreements upon approval from the Board

BACKGROUND:

First 5 LA's approved programmatic budget for FY 2015-16 totals $197,460,000 and the approved operating budget totals $20,794,362. Funding for the initiatives and programs for the two new agreements was included in the budget presented to the Board on May 14, 2015 and approved on June 11, 2015. For contracts that span fiscal years, the estimated spending amount for each fiscal year will be included in First 5 LA's annual budgets for approval. Pursuant to contract terms, if the Commission does not appropriate funds for the contract in future fiscal years, First 5 LA may terminate the contract. Upon approval of the agreement presented below, staff will complete final execution.

There are **two new agreements**. One with The Opportunity Institute to provide materials (10,000 baby blankets, Talking is Teaching Guides, and Music CDs) that prompts parents to narrate their child's day or an activity, bolstering communication between parent and child to turn everyday moments into learning opportunities for their children. First 5 LA will bring Talking is Teaching to Los Angeles County by incorporating it into the existing Welcome Baby program. Home visitors will deliver campaign messages and high quality materials by integrating them with Welcome Baby program materials. Parents will have collateral pieces that will continue to encourage them to have these interactions with their children. There is one new agreement with the Girls Club of Los Angeles to implement the strategies and activities selected by the *Best Start* West Athens Community Partnership through the "Learning By Doing" (LBD) process. The project aims to achieve the following overarching results: 1) improve the quality of services provided to parents with children prenatal to age 5 living in *Best Start* West Athens; 2) increase the awareness of, access to, and utilization of these services; 3) provide leadership and advocacy training to young parents; 4) strengthen young parents' leadership skills to improve concrete supports; and 5) strengthen the relationship and communication between young parents and organizations. All activities will include a focus on building relationships between project participants in order to increase and/or strengthen access and awareness of concrete supports among project participants. To achieve the objectives stated above, the Grantee will implement the following seven activities during the course of this project: 1) parent leadership trainings; 2) establish an advisory committee consisting of parents, residents and organizations; 3) a social media campaign and community events; and 4) organizational capacity building training. For completing an intensive 15-week Parent Leadership Training, 30 participants will be given a $100 stipend, for a total of $3,000.

Funding for the ten renewals below will be included in the budget for FY 2016-17 for board approval on June 9, 2016. Contractors and grantees are proposed for renewals to continue or complete a multiyear project. Staff analyzed the progress of each contractor and determined whether these contractors and grantees are making or will be expected to make satisfactory progress towards completion of the objectives in the current agreement by the contract expiration date. This information can be found in the last column of Attachment A. Upon approval of the FY 2016-17 budget, staff will complete final execution of the renewals presented below.

There are **ten renewals**. One with Western University to continue to provide comprehensive oral health care to children and families located in Service Planning Areas 3, 4 and 7. During FY 15-16, it is expected that Western University will provide preventative oral health services to 6,000 children. By 2018, Western will provide an additional 7,000 children with preventative care and thereby reaching their 5-year goal of serving over 21,000 children. There is one renewal with Zero to Three: National Center for Infants, Toddlers, and Families to refine the core competencies of the Prenatal to Three Workforce Development Project to strengthen knowledge and practice of the prenatal to age 5 workforce and integrate the core competencies and training within Los Angeles County. In FY 15-16, the Contractor conducted a pilot test of the P-5 Cross-Sector online training and facilitated online peer learning sessions called Communities of Practice. The pilot included 3 cohorts; Cohort 1: P- 5 Steering Committee Members, Cohort 2: South LA Best Start Region that includes four Best Start communities and Cohort 3: Antelope Valley Best Start Region that includes two Best Start Communities. Each cohort was made up of approximately 25-30 professionals equally representing the sectors of early care and education, child welfare/social services, physical health, mental health and early identification/intervention. The pilot experience included an orientation, online training made up of eight lessons, Communities of Learning and Practice and evaluation. In FY 16-17 and 17-18, six additional trainings will take place in partnership with Best Start. There is one renewal with Antelope Valley Partners for Health for the Select Home Visiting program which is a voluntary, home-based intervention for clients residing within a Best Start Community and identified as needing more focused, intensive support than the Welcome Baby hospital visit. The program includes home visits delivered weekly, biweekly, or monthly, depending on the family's needs. Clients receive client-centered, strength-based information and support during these visits. The program aims to 1) increase parent knowledge of early childhood development and improve parenting practices; 2) provide early detection of developmental delays and health issues; 3) prevent child abuse and neglect; and 4) increase children's school readiness and school success. The Grantee implements the Select Home Visiting grant with the Healthy Families America program model which provides information on topics such as bonding and attachment, positive parenting, child health and development, and a safe home environment. There is one renewal with Para Los Niños to continue to provide support for the Best Start Metro LA (BSMLA) Partnership which includes planning, leadership development, capacity building, logistical support for BSMLA meetings and events, documentation and data collection and various evaluation activities. In addition to the supports described above, Grantee will provide support for a new resource mobilization effort that will include applying for grants from other funders to advance and sustain their community change efforts.

There are **six renewals** under the Early Identification and Intervention Initiative designed to screen children for developmental delays from underserved communities, provide referrals to early intervention services if needed, and integrate those screened into LA County's various systems of care. The six grantees are listed below:

Altamed Health Services Corporation: Grantee has screened more than 2,000 children and educated more than 550 families. In FY 16-17 the Grantee will support sustainability by developing a tool-kit to sustain the program; incorporate the cost per screen into the clinic's operational budget; and work with clinics to standardize and operationalize developmental screening during well-child visits.

Eisner Pediatric and Family Medical Center: Grantee has screened more than 4,000 children and has provided education to over 3,700 families. In FY 16-17, the Grantee will build their grant writing staff and use the "train the trainer" model to increase staff training and development in an effort to sustain the program.

Foothill Family Service
Grantee has screened more than 1,000 children and educated families about how to accommodate their special needs. In FY 16-17, the Grantee will develop a sustainability plan, utilize their Grant Writer to raise additional funds, and use the "train the trainer" model to support increased staff training.

Northeast Valley Health Corporation: Grantee has screened 1,850 children and has educated more than 2,000 families. In FY 16-17, the Grantee will develop a sustainability model, develop a toolkit for providers and early care staff and use the "train the trainer" model to support staff training and development in an effort to sustain the program.

South Central Los Angeles Regional Center for Developmentally Disabled Persons: Grantee has screened more than 1,800 children and educated and trained 500 families. In FY 16-17, the Grantee plans to utilize a grant writer and have the Care Coordinator attend "train the trainer" courses in an effort to sustain the program. The Grantee hopes to receive new funds from the State Department of Developmental Services in the next year.

Westside Children's Center: Grantee has screened more than 1,600 children and their families. In FY 16-17, the Grantee will train all frontline staff, such as center teachers and family childcare providers to become responsible for conducting developmental screening with children under their care in an effort to sustain the program. It will also complete parent feedback reports and share screening results.

There is **one request to use additional unspent funds** from an advance provided to L.A. Care Health Plan in the amount of $368,286 to maintain the Healthy Kids program through December 31, 2016. Pursuant to the contract, proposed use of any unspent funds requires review and approval by the Board.

The Healthy Kids program provides access to low- or no-cost health insurance for children ages 0-5 in LA County who are not eligible for Medi-Cal or other health insurance programs. Healthy Kids has been funded by First 5 LA since 2003. The current contract was approved in 2011 and $12.9 million was advanced to the contractor. As of January 31, 2016, the balance remaining on the advance is approximately $8.8 million.

At the April and September 2015 Commission meetings, informed by the Expiring Initiatives Review process and SB 75, the Board approved a continuation of the Strategic Partnership and contract with L.A. Care until September 30, 2016 so that children currently enrolled in Healthy Kids could maintain their coverage until Medi-Cal expansion was in place. The Board approved up to $750,000 and also authorized the Executive Director to extend the partnership an additional 3 months (through December 2016) should there be a delay in expanding Medi-Cal. Of the $750,000, staff approved the use of $625,000 through September 2016 to L.A. Care. Staff is seeking approval for an additional $368,286 of unspent funds to cover increased enrollment and upon approval, staff will authorize a total of $493,286 to L.A. Care [$368,286 + $125,000($750,000-$625,000)] to cover anticipated costs through December 2016.

Since June 2015, LA Care has seen an increase in Healthy Kids enrollment, with 374 children to a peak of 531 children in March 2016. LA County DPH's Children's Health Outreach Initiative (CHOI) contractors share that word has successfully gotten out regarding Medi-Cal expansion covering all children regardless of immigration status. Although this change will not be in effect until May 2016, at the earliest, information on SB 75 from trusted sources such as Univision and La Opinion have encouraged families to seek help at community agencies and enroll their older children into restricted-scope (emergency) Medi-Cal and younger children into Healthy Kids. Children with restricted-scope Medi-Cal will automatically transition to full-scope Medi-Cal without having to

complete a new application once Medi-Cal is expanded. The influx of child refugees from Central American countries over the last year has also contributed to the recent increase in Healthy Kids enrollment.

This request was provided as information at the Program and Planning Committee meeting on April 28, 2016.

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

Attachment A
May 2016

	NEW AGREEMENTS										
	DEPARTMENT	**INITIATIVE AND PROGRAM**	**CONTRACT (PROJECT) INFORMATION**	**BOARD APPROVAL DATE**	**PROCUREMENT METHOD**	**PROJECT LENGTH**	**ESTIMATED TOTAL PROJECT COST**	**CONTRACT AMOUNT**	**ANTICIPATED CONTRACT START DATE**	**ANTICIPATED CONTRACT END DATE**	**ANTICIPATED PROJECT END DATE**
1	Communications & Marketing	Communications & Marketing / Communications & Marketing	**THE OPPORTUNITY INSTITUTE** The Contractor, in partnership with the Clinton Foundation launched the Too Small to Fail initiative, which hosts a nationwide campaign called "Talking is Teaching: Talk, Read, Sing." The Talking is Teaching campaign works with trusted messengers in communities to meet families where they are, and offer them support in efforts to turn everyday moments into learning opportunities for their children. The campaign uses a variety of materials to prompt parents to narrate their child's day or an activity, bolstering communication between parent and child. First 5 LA will bring Talking is Teaching to Los Angeles County by incorporating it into the existing Welcome Baby program. Home visitors will deliver campaign messages and high quality materials by integrating them with Welcome Baby program materials. Parents will have collateral pieces that will continue to encourage them to have these interactions with their children.	6/11/2015	Procurement Exception	8 months	$167,300	$167,300	5/13/2016	12/31/2016	12/31/2016
2	Best Start Communities	Communities: Place-Based - Community Capacity Building / Results-Focused Actions	**GIRLS CLUB OF LOS ANGELES** The Grantee will implement the strategies and activities selected by the *Best Start* West Athens Community Partnership through the "Learning By Doing" (LBD) process. The project aims to achieve the following overarching results: 1) improve the quality of services provided to parents with children prenatal to age 5 living in *Best Start* West Athens; 2) increase the awareness of, access to, and utilization of these services; 3) provide leadership and advocacy training to young parents; 4) strengthen young parents' leadership skills to improve concrete supports; and 5) strengthen the relationship and communication between young parents and organizations. All activities will include a focus on building relationships between project participants in order to increase and/or strengthen access and awareness of concrete supports among project participants. To achieve the objectives stated above, the Grantee will implement the following seven activities during the course of this project: 1) parent leadership trainings; 2) establish an advisory committee consisting of parents, residents and organizations; 3) a social	6/11/2015	RFP	2 years, 1 month	$751,963	$751,963 $31,332 Estimated Spending for FY 15-16 $375,981 Estimated FY 16-17 Spending $344,650 Impact to FY 17-18 Budget	6/1/2016	5/31/2018	5/31/2018

Attachment A
May 2016

			media campaign and community events; and 4) organizational capacity building training. For completing an intensive 15-week Parent Leadership Training, 30 participants will be given a $100 stipend, for a total of $3,000.								

Attachment A
May 2016

	RENEWALS											
	DEPARTMENT	**INITIATIVE AND PROGRAM**	**CONTRACT (PROJECT) INFORMATION**	**BOARD APPROVAL DATE**	**PROCUREMENT METHOD**	**PROJECT LENGTH**	**ESTIMATED TOTAL PROJECT COST**	**CONTRACT AMOUNT**	**ANTICIPATED CONTRACT START DATE**	**ANTICIPATED CONTRACT END DATE**	**ANTICIPATED PROJECT END DATE**	***SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?**
3	Grants Management	Children's Dental Care \ Children's Dental Care Program	**WESTERN UNIVERSITY (#08394)** The Contractor will continue to provide comprehensive oral health care to children and families located in Service Planning Areas 3, 4 and 7. During FY 15-16, it is expected that Western University will provide preventative oral health services to 6,000 children. By 2018, Western will provide an additional 7,000 children with preventative care and thereby reaching their 5-year goal of serving over 21,000 children.	07/12/2012	Strategic Partnership	5 years	$8,448,697	$728,048 Estimated FY 16-17 Spending $700,000 Impact to FY 17-18 Budget $28,048	7/1/2016	2/28/2018	2/28/2018	Yes
4	Program Development	Workforce Development \ P-5 Workforce Development Core Competencies	**ZERO TO THREE: NATIONAL CENTER FOR INFANTS, TODDLERS, AND FAMILIES (#08574)** The Contractor will refine the core competencies of the Prenatal to Three Workforce Development Project to strengthen knowledge and practice of the prenatal to age 5 workforce and integrate the core competencies and training within Los Angeles County. In FY 15-16, the Contractor conducted a pilot test of the P-5 Cross-Sector online training and facilitated online peer learning sessions called Communities of Practice. The pilot included 3 cohorts; Cohort 1: P-5 Steering Committee Members, Cohort 2: South LA Best Start Region that includes four Best Start communities and Cohort 3: Antelope Valley Best Start Region that includes two Best Start Communities. Each cohort was made up of approximately 25-30 professionals equally representing the sectors of early care and education, child welfare/social services, physical health, mental health and early identification/intervention. The pilot experience included an orientation, online training made up of eight lessons, Communities of Learning and Practice and evaluation. In FY 16-17 and 17-18, six additional trainings will take place in partnership with Best Start.	6/9/2016	Procurement Exception	4 years, 8 months	$2,600,000	$1,055,465 Estimated FY 16-17 Spending $526,670 Impact to FY 17-18 Budget $528,795	7/1/2016	6/30/2018	6/30/2018	126 Yes

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

Attachment A
May 2016

5	Program Development	Families Strategy 1 – Home Visiting / Select Home Visiting Programs	**ANTELOPE VALLEY PARTNERS FOR HEALTH (#00815)** The Select Home Visiting program is a voluntary, home-based intervention for clients residing within a Best Start Community and identified as needing more focused, intensive support than the Welcome Baby hospital visit. The program includes home visits delivered weekly, biweekly, or monthly, depending on the family's needs. Clients receive client-centered, strength-based information and support during these visits. The program aims to 1) increase parent knowledge of early childhood development and improve parenting practices; 2) provide early detection of developmental delays and health issues; 3) prevent child abuse and neglect; and 4) increase children's school readiness and school success. The Grantee implements the Select Home Visiting grant with the Healthy Families America program model which provides information on topics such as bonding and attachment, positive parenting, child health and development, and a safe home environment. In FY 15-16, staff continued to be trained and receive support to serve clients. In FY 16-17, staff will continue to serve clients with a focus on increasing enrollment.	9/9/2010	Solicitation to the Pool	6 years, 6 months	$9,505,710	$1,508,270	7/1/2016	6/30/2017	6/30/2020	Yes
6	Best Start	Communities Strategy 1 – Shared Vision & Collective Action / Community Partnerships	**PARA LOS NIÑOS (#07411)** The Grantee provides a variety of supports for the Best Start Metro LA (BSMLA) Partnership which includes planning, leadership development, capacity building, logistical support for BSMLA meetings and events, documentation and data collection and various evaluation activities. In FY 15-16, the Grantee provided extensive support to BSMLA Partnership. It coordinated and supported approximately 500 community meetings which included logistical support (child care, food, venue, meeting materials, transportation, and interpretation) and helped residents plan and reflect on each meeting. The Grantee provided ongoing leadership development and capacity building through coaching. The Grantee also conducts data collection, documents all activities and events and coordinates with other First 5 LA Grantees, as appropriate. In FY 16-17, the Grantee	9/20/2007	RFP	8 years, 3 months	$7,936,096	$1,111,958	7/1/2016	6/30/2017	6/30/2017	Yes

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

Attachment A
May 2016

			will continue its support of BSMLA. In addition to the supports described above, it will provide support for a new resource mobilization effort that will include applying for grants from other funders to advance and sustain their community change efforts.									
7	Program Development	Early Identification and Intervention - Autism and Other Developmental Delays \ Early Identification and Intervention - Autism and Other Developmental Delays	**ALTAMED HEALTH SERVICES CORPORATION (#00838)** Through the First Connections project, the Grantee will increase the number of children screened for developmental delays from underserved communities, provide referrals to early intervention services if needed, and integrate those screened into LA County's various systems of care. Since the project began in 2014, the Grantee has screened more than 2,000 children and educated more than 550 families. In FY 16-17 the Grantee will support sustainability by developing a tool-kit to sustain the program; incorporate the cost per screen into the clinic's operational budget; and work with clinics to standardize and operationalize developmental screening during well-child visits.	3/10/2016	RFP	4 years, 3 months	$522,168	$114,672	7/1/2016	6/30/2017	6/30/2018	Yes
8	Program Development	Early Identification and Intervention - Autism and Other Developmental Delays \ Early Identification and Intervention - Autism and Other Developmental Delays	**EISNER PEDIATRIC AND FAMILY MEDICAL CENTER (#00839)** Through the First Connections project, the Grantee will increase the number of children screened for developmental delays from underserved communities, provide referrals to early intervention services if needed, and integrate those screened into LA County's various systems of care. Since 2014, the Grantee has screened more than 4,000 children and has provided education to over 3,700 families. In FY 16-17, the Grantee will hire grant writing staff and use the "train the trainer" model to increase staff training and development in an effort to sustain the program.	3/10/2016	RFP	4 years, 3 months	$522,500	$133,436	7/1/2016	6/30/2017	6/30/2018	Yes
9	Program Development	Early Identification and Intervention - Autism and Other Developmental Delays \ Early Identification and Intervention -	**FOOTHILL FAMILY SERVICE (#00837)** Through the First Connections project, the Grantee will increase the number of children screened for developmental delays from underserved communities, provide referrals to early intervention services if needed, and integrate those screened	3/10/2016	RFP	4 years, 3 months	$522,500	$137,579	7/1/2016	6/30/2017	6/30/2018	Yes

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

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		Autism and Other Developmental Delays	into LA County's various systems of care. Since 2014, more than 1,000 children were screened and their families educated about how to accommodate their special needs. In FY 16-17, the Grantee will develop a sustainability plan, utilize their Grant Writer to raise additional funds, and use the "train the trainer" model to support increased staff training.									
10	Program Development	Early Identification and Intervention - Autism and Other Developmental Delays \ Early Identification and Intervention - Autism and Other Developmental Delays	**NORTHEAST VALLEY HEALTH CORPORATION (#00840)** Through the First Connections project, the Grantee will increase the number of children screened for developmental delays from underserved communities, provide referrals to early intervention services if needed, and integrate those screened into LA County's various systems of care. Since 2014 the Grantee has screened 1850 children and has educated more than 2,000 families. In FY 16-17, the Grantee will develop a sustainability model, develop a toolkit for providers and early care staff and use the "train the trainer" model to support staff training and development in an effort to sustain the program.	3/10/2016	RFP	4 years, 3 months	$522,488	$137,781	7/1/2016	6/30/2017	6/30/2018	Yes
11	Program Development	Early Identification and Intervention - Autism and Other Developmental Delays \ Early Identification and Intervention - Autism and Other Developmental Delays	**SOUTH CENTRAL LOS ANGELES REGIONAL CENTER FOR DEVELOPMENTALLY DISABLED PERSONS (#00841)** Through the First Connections project, the Grantee will increase the number of children screened for developmental delays from underserved communities, provide referrals to early intervention services if needed, and integrate those screened into LA County's various systems of care. Since 2014, the Grantee has screened more than 1,800 children and has educated their families. Additionally, it has provided education and training to 500 families in the greater community. In FY 16-17, the Grantee plans to utilize a grant writer and have the Care Coordinator attend "train the trainer" courses in an effort to sustain the program. The Grantee hopes to receive new funds from the State Department of Developmental Services in the next year.	3/10/2016	RFP	4 years, 3 months	$522,500	$148,677	7/1/2016	6/30/2017	6/30/2018	Yes

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12	Program Development	Early Identification and Intervention - Autism and Other Developmental Delays \ Early Identification and Intervention - Autism and Other Developmental Delays	**WESTSIDE CHILDREN'S CENTER (#00836)** Through the First Connections project, the Grantee will increase the number of children screened for developmental delays from underserved communities, provide referrals to early intervention services if needed, and integrate those screened into LA County's various systems of care. Since 2014, the Grantee has screened more than 1,600 children and has educated their families. In FY 16-17, the Grantee will train all frontline staff, such as center teachers and family childcare providers to become responsible for conducting developmental screening with children under their care in an effort to sustain the program. It will also complete parent feedback reports and share screening results.	3/10/2016	RFP	4 years, 3 months	$522,473	$152,191	7/1/2016	6/30/2017	6/30/2018	Yes

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	REQUEST FOR APPROVAL TO USE ADDITIONAL UNSPENT FUNDS							
	DEPARTMENT	**INITIATIVE AND PROGRAM**	**CONTRACT (PROJECT) INFORMATION**	**PROCUREMENT METHOD**	**PROJECT LENGTH**	**CURRENT CONTRACT AMOUNT**	**ADDITIONAL UNSPENT FUNDS REQUESTED**	***SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?**
13	Grants Management	Healthy Kids / Healthy Kids Insurance Coverage	**LOCAL INITIATIVE HEALTH AUTHORITY FOR LOS ANGELES COUNTY DBA L.A. CARE HEALTH PLAN (#05632)** Approve the use of additional unspent funds in the amount of $368,286 to maintain the Healthy Kids program through December 31, 2016. Pursuant to the contract, proposed use of any unspent funds requires review and approval by the Board. The Healthy Kids program provides access to low- or no-cost health insurance for children ages 0-5 in LA County who are not eligible for Medi-Cal or other health insurance programs. Healthy Kids has been funded by First 5 LA since 2003. The current contract was approved in 2011 and $12.9 million was advanced to the contractor. As of January 31, 2016, the balance remaining on the advance is approximately $8.8 million. At the April and September 2015 Commission meetings, informed by the Expiring Initiatives Review process and SB 75, the Board approved a continuation of the Strategic Partnership and contract with L.A. Care until September 30, 2016 so that children currently enrolled in Healthy Kids could maintain their coverage until Medi-Cal expansion was in place. The Board approved up to $750,000 and also authorized the Executive Director to extend the partnership an additional 3 months (through December 2016) should there be a delay in expanding Medi-Cal. Of the $750,000, staff approved the use of $625,000 through September 2016 to L.A. Care. Staff is seeking approval for an additional $368,286 of unspent funds to cover increased enrollment and upon approval, staff will authorize a total of $493,286 to L.A. Care [$368,286 + $125,000($750,000-$625,000)] to cover anticipated costs through December 2016. Since June 2015, LA Care has seen an increase in Healthy Kids enrollment, with 374 children to a peak of 531 children in March 2016. LA County DPH's Children's Health Outreach Initiative (CHOI) contractors share that word has successfully gotten out regarding Medi-Cal expansion covering all children regardless of immigration status. Although this change will not be in effect until May 2016, at the earliest, information on SB 75 from trusted sources such as Univision and La Opinion have encouraged families to seek help at community agencies and enroll their older children into restricted-scope (emergency) Medi-Cal and younger children into Healthy Kids. Children with restricted-scope Medi-Cal will automatically transition to full-scope Medi-Cal without having to complete a new application once Medi-Cal is expanded. The influx of child refugees from Central American countries over the last year has also contributed to the recent increase in Healthy Kids enrollment. This request was provided as information at the Program and Planning Committee meeting on April 28, 2016.	Strategic Partnership	13 years, 6 months	$12,921,708 (advanced)	$368,286	131 Yes

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

Agenda Item: 2D
Date: May 12, 2016

FIRST 5 LA

SUBJECT:
Request to Establish a Strategic Partnership with LAUP in the Amount of $50,491,992 (estimated) and Authorize First 5 LA Staff to Execute a Contract.

RECOMMENDATION:
The proposed strategic partnership was provided as information for the Board's consideration at the November 12, 2015 Commission meeting as part of the approval of LAUP's use of their remaining funds from the Second Master Agreement ending June 30, 2016 (Agenda Item: 2D). At today's Commission meeting, First 5 LA staff recommends the Board approve the establishment of a Strategic Partnership with LAUP for an amount not to exceed the remainder of the LAUP Fund Balance, estimated as of March 2016 at $50,491,992 and authorize staff to execute a contract from July 1, 2016 to June 30, 2017 for $16,867,135. The funds have been included in the First 5 LA Fiscal Year 2016-2017 Programmatic Budget under the Early Care and Education Quality Rating and Improvement Systems (QRIS) Initiative. All subsequent contracts will be brought to the board for approval on consent prior to execution. The proposed work of this Strategic Partnership serves to advance F5LA's and LAUP's shared goals in three major categories: QRIS, Policy and Advocacy, and ECE Workforce Development.

BACKGROUND:
In April 2015, First 5 LA staff presented information to the board about directional endorsement of LAUP's use of the remaining fund balance from the Second Master Agreement that will end on June 30, 2016. The use of the remaining LAUP fund balance was endorsed by the Board on May 14, 2015 (Agenda Item: 6), with the contingency that funds were to be used on First 5 LA's and LAUP's mutually aligned priorities and associated strategies around policy and advocacy, Quality Rating and Improvement Systems (QRIS) and workforce development. On November 12, 2015, the Board of Commissioners approved LAUP's ability to retain its remaining fund balance for a period of up to four years (through FY 19-20) following the end of the Second Master Agreement in June 2016 for work related to advancing a uniform Quality Rating and Improvement System (QRIS) in LA County, early care and education (ECE) workforce development activities, and advancing a policy and advocacy agenda supporting high quality early learning in Los Angeles County. As part of the approval of this item, the Board authorized staff to begin contract negotiations with LAUP for a FY 16-17 contract (Agenda Item: 2D).

Quality Rating and Improvement System (QRIS) – The bulk of the work to be done as part of this strategic partnership relates to QRIS, totaling approximately $11.1M of LAUP's proposed FY 16-17 budget. Improving the quality of early care and education settings through QRIS is a major component of First 5 LA's 2015-2020 Strategic Plan and is also the main focus of LAUP's 2015-2019 Strategic Plan. QRIS is also a priority of First 5 CA, as demonstrated in First 5 CA's new funding initiative entitled Improve and Maximize Programs so All Children Thrive (IMPACT). IMPACT's purpose is to support a network of local quality improvement systems to better coordinate, assess, and improve the quality of early learning settings. This five-year initiative represents an investment from First 5 CA of approximately $13.3 million into Los Angeles County and requires a First 5 LA match of $8.3 million in order to draw down the IMPACT Funds. In addition to the systems building focus of IMPACT, there are programmatic requirements that must be met – namely, engaging 468 ECE sites in QRIS, including sites that serve infants and toddlers and licensed family child care homes. On November 19, 2015, First 5 LA's Board of Commissioners authorized staff to submit the IMPACT Plan to First 5 CA (F5CA) (Agenda Item: 2A). Los Angeles County's IMPACT proposal includes the work proposed under this Strategic Partnership to meet the match requirement and the required site targets.

As part of meeting IMPACT site target requirements, each of the 468 required IMPACT sites will have access to a team of LAUP staff to assist them in following a continuous quality improvement cycle.

IMPACT funding guidelines allow for 49% of the site targets to be served through the California State Preschool Program QRIS Block Grant, but the remaining portion (51% or 239 sites) will be served using the Fund Balance remaining from LAUP's current Second Master Agreement. LAUP will provide the same supports to sites served through IMPACT as sites who receive QRIS services by LAUP through the California State Preschool Program (CSPP) QRIS Block Grant, helping ensure a move in the direction of a single QRIS structure in Los Angeles County. The quality improvement cycle for these sites will include biannual assessment and tier assignment based on the California Quality Continuum Framework (QCF). The model assumes that program needs will vary and therefore quality improvement supports will vary based on the Tier rating a site receives. Program staff at sites rated 1-3 will be assigned a Coach, Program Leadership Consultant (PLC), and Workforce Development Specialist (WDS) to identify areas of need and set improvement goals, whereas sites rated 4-5 will work with a Coach and Family Engagement Specialist (FES) to set improvement goals and use the Strengthening Families framework as a guide to develop goals aimed at improving family and community engagement.

Workforce Development - The struggles faced by the ECE workforce are myriad and well-established, and it is through policy change that First 5 LA and LAUP can most effectively influence quality by improving conditions for the ECE workforce. In addition to the policy advocacy work, the proposed Strategic Partnership will strengthen the workforce through the provision of teacher-level workforce development supports (e.g., permit application assistance, transcript and coursework assessment, educational and professional development guidance) to participating sites, a stipend program (based on F5CA's CARES Plus initiative which ends on June 30, 2016) to incentivize the completion of appropriate coursework, and professional development stipends to sites participating in QRIS. The workforce development efforts proposed by LAUP total approximately $1.87M of LAUP's proposed FY 16-17 budget.

Policy and Advocacy - Together, LAUP and First 5 LA have developed shared messaging around the end of the Master Agreement and have expressed a commitment to working together, alongside other key stakeholders, to advocate for more sustainable local, state, and federal funding for quality early care and education. Our organizations' history of and commitment to continuing our work together has resulted in numerous wins to date, including bringing Race to the Top – Early Learning Challenge and California State Preschool Program QRIS Block Grant funds to Los Angeles County.

In addition to advocacy efforts focused on increasing access to quality early care and education (ECE), strengthening the ECE workforce, and investing in quality measures that support the classroom experience for children ages 0-5, LAUP will also work in tandem with First 5 and other relevant partners to urge policy makers to raise provider reimbursement rates and to support programs and policies to strengthen family engagement. One critical element of our organizations' future advocacy work is maintaining flexibility so that the policy agenda can be responsive to critical and unforeseen changes that may arise within the policy landscape.

It should be noted that LAUP is actively engaged in many of the same policy and advocacy groups as First 5 LA, as demonstrated to the Board on October 29, 2015 (Agenda Item: 3A). Some of these groups include:

- Campaign for Grade-Level Reading's School Readiness Workgroup, of which Dr. Dawn Kurtz, Chief Program Officer of LAUP, is co-chair of the QRIS subgroup with First 5 LA's Dr. Katie Fallin, Assistant Director of Research and Evaluation
- Los Angeles Preschool Advocacy Initiative (LAPAI)
- Los Angeles County Local Control Funding Formula (LCFF) Coalition
- ECE State Budget Coalition

Our organizations' respective representation in both these groups and others allow us to work in collaboratively to improve access to affordable, quality, sustainable ECE and to improve the quality of ECE services by ensuring closely aligned policy goals and messaging. These policy and advocacy activities represent efforts that will be crucial in both the sustainability of QRIS work following the expenditure of the LAUP fund balance and in First 5 LA's ability to bring QRIS to scale throughout the

county. Policy and advocacy activities are both an element of the work to be supported through this proposed Strategic Partnership and the clearest pathway to sustaining the work around QRIS and ECE Workforce Development in the future. LAUP proposed approximately $935K of its proposed FY 16-17 budget to support policy and advocacy efforts under the proposed Strategic Partnership.

Business Development - A portion of funds of the proposed Strategic Partnership (approximately $1.7M) will go toward supporting LAUP staffing to further transition to their new business model. These supports include funding advancement and development staff to pursue new, sustainable sources of funding as well as marketing and communications around LAUP's new brand. As of February 2016, LAUP had received over $1.7 million in training and consulting services contracts, with an additional $253,559 in pending awards, including work from other First 5 County Commissions and County Offices of Education. These contracts represent LAUP's continuous organizational evolution away from the provision of funded preschool slots to an organization focused largely on the provision of quality improvement supports to ECE sites both within Los Angeles County and elsewhere. It is the expectation of both First 5 LA and LAUP that in future years, use of First 5 LA funds to support LAUP's business development efforts will decline significantly.

Pursuant to the Procurement Policy, Strategic Partners of $75,000 or more in a fiscal year must be presented to the Board for approval. Staff is requesting the establishment of a strategic partnership for an amount not to exceed the remainder of the LAUP Fund Balance, estimated at $50,491,992, to comply with this policy. Section IV.5 of the Procurement Policy also states that contracts of $75,000 or more requires Board approval prior to execution. Staff is seeking approval to execute a contract for the period of July 1, 2016 to June 30, 2016 for $16,867,135.

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

Sustainability Plan and Funding Landscape

LAUP Organizational Sustainability - LAUP has already begun taking steps to ensure a viable future for their organization by leveraging and supporting existing political momentum around high quality early care and education as well as continuing to enhance their own transition to a new business model by successfully securing funding from other entities to continue providing QRIS services both locally and around the state more broadly. To date, LAUP has made significant progress in diversifying its revenue sources for its operational budget. In FY 14-15, First 5 LA and First 5 CA funding represented over 90% of LAUP's operational budget. For FY 16-17, First 5 CA and First 5 LA funding sources represent approximately 43% of the organizations operating budget. LAUP plans to generate at least $1M in fee-for-service business (assessments, coaching and training, back office shared services support) and has established an advancement goal of $3.7M in new funding through government grants, foundations, and corporate and individual giving in FY 16-17. First 5 LA and LAUP also have a shared expectation that LAUP's approach to quality improvement activities will be refined and will become more cost efficient over the life of this Strategic Partnership, increasing the likelihood that their organization can be sustained through competitively priced fee-for-service activities in conjunction with local, state, and federal grants as well as other fundraising efforts.

QRIS Sustainability - The pathway to sustainability for QRIS and ECE Workforce Development is through policy and systems change so that there is increased public funding to support a quality early care and education system. LAUP is currently receiving public funding for QRIS through a subcontract with the Los Angeles County Office of Education (LACOE) on both the California State Preschool Program (CSPP) QRIS Block Grant as well as the recently awarded Infant-Toddler QRIS Block Grant. To date, LAUP has received contracts of $12.7M and $1.6M from these respective funding streams. While the Infant-Toddler QRIS Block Grant is currently one-time funding, efforts are under way to advocate for ongoing state funding for this work. CSPP QRIS Block Grant funding is renewable on an annual basis. Coordinated policy efforts are underway through the ECE Budget Coalition to increase the funding amounts available from these grants and to ensure the Infant Toddler Block Grant becomes renewable on an annual basis. In addition to the QRIS Block Grant Funds, the majority of the First 5 CA

IMPACT funds, approximately $9.5M, will be released by First 5 LA through a competitive solicitation after the IMPACT QRIS Systems Planning work is competed in 2018-2019. LAUP would likely be eligible to compete for the IMPACT funds and other funding streams in order to sustain QRIS services to sites served as part of this Strategic Partnership.

LAUP has been a key participant in a number of local and state policy and advocacy efforts that are working to advance a high quality early care and education agenda. Given the ongoing political momentum and collaborative advocacy work to support high quality early learning by a number of key stakeholders, it is possible the work being done through IMPACT could be sustained following the conclusion of F5CA's IMPACT initiative on June 30, 2020 should more funds be made available to support these efforts.

In addition, through the IMPACT QRIS Systems Building work, First 5 LA, LAUP and the other Architect entities will be defining what Los Angeles County's QRIS model should look like based on best practices and will be assessing the costs of various approaches as a way of ensuring that Los Angeles County's QRIS approach is effective and maximizes available resources. It is an expectation of this Strategic Partnership that LAUP will honor the decisions made by the Architects group and that they will make adjustments to their approach accordingly.

Leveraged Resources - In order to meet the match requirement for the First 5 CA IMPACT initiative, a portion of the LAUP fund balance (layered with QRIS Block Grant funding) will be leveraged to meet the site target of 468 sites to be served in Los Angeles County as required under IMPACT funding guidelines. This approach has numerous advantages for both LAUP and First 5 LA. Not only does this approach allow First 5 LA to meet the IMPACT match requirement without allocating any new financial resources, it allows Los Angeles County to maintain high quality sites, even after the Federal Race to the Top-Early Learning Challenge (RTT-ELC) funding ends in June 2016. In addition, LAUP is familiar with First 5 CA reporting requirements through previous initiatives such as the Child Signature Program (CSP) and CARES Plus. Consequently, LAUP is well-equipped to meet the reporting and evaluation requirements of the IMPACT initiative. Lastly, successful completion of this work will further establish LAUP's reputation as a provider of QRIS services, and this partnership increases the likelihood of LAUP's sustainability as the work will add to their portfolio of QRIS-related work that can be used to market itself to other entities as part of LAUP's fee-for-service business model.

The approach of utilizing a portion of LAUP's fund balance to meet IMPACT site target requirements established by First 5 CA allows First 5 LA to leverage F5CA resources and LAUP's fund balance to focus on QRIS systems building with the Architects without infusing significant new financial resources into a system not yet equipped to handle such an infusion of funds. Finally, this approach allows a number of the county's existing QRIS-rated sites to remain engaged in LA County's QRIS despite the end of RTT-ELC. In maintaining these sites through a portion of the LAUP fund balance, sites will be able to maintain quality supports which facilitate the maintenance of a site's quality rating. The proposed Strategic Partnership with LAUP will allow First 5 LA to match First 5 CA's funding and to provide the required number of sites a QRIS rating under the IMPACT initiative, thereby bringing an additional $8.3 million to Los Angeles County to support QRIS. The approach of leveraging funds from the LAUP fund balance to meet the First 5 LA match requirement for IMPACT funding as a means of reserving the majority of new First 5 CA funds to scale QRIS in Los Angeles County at a later point in time was discussed with and agreed upon by the QRIS Architects on November 3, 2015.

JUSTIFICATION:

This Strategic Partnership meets the criteria below:

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

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

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

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

AND

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

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

- The early care and education sites being proposed to be served through this Strategic Partnership are already engaged in QRIS with LAUP. LAUP is a trusted organization for these sites, and their staff have established relationships with LAUP staff. It is well-established in the research on coaching and professional development that the personal relationships and trust between teachers and their coaches is essential for the success of the coaching and professional development. This strategic partnership will allow their engagement to continue without interruption, thereby eliminating the additional cost and time that would be needed to recruit providers and build trust between the coaching staff and the teachers they support.
- LAUP is a respected and vocal advocate for improved policies for early care and education and early childhood at the local, state and federal level. The policy and advocacy work of this strategic partnership builds upon years of relationship building and will allow them to continue to foster these relationships to advance the goal of increasing state and federal investments in high quality ECE.

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

- The Strategic Partnership with LAUP enables First 5 LA to provide the required match and to reach the required site targets for First 5 CA's IMPACT initiative, thereby bringing an additional $8.3 million to Los Angeles County to support QRIS.

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

- The Strategic Partnership with LAUP is directly aligned with First 5 LA's Early Care and Education (ECE) Systems outcome to increase access to quality early care and education. The work of this Strategic Partnership is also directly aligned with all three of First 5 LA's strategies under the ECE Systems outcome area: (1) to support the implementation of a uniform Quality Rating and Improvement System (QRIS) within LA County in order to support advocacy and policy change, (2) to strengthen the professional development system for early care and education, and (3) to advocate for greater public investment in early care and education, with a focus on both infant/toddler and preschool.

Memo

To: Board of Commissioners

From: Kim Belshé, Executive Director

Date: May 12, 2016

Subject: **EXECUTIVE DIRECTOR'S REPORT**

EXECUTIVE DIRECTOR'S HIGHLIGHTS

A few items I'd like to call out for Commissioners' attention. First, as you'll see, the Executive Director's report this month has a different format. These changes are a part of the staff's efforts to improve communications with the Board to help inform and support your work as a governing body. We'll have the chance at the May meeting to talk with Commissioners about the findings from our March Board survey that solicited feedback on Board-related information, materials, communications, as well as Board learning and development. Informed by that feedback, staff is moving forward with a number of changes, including the formatting of the monthly Executive Director's report, which reflects a revised format that is better aligned with First 5 LA's strategic priorities and activities. Given this is a "soft" roll out of the new format, there may appear to be some gaps in information reported for the month of May. We expect full implementation and staff engagement of the new format by the June Commission meeting, so Commissioners can anticipate a more robust report by then. It is our goal that this new format will be more helpful in providing Commissioners key stories and materials for marketing our organization to others, in addition to more effectively supporting Commissioners' in their role as our governing Board. We look forward to your feedback.

Second, as Commissioners will see in the Communities Outcome Area update, the executive team, Commissioners, Best Start Communities Department leadership and staff continue to meet with each of the Best Start Communities Partnerships. These meetings have provided a terrific opportunity for First 5 LA to advance a number of important goals: (1) to learn more about Partnership efforts to improve child outcomes via community capacity-building activities that strengthen families and promote family-supporting communities; (2) to thank the Partnerships for their commitment and strong dedication to the work and their community; (3) to reaffirm First 5 LA's commitment to Best Start; and (4) to identify ways that First 5 LA can be a strong and effective partner in their efforts. Thanks to the many Commissioners that have been able to join these interesting, inspiring, and fun meetings and conversations. In our June E.D. Report, we'll provide a richer picture of some of the initial learning and themes emerging from these meetings.

Pivoting from our Best Start communities to Washington, D.C., you'll find a brief update under our Policy, Partnerships and Communications section of the E.D. Report of our recent participation in the annual LA Chamber-organized 2016 Access D.C. trip. This is an important annual advocacy event intended to advance a number of County policy priorities. First 5 LA helped to sponsor the opening reception and I had the opportunity to say a few words and introduce Mayor Garcetti, who began his

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comments with a strong statement of First 5 LA's leadership on behalf of young children with their families, at home, statewide and nationally.

We are fortunate to have the business community's strong voice speaking to the importance of early childhood development and its importance to our future workforce. And, we are proud to bring our voice and advocacy to their efforts to strengthen the workforce of today. It's great to see the Chamber's efforts to strengthen LA County's workforce and economy and that our shared policy agenda - in Los Angeles, Sacramento, and Washington, D.C. - includes a strong focus in early childhood development. And, LA has in Mayor Garcetti a champion of Los Angeles' children and families, communities and businesses.

I. FAMILIES

Project Developmental Understanding and Legal Collaboration for Everyone (Project DULCE)

Since the First 5 LA Commission approval of Project DULCE in February, much work has been done to launch the program in Los Angeles County. Staff have successfully executed contracts with Northeast Valley Health Corporation, St. John's Well Child and Family Center, and The Children's Clinic. The three partnerships have spent the majority of their time ramping up and preparing to serve families starting June 1. Activities included hiring and training the Family Specialist, on-boarding the medical providers and behavioral health providers, participating in several trainings and webinars, developing trainings on legal matters pertaining to housing and nutrition, coalescing as a team (clinic, legal partner, and early childhood lead), and engaging in outreach with community partners on- and off-site to provide useful resources for infants and their families. On March 17 and 18, the three sites along with First 5 LA participated in an all-site Project DULCE training at the Biltmore Hotel. The five jurisdictions from across the country were welcomed by Kim Belshé and proceeded to discuss the program implementation approach over a two day period. In addition, site partners and First 5 LA staff participated in the renowned Brazelton Touchpoints training in Boston. The training prepared staff to incorporate elements of the Touchpoints approach into their practice in order to engage with parents during key points in their child's development. In the near future, sites will implement continuous quality improvement efforts as well as develop a parent engagement model that is unique to each site.

Concurrent to the work done locally, the Center for the Study of Social Policy has taken the lead role in laying the foundation to learn and develop modified content and necessary processes across the five jurisdictions to create strategic alignment that will enable scaling in the future.

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Jocelyn Ramirez (jramirez@first5la.org)

II. COMMUNITIES

Partnerships

The *Best Start* Metro LA Community Partnership launched its *Culture of Respect* campaign to reduce violence inside and outside the home with a series of community events. This Culture of Respect campaign was designed through the Learning by Doing process and represents their approach to Building Stronger Families in the *Best Start* Metro LA area. Starting April 9th through May 21st, each of *Best Start* Metro LA's 7 Neighborhood Leadership Groups will host an event in their neighborhood. These events are the culmination of months of deliberation, training and preparation of approximately 150 community members meeting on a weekly basis. This process involved increasing community member's knowledge on domestic violence, mobilizing residents, event planning, leadership, facilitation, producing flyers, speaking to the media, social media and evaluation. The centerpiece of the campaign is the pledge towards a *Culture of Respect* that the

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events will promote, which the residents developed through intensive deliberation. Each parent that signs the pledge will receive a bracelet with a token with the words "Love and Respect" hand-stamped on it. This will help raise awareness of the campaign while also reminding the parents about the pledge they signed. Residents also designed the various stations at the events, gained support from City Councilmember Gil Cedillo's office, solicited donations from local businesses and in some cases worked with local police to provide training and counseling on issues related to the campaign's goals. A larger community-wide event is currently being planned for August 2016. The *Culture of Respect* campaign will continue through the 2016-17 fiscal year.

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Representatives from the *Best Start* Central Long Beach (CLB) Partnership along with First 5 LA staff continue their participation in *Safe Long Beach,* the City's Violence Prevention Plan*. Safe Long Beach* is a city-wide effort that seeks to reduce and prevent violence by working across systems to create common goals, strategies and indicators. Representatives from the CLB Partnership have advocated for the inclusion of a 0-5 agenda through the Safe Families Workgroup, one of the five strategies within the *Safe Long Beach* Plan. First 5 LA staff are engaged members of the Safe Families Workgroup which is a group of government, education, nonprofit, community organizations that are collaborating to strengthen and align resources to prevent violence for youth, children and their families. On March 18, several *Best Start* CLB Partnership members and First 5 LA staff participated in an all-day data summit to help refine the key activities, data sources, data challenges, expected outcomes, and data gaps for the Safe Families component of the plan. Participation in *Safe Long Beach*, along with emerging work in making Long Beach a Trauma-Informed City, are led and influenced by several members of the Long Beach Child Abuse and Neglect Network (LBCANN), a cross-sector collaborative created by the CLB Partnership.

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Investments

In April, the *Best Start* Northeast Valley (NEV) Building Stronger Families Framework (BSFF) grantee, LAUP, implemented the first two cohorts of an eight week Parent/Caregiver training series on various topics, including Parental Resilience/Self-Care, Positive Parenting, Quality Child Care, and the Protective Factors. At the conclusion of the series, Parents/Caregivers that go through the trainings will have an opportunity to become trainers themselves. The trainings are also open to anyone who is interested in learning about child development and Early Childhood Education, regardless of whether or not they have children themselves. This activity developed out of a recommendation of the Partnership that recognized everyone can help raise awareness about the importance of learning these topics in support of all children in the community. The trainings will be provided to at least four cohorts in various locations within the community boundary to allow for anyone to attend a nearby location. It is estimated that 80 parents will participate in the initial training cohorts and about twelve will emerge as trainers to help build community capacity in the NEV.

Staff Contact: Maria Aquino (maquino@first5la.org)

The Wilmington Healthy Lifestyles Group (Leadership Group) participated in a six-week social media training that took place March 17, 2016 through April 6, 2016. The Healthy Lifestyles Group is comprised of parent/residents, organization representatives and other community stakeholders. The purpose of the training was to build upon the Group's existing skills and/or learn new skills in order to become editors and maintain a *Best Start* Wilmington Facebook page. The skills they learned included the management of maintaining a Facebook page and all the intricacies of this particular social media platform. By maintaining a *Best Start* Wilmington Facebook page, they will be able to broaden their communication and outreach efforts in the Wilmington community as well as strengthen their cyberspace presence. Upon completion of the training, four of the members committed to being editors and work with the trainer to help facilitate another training for community

members that where placed on a waiting list due to the high volume of interest in the trainings. The next training is in the process of being planned and coordinated with the Communications and Marketing Department as this opportunity became available through their funds.

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Learning

First 5 LA participated in Los Angeles Unified School District's (LAUSD) Strategic Plan Retreat: Believe. Achieve. L.A. Unified, part of Superintendent Michelle King's Listen and Learn Tour, hosted at California State University Los Angeles on Saturday, April 2nd. This brainstorming session brought together 175 students, parents, LAUSD staff, and community leaders to weigh in on defining the District's values and how they intersect with the goal of preparing all students for success over the next 3-4 years. Of the values that were electronically submitted, Equity, Parent Engagement and Collaboration were among the top. Most of the entries submitted for 'Why does LAUSD exist as a school district' highlighted Community, Students, and Education. Other items raised related to First 5 LA work included the importance of investing in early learning, increase joint-use agreements for district facilities, and trauma-informed practices in the school setting. Superintendent Michelle King will continue with her Listen and Learn Tour as LAUSD continues to develop a strategic plan that will guide the future of the school district.

Staff Contact: Jocelyn Ramirez **(**jramirez@first5la.org**)**

The *Best Start* Broadway-Manchester (BWM) Partnership welcomed First 5 LA's Executive Director Kim Belshé and Commissioner Suzanne Bostwick to their monthly community partnership meeting on Tuesday, March 22, 2016 at the Community Church in South Los Angeles. Partnership members led the meeting and opened the agenda with an ice breaker activity that allowed First 5 LA representatives and community members to get to know each other better by answering a series of questions that began with "If you could..." Partnership members provided Kim and Commissioner Bostwick with an overview of their accomplishments and current activities. Kim spoke to the partnership members about First 5 LA's commitment through this current strategic plan to support the efforts of the partnerships to continue to play a key role in refining the vision of First 5 LA to achieve maximum impact for children 0-5 and their families.

To date, Kim and members of the Executive team and Senior Management have attended Partnership meetings in Central Long Beach, East Los Angeles, Wilmington, Broadway-Manchester, Southeast Los Angeles, Watts-Willowbrook and Compton-East Compton. They will continue their visits in May and June to the remaining Best Start Community Partnerships that include Metro, Lancaster, Panorama City, Northeast Valley, South El Monte/El Monte, West Athens and Palmdale.

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III. EARLY CARE AND EDUCATION SYSTEM

Quality Rating and Improvement Scale (QRIS) Architects

On April 19, the QRIS Architects held the second in-person meeting of 2016, facilitated by VIVA Strategy + Communications. Representatives of First 5 LA, the Los Angeles County Office of Education (LACOE), the Los Angeles County Office of Child Care (OCC), LAUP, the Child Care Alliance of Los Angeles (CCALA), Partnerships for Education, Articulation and Coordination through Higher Education (PEACH) and the Child Care Planning Committee were in attendance. One of the objectives of the meeting was to reach consensus on the distinct roles of the QRIS Architects and the group that oversees the implementation of the California State Preschool Program (CSPP) Quality Rating and Improvement System (QRIS) Block Grant and Infant-Toddler QRIS Block Grant. The group overseeing the implementation of these grants is locally known as the Quality Start LA

(QSLA) Leadership Team, and is led by LACOE. While the membership of these two groups overlaps significantly, there are clear differences in their roles and purpose. The group agreed that the Architects' work is very much future focused – their charge is to design and test a QRIS model for LA County utilizing local, state, and national knowledge. Building upon the work of QSLA, this model will be built without the constraints of any particular funding source. The model developed by the Architects will be expanded through First 5 CA IMPACT and First 5 LA funds and will also become the model for existing and future funding streams, to the greatest extent possible. The charge of the QSLA Leadership Team, on the other hand, is to create and successfully administer a unified LA County QRIS using assets and lessons learned by the existing implementers for the QRIS Block grants, thus setting the stage for one QRIS in the county serving all providers. Once the group reached clarity on this distinction, it was agreed that any remaining foundational QRIS decisions will be made by the Architects and not by the QSLA Leadership team (e.g., how to communicate ratings). The Architects also identified priority areas most immediately in need of discussion. These priority issues include data collection and data sharing; rating and monitoring; and coordination between QRIS and the ECE registry.

Another issue discussed at the meeting was the California Quality Rating and Improvement System (CA-QRIS) Consortium, co-convened by First 5 CA and the California Department of Education (CDE). The CA-QRIS Consortium is the statewide body that supports ongoing statewide QRIS efforts, build on Race to the Top-Early Learning Challenge. Moving forward, any changes that are made to the Quality Continuum Framework Rating Matrix, Continuous Quality Improvement Pathways (Pathways)p, and/or QRIS Implementation Guide will be made by this statewide body and both First 5 CA and CDE will use this decision making body to inform their QRIS investments. Each region in the state has three (3) votes in the CA-QRIS Consortium. CDE and First 5 CA determined that Los Angeles County would be its own region. The Architects discussed how the votes would be handled and it was unanimously decided that voting decisions would be made in LA prior to the CA-QRIS meetings and that the LA region would vote as a block. On May 3, the Architects reconvened on a conference call to make further decisions about how the CA-QRIS voting process would be approached. Given that the CA-QRIS Consortium is requiring that the LA Region submit names of three regional delegates by May 15th, the group decided that the group will identify the three Architect agencies using a ranking process at the May 11th Architects meeting. Once the three agencies are identified, each of those agencies will appoint an individual to serve for at least a year as one of the three LA County delegates. The group also decided that both the regional representatives and the voting process will be reevaluated each fiscal year. It was determined that CA-QRIS decisions will be made in Architects meetings and conference calls and that a supermajority (more than 51%) of votes will be needed to make a decision. Lastly, the group decided that since the CA-QRIS meetings are public, that all Architect entities are encouraged to attend and if there any "friendly amendment" decisions made during the meetings, that the three regional delegates will confer with all QRIS Architect representatives who are present to reach a decision.

Staff Contact: Kevin Dieterle (kdieterle@first5la.org)

First 5 IMPACT

On April 28, First 5 LA received notification that the Phase 2 High Quality Action Plan for IMPACT funding in the amount of $13,248,015 was approved by First 5 CA. In the next few weeks, F5LA will receive a local area agreement for review and signature, upon which F5LA will enter an agreement with F5CA through June 30, 2020. In addition, First 5 LA submitted its supplemental application for Training and Technical Assistance Hub funding from F5CA to support the systems building functions of IMPACT. This represents approximately $2.74M in additional funding to support the systems building function of IMPACT. To that end, a number of activities that were originally part of the High Quality Action Plan will now be paid for through T/TA Hub funds. This will allow more IMPACT money be used for QRIS expansion following the define, learn, and test phases of the QRIS Architects process.

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Institute for Child Success Report on Positive Economic Impact of Preschool

On April 26, LAUP released a report by the Institute for Child Success (ICS) entitled "More Than Just Pre-K: The Positive Economic Impact of Preschool in Los Angeles County." The report attempted to measure the local economic impact that early care and education programs have on communities in L.A. County along with the economic impact at the parent, child and provider levels both in the short and long term. In the executive summary of the report LAUP CEO Celia Ayala notes the challenge in finding sustainable funding for quality preschool to meet the County's need speaks to a fundamental truth: to achieve universal access to quality early care and education opportunities in L.A. County, we need our policy makers to make young children a priority and invest accordingly. The report's findings were used by LAUP leadership in their meetings during the LA Chamber-organized 2016 ACCESS DC trip to advocate for greater federal investment in preschool. In LAUP's press release announcing the report (See Attachment G) First 5 LA Executive Director Kim Belshé was quoted as saying "First 5 LA and LAUP have a shared vision for the future and we will build on our long-time partnership to champion broader access to quality early childhood education opportunities so that every child enters kindergarten ready to succeed."

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Joint Advocacy for Every Student Succeeds Act Implementation

On May 6, 2016 a coalition of early learning advocates submitted a joint letter encouraging the California Board and Department of Education to include early learning in the state's implementation plan for the Every Student Succeeds Act (ESSA), the federal education reauthorization bill signed into law by President Obama in late 2015. ESSA includes an historic focus on early learning, allowing schools to use multiple sources of federal funding to support early care and education services. This letter outlines some of the key provisions in federal law that the state should include in its implementation plan and encourage local districts to adopt. (See attachment H.)

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Los Angeles Unified School District's (LAUSD) Ad Hoc Committee on Early Learning and Parent Engagement

On April 19, LAUSD held its Ad Hoc Committee on Early Learning and Parent Engagement. Topics included the District's concerns and advocacy efforts related to the Governor's Early Education Block Grant; an update on the District's plan to increase early Literacy Skills; the District's plan to fill empty Expanded Transitional Kindergarten; and a discussion of parent engagement models. Some highlights from the meeting included:

- LAUSD has come out strongly against the Governor's early education block grant proposal, a move that advocates at the Ad Hoc Committee praised.
- While the Expanded Transitional Kindergarten program struggled its first year to fill slots, the District is confident it can fill this year's slots and are concerned they will have waiting lists.
- This District this year was awarded an increase in State Preschool dollars, which they stated at the meeting will enable them to cover more LAUP slots.
- Professional development trainings for early education teachers increased dramatically this past year from just five (2005-2014) there were on average five trainings per year), to 63.

LAUSD noted that the ECE Landscape Analysis conducted by the Advancement Project with support from First 5 LA is influencing their decisions regarding where to target additional ECE funding.

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IV. HEALTH-RELATED SYSTEMS

Trauma-Informed Care Convening
On Friday, April 1st, First 5 LA, in partnership with The California Endowment, The California Community Foundation, and Ralph M. Parsons Foundation, hosted *Healing From Trauma and Building Resilience in Los Angeles: How Systems Leaders Can Make A Difference.* This event was the launch of the trauma-informed care (TI-C) systems change work of First 5 LA's 2015-2020 Strategic Plan, and a key milestone for First 5 LA. Leadership was present from Los Angeles County systems (health, mental health, children and family services, etc.), philanthropy and non-profits sectors. All were eager and ready to learn and discuss how to contribute to the effort. The purpose of the convening was to bring key stakeholders together to collectively learn about trauma, explore trauma-informed systems change efforts and launch an ongoing, collective effort to develop and implement a countywide trauma-informed care agenda.

The event was an overwhelming confirmation of the need to implement the approach identified by First 5 LA's trauma-informed care strategy. Esta Soler, *Founder and President of Futures Without Violence,* the keynote speaker, provided an overview on trauma, its impact and the momentum around the nation and state, and the importance of leadership engagement and commitment to the effort. Leaders from across California who are championing trauma-informed systems change efforts joined the event, including Dr. Ken Epstein*, Director, Child, Youth, and Family System of Care, Behavioral Health Services, San Francisco Department of Public Health (SFDPH,)* Charles Wilson*, Senior Director, Chadwick Center for Children and Families, San Diego, and* Mark Cloutier*, Executive Director, Center for Youth Wellness, San Francisco.* Speakers and attendees engaged in a rich dialogue about the strategies and approaches to embedding a trauma-informed approach within systems.

Leadership from the co-convening foundations, including Antonia Hernandez, *President & CEO of The California Community Foundation*, Wendy Garen, *President & CEO of The Ralph M. Parsons Foundation* and I, all provided remarks throughout the event, emphasizing the importance of a trauma-informed care systems change effort for Los Angeles County. We explained how the convening was conceived by the four foundation partners, and the investment the co-sponsors have will make into a pooled fund which would serve to support the initial infrastructure to catalyze the work. *Prior to leaving the event, staff collected commitment forms from 38 different agencies committing to join this effort at varying levels, with the majority interested in participating on the workgroup.* The county-wide workgroup will begin convening towards the end of Spring 2016 with the goal of completing a county-wide action plan by the end of Winter 2017.

An opinion editorial on the need for a County-wide trauma informed approach to care jointly authored by Dr. Robert K. Ross, *President & CEO of The California Endowment*, Antonia Hernandez, *President & CEO of The California Community Foundation*, Wendy Garen, *President & CEO of The Ralph M. Parsons Foundation,* and Kim Belshé, *Executive Director of First 5 LA,* is slated to run in the Los Angeles Daily News on Sunday, May 8.

Staff will be bringing a panel to the June Special Meeting of the Board of Commissioners/Program and Planning Committee to share more about the convening, the pooled fund and highlight an example of a systems change county-wide and regional effort around workforce development in Northern California as part of continued Board development.

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V. POLICY, PARTNERSHIPS AND COMMUNICATIONS

Tobacco Legislation and Regulations
On May 4, Governor Jerry Brown signed five special legislative session tobacco-related bills into law. Combined, this legislation will: reduce the use of e-cigarettes in public spaces, make all public school settings smoke free, raise the age for purchasing tobacco from 18 to 21, change the definition of tobacco products to include e-cigarettes, and raise the licensing fees on tobacco retailers. First 5 LA along with the First 5 Association has been a strong supporter of the bill to increase tobacco licensing fees, and worked closely with Assemblymember Adrin Nazarian (D-Van Nuys) to ensure the bill's success. This legislation will ensure that millions of dollars remain in the Proposition 10 fund for First 5 Commission, rather than go toward Board of Equalization administrative activities.

In addition to state action, on May 5th the Food and Drug Administration (FDA) and federal Health and Human Services Secretary Sylvia Burwell announced that e-cigarettes would be regulated as a tobacco product.

Staff will continue to provide updates regarding the impact these recent legislative and regulatory changes are expected to have on Proposition 10 revenue.

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

2016 Legislative Agenda
First 5 LA's legislative agenda, approved at the April Commission meeting, has been updated and is attached (Attachment D). The following letters of support were submitted in April:

1. Letter of support for Assembly Bill (AB) 2150 (Santiago & Weber). AB 2150 would guarantee 12-months of child care assistance, use of current census data to establish income eligibility, and a graduated phase out that allows for tapered assistance to families whose income has increased at the time of re-determination, but still does not exceed the federal income limit of 85% of State Median Income (SMI). (See Attachment E).

2. Letter of support for SCR 125 (Allen). SCR 125 is a measure that calls on the legislature to make a commitment to establish a uniform, statewide school readiness tool that is developmentally appropriate and will be used to understand the readiness of students entering transitional kindergarten and kindergarten. (See Attachment F).

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Policy Advocacy Fund Grantee Meeting
On Wednesday, April 20, 2016, the Policy Department held the fourth quarterly meeting of the fiscal year for Policy Advocacy Fund (PAF) grantees at First 5 LA. The meeting focused on Communicating Policy: How Do We Make Our Issues Come Alive for Policymakers and the Public? Most nonprofit organizations focused on advocacy and policy issues for children 0-5 don't think of themselves as communications staff – but need to tell stories all the time to funders, policymakers and local Los Angeles County stakeholders. The meeting focused on the fundamentals of what makes a good story; how to frame stories for maximum impact (particularly advocacy and policy "quick-wins"); and how to cultivate a culture of storytelling within small organizations that have limited staff capacity. The guest facilitator was Joni Byun, Senior Vice President of Nakatomi and Associates, a communications firm that designs and implements campaigns to change minds, promote policy change, strengthen organizations, and mobilize people to action. Phyllis Owens, who

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is a Program Director at Community Partners, served as the panel moderator. Grantees also received tangible examples and case studies of "how or when" to build ongoing communication methods about their policy work with officials.

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

ACCESS D.C., 2016
Between April 26 and 28, First 5 LA participated in the LA Chamber-organized 2016 ACCESS D.C. trip, an annual advocacy event in the nation's capital intended to advance a wide range of policy priorities. First 5 LA participates on the early learning team, which this year included staff from Los Angeles Unified School District (LAUSD), LAUP, the Los Angeles Preschool Advocacy Initiative (LAPAI), and a number of other groups. At the welcome reception, First 5 LA's Executive Director Kim Belshé introduced Los Angeles Mayor Eric Garcetti and highlighted the important connection between early childhood investments and a strong economy.

In addition to the Chamber-organized events and meetings, First 5 LA held meetings with policy leaders, including a breakfast with a number of D.C. based advocacy groups such as the First Five Year's Fund, Nurse Family Partnership, First Focus, and Zero to Three. First 5 California also joined the trip. Additional meetings were scheduled with the following legislators and administrators: Rep. Mark DeSaulnier, Libby Doggett, Deputy Assistant Secretary for Policy and Early Learning, Office of Elementary and Secondary Education, and Steven Hicks, Senior Policy Advisor at the U.S. Department of Education, among others.

In preparation for the trip, and with support from The Raben Group, our federal advocates, First 5 LA updated our Federal Policy Agenda. (See Attachment B). We also drafted and distributed a joint sign on letter to members of the House and Senate Appropriations Subcommittee on Labor, Health and Human Services, and Education, urging Congress to increase funding for critical early education programs. (See Attachment C).

Staff Contact: Tessa Charnofsky (tcharnofsky@first5la.org)

State Budget
The Governor will release his revised proposed budget in early May, and we will pay particular attention to whether the Governor retains his early education block grant proposal, rejected by the Assembly budget subcommittees on education finance and criticized by a broad range of advocates. Many of our partners, as well as our Sacramento advocate, California Strategies, testified at recent hearings, urging the legislature to adopt the Women's Caucus early education priorities (See Attachment A), and reject the Governor's block grant proposal.

Staff Contact: Tessa Charnofsky (tcharnofsky@first5la.org)

Senate Bill 75 Implementation
Staff continues to monitor the implementation of Senate Bill 75 (Lara), which expands Medi-Cal coverage to undocumented children. In early April, the state Department of Health Care Services (DHCS) confirmed that children under the age of 19 who do not meet satisfactory immigration status, but meet all other eligibility requirements for the Medi-Cal program, will be enrolled into Medi-Cal managed care. However, as a result of data processing constraints, some counties such as Los Angeles will have children enter initially into the Medi-Cal system through Fee-For Service (FFS) system, and later transition into managed care. Although implementation of the change to CalHEERS-- the state's web-based eligibility and enrollment system—is slated for May 16, 2016, the eligibility effective date will be May 1, 2016. Medi-Cal is based on full month eligibility, so if an

individual is eligible for one day of a given month, they are eligible for the entire month.

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VI. MONITORING, EVALUATION & LEARNING (MEL)

Supporting MEL's learning priority #2 (how our internal performance and processes affect implementation of the strategic plan), in March, First 5 LA staff attended the national Grants Managers Network (GMN) annual conference. GMN's mission is to improve grantmaking by advancing the knowledge, skills, and abilities of grants management professionals and by leading grantmakers to adopt and incorporate effective practices through field wide change efforts.

The focus of the conference this year was on the *how* of grantmaking. Often times, grantmakers focus more attention on *what* they fund, grantmaking strategy and impact. Emphasis is also often focused on *who* is funded, grantees and strategic partners. Yet the *how*, is equally as important but doesn't often get the same level of attention. Resources like GMN help staff learn about best practices and ways to implement them internally so we are set up to strengthen the *how* to maximize our resources with efficient, effective, and responsive grantmkaing practices/processes.

Staff members from Grants Management, Contracts Compliance, Information Technology and the Best Start Communities Department attended this year's conference and returned to the office energized and eager to share the learnings with their peers. Staff collaborated and designed a brown bag session that included a poster presentation from each staff person that attended the conference. The poster highlighted key takeaways from each session with emphasis on how the learning could be applied to our work at First 5 LA. The brown bag was structured informally with different stations for each staff person and their poster. The process was highly interactive and participants were encouraged to think through application of the information and how these new learnings could strengthen and support the *how* of our grantmaking processes to ultimately impact effective implementation of our Strategic Plan. Staff is analyzing the information shared and exploring opportunities on how to best incorporate into the organization's practices. Staff is also thinking through the success of this brown bag learning session to inform how we can better approach and operationalize learning and information sharing across the organization.

Staff Contact: Tara Ficek (tficek@first5la.org)

VII. LEGACY INVESTMENTS

Oral Health Convening

On March 24, staff attended the "Investment in Oral Health: Expanding Access for California's Youngest Children" meeting that was hosted by the California Dental Association and the First 5 Association. The meeting was an opportunity to share success and challenges amongst the current Oral Health investments funded by various First 5 counties. In addition, those in attendance met and heard from the newly appointed state dental director, Dr. Jayanth Kumar, who shared an overview of key state efforts including the State Oral Health Plan. Rene Mollow, Deputy Director at DHCS provided an overview of the Dental Transformation Initiative which provides an additional $740 million investment in California's Denti-Cal program over the next five years. This exciting funding opportunity provided a platform to explore the ways these initiatives and the activities of local First 5 Commissions can align and support mutual oral health improvement goals. First 5 LA staff will continue to track the Dental Transformation Initiative and explore possible sustainability options for

the remaining First 5 LA Oral Health investments, including the Children's Dental Care Program (CDCP).

Staff Contact: Judith Gómez (jgomez@first5la.org)

Pediatric Dental Clinic Grand Opening
On April 8, the Children's Medical Village at LA County + USC Medical Center held its grand opening for the Pediatric Dental Clinic. First 5 LA provided grant funding for construction and renovation of the clinic which was led by The Violence Intervention Program (VIP). The clinic is a true collaboration between LA County, USC and the Violence Intervention Program. Supervisor Hilda Solis delivered the keynote address and expressed her excitement in establishing a pediatric dental clinic to help bridge the gap between services and need in the community. The clinic is expected to serve 2,000 children between the ages of 0-5 in the coming year and provide much needed oral health care services to families. The clinic also provides critical services for children in the foster care program.

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Permanent Supportive Housing Update
On May 4, the 2016 LA County Homeless Count results were released. While homelessness in the County rose 5.7% from 2015, family homelessness decreased an impressive 18%. 2,390 families were housed in the County last year, 481 of them via First 5 LA's Permanent Supportive Housing initiative. At February's Special Meeting of the Board of Commissioners/Program and Planning Committee, staff was directed to explore potential First 5 LA engagement with LA County's Homeless Initiative that aligns with our Strategic Plan. An update of staff efforts will be provided at May's Special Meeting of the Board of Commissioners/Program and Planning Committee.

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VIII. ADMINISTRATION & ORGANIZATIONAL DEVELOPMENT

Nothing to report for this month.

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

2016 Public Policy Conference—Southern California Grantmakers
On Monday, April 4, 2016, Southern California Grantmakers (SCG) hosted the 2016 Public Policy Conference at the Center for Healthy Communities. First 5 LA served as Bronze Level Sponsors of the conference and staff members from various departments within First 5 LA participated. The theme of the conference was Public-Philanthropic Partnerships: Strategies to Kickstart Policy, Align Resources, and Scale Change. The first half of the conference opened with two keynote speakers--Senator Robert Hertzberg who offered insight into ways philanthropy can work with state officials to attract public investment to the greater Southern California region; and California Secretary of State Alex Padilla who was interviewed by Efrain Escobedo (of the California Community Foundation) and discussed how fostering collaboration with nonprofit and philanthropic partners is central to state-level initiatives.

The second part of the morning's presentation featured a panel on Demystifying Public-Philanthropic Partnerships that included Elise Buik, President & CEO, United Way of Greater Los Angeles; Dr. Mitchell Katz, Director, LA County Health Agency; Joe Lumarda, SVP, Capital Group and Trustee, The California Wellness Foundation; Mary Odell, President, UniHealth Foundation; and Miguel

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Santana, LA City Administrator. The panel offered lessons learned from times the panelist worked together to address key issues, support disadvantaged communities, and create systems change. The afternoon portion of the conference closed with four small breakouts focused on policy partnerships to include: Artful Collaborations: City, County, and State Partnerships in the Arts; The Housing Affordability Crisis: How Public-Private Partnerships Can Catalyze Development; The LA Wage Theft Campaign: Taking on Income Inequality Through Community, Public, and Philanthropic Partnerships; Environmental Justice: Opportunities and Lessons for Advocacy and Grantmaking Staff.

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3/16-3/17 Center for Nonviolent Education & Parenting- 2016 Changing the Paradigm Conference - Children, Families and Schools: Building Trauma-Informed Communities
First 5 LA sponsored the two-day first-ever national forum for building trauma-informed communities. The goal of the forum was to showcase efforts around the country (including those of Echo Parenting & Education) to transform whole school communities -- working with parents, students and school staff -- into emotionally and physically safe places where children (preschool through 12th grade) can heal from generational trauma, become resilient, and have equal access to education. This conference educated parents, educators, school administrators and school district personnel (local and national) on prevention, intervention and resiliency building for traumatized children. First 5 LA awarded $15,000 to the Center for Nonviolent Education and Parenting and provided Parenting Guides, branded pens and nail files to 200 participants.

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3/26 LA Zoo's Big Bunny Spring Fling
As part of the strategy to engage with parents of children age 0-5, First 5 LA sponsored the Los Angeles Zoo's signature event Big Bunny Spring Fling, which provided families with a variety of spring festivities. Children had the opportunity to make a variety of spring crafts and were able to pet real bunnies. First 5 LA's on site activation engaged 600 children and their families in a bunny ring toss and provided Parenting Guides, Father Resource Guides, books and brochures to parents.

4/2 Autism Speaks Walk and Resource Fair
First 5 LA supported Autism Speaks' Los Angeles event where over 55,000 autism advocates walked to raise money and awareness to help change the future for all of those who struggle with autism spectrum disorder. During the event First 5 LA hosted a resource table providing 300 families with Parenting Guides, Father Resource Guides, books and a spin wheel activity.

4/8 & 4/9 Special Needs Network, Inc. - Tools for Transformation Conference
This two-day, free to the public forum focused on meeting the needs of children diagnosed with Autism Spectrum Disorder and other developmental disabilities. Parents, caregivers and concerned family members learned the latest on health, early education and therapeutic interventions. They also learned to build the advocacy skills they need to help their developmentally disabled children lead safer, more successful, and productive lives. First 5 LA awarded $5,000 and provided 200 conference attendees with Parenting Guides, Father Resource Guides and branded pens.

4/8 The Big Read
A community celebration of literacy the Los Angeles Public Library - Memorial Library's Big Read "Read-In" and Fahrenheit Festival featured fun and educational activities designed to celebrate literacy and in particular the Big Read's Book of the Year: "Fahrenheit 451". First 5 LA hosted a resource table providing 200 families with Parenting Guides, Father Resource Guides and books.

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

4/9 & 4/10 Festival of Books
Festival of Books, the largest two-day literacy event in the nation, featured a variety of presentations and readings by authors, publishers and performers, with the primary objectives of fostering a love of literature and writing. As part of the First 5 LA strategy to engage with parents of children age 0-5, we hosted three locations within the festival; two of the locations provided families with little ones a quiet space to change diapers and breastfeed their babies, and the third location provided interactive activities for families. Parenting Guides, Father Resource Guides and books were provided to over 5,000 families. First 5 LA partnered with Jumpstart and Breastfeed LA to host these booths.

4/14 Open House for Valley District Office of Supervisor Sheila Kuehl
Staff attended the opening of the brand new Valley District Office for Supervisor Sheila Kuehl which is located at 7555 Van Nuys. Suite 1, Van Nuys, CA 91405. At the Open House, Supervisor Kuehl interacted with new and current activists, along with other representatives from various organizations including the Los Angeles Neighborhood Land Trust and Veterans of America. First 5 LA was in attendance and had a chance to congratulate her on the opening of the new District Office on behalf of the entire First 5 LA staff.

Staff Contact: Alejandra Marroquin (amarroquin@first5la.org)

X. UPCOMING EVENTS

Note: Given the Brown Act, please contact the appropriate staff listed below to confirm your attendance to a meeting or event to ensure compliance with public meeting rules.

May 13 – Best Start Metro LA Community Partnership meeting
May 19 – Best Start Lancaster Community Partnership meeting
May 23 – Best Start South El Monte/El Monte Community Partnership meeting
May 24 – Best Start Panorama City Community Partnership meeting
May 26 – Best Start Northeast Valley Community Partnership meeting
June 23 – Best Start West Athens Community Partnership meeting
June 28 – Best Start Palmdale Community Partnership meeting

Staff Contact: John Bamberg, jbamberg@first5la.org

June 1 – Family Strengthening Annual Summit

Staff Contact: Diana Careaga, dcareaga@first5la.org

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

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

The following contracts were executed between February 19, 2016 and April 21, 2016. Copies of the executed contracts can be found here: http://www.first5la.org/postfiles/files/ED%20Report_May%20Contracts.pdf

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

#09060 Barbara Masters DBA Masters Policy Consulting – Contract Amount: $55,800
Contract Period: 11/10/2015 – 6/30/2016
The Contractor developed and provided a series of workshops for First 5 LA on the core fundamentals of advocacy, policy and systems strategies in practice. The budget was amended by $43,050 and the contract was extended through June 30, 2016. The amendment allows for the trainings to continue and for the expansion of internal training opportunities for First 5 LA staff.

Vendors for Best Start Communities
Based on the volume of logistical support needed across the 14 communities, it was determined that establishing a qualified list of vendors would be the most efficient method of ensuring staff had access to a list of vendors that are ready to support *Best Start* meetings, trainings and events.

In order to secure vendors, First 5 LA released a Request for Vendors (RFV) in FY 15-16 to establish a Qualified Vendors List (QVL). The QVL serves as a source of vendors who may be needed to support convenings for B*est Start* Communities. Since then a total of 34 vendors have been accepted in the areas of Audio-Visual, Child Care, Interpretation/Translation, Transportation, and Catering. If expenses for a vendor are projected to exceed $75,000 in the aggregate within the fiscal year, continued use of the vendor shall be presented to the Commission on a consent calendar for approval as required by the Procurement Policy.

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Senator Hannah-Beth Jackson, Chair | Assemblywoman Cristina Garcia, Vice Chair

CALIFORNIA LEGISLATIVE WOMEN'S CAUCUS

LEGISLATIVE WOMEN'S CAUCUS BUDGET REQUEST 2016

"Neglecting what we have built over many years and letting it further deteriorate makes no sense and will just pile up costs in the long run."

-Governor Jerry Brown

Understanding the Governor's quote is a reference to roads, it nevertheless aptly represents our child care system as it struggles to serve sufficient numbers of eligible children. Infrastructures are needed to rebuild this system to serve working families, especially low-income families, educate our youngest learners, and adhere to new minimum wage laws.

Members of the Legislative Women's Caucus have agreed upon the following priorities to begin to fill the gaps within the early care and education system that have been created over the past several years and continually gone unrecognized:

FY 2016-17 LWC BUDGET REQUEST
One-time quality and support investment
Increase RMR to 85th percentile of 2014 survey
Increase license-exempt rate to 80% of current RMR
Increase SRR rates in counties where SRR is below 85th percentile of 2014 RMR survey
Ensure 12-month eligibility and update income guidelines
25,000 Slots for 0-3 year olds

One-time quality and support investment. A meaningful one-time grant to provide professional development for providers that will improve the quality of developmentally age-appropriate early care and education services. This investment in quality would allow child care providers to obtain training in child development, learning styles, health and safety, nutrition, and best practices. Additional investments are also needed to improve resources for child care consumers and providers.

Increase the Regional Market Rate to reflect the current cost of doing business; 85 percentile of the 2014 Regional Market Survey. RMRs, used for child care programs paid through vouchers, are based on biennial survey of child care providers based on the rates charged in the private market by region. Currently, the RMR ceilings are based on data from the 2009 RMR Survey - less a deficit factor of 10.11%. This puts the rates just slightly above the 2005 level making them about a decade behind the market. Given the change in the market as it relates to minimum wage and overall increased costs, that rate is unfeasible and unworkable for so many family child care homes. Many infants and toddlers are cared for in subsidy programs reimbursed by the RMR, which is often the highest cost care. Child care

programs that rely on RMR can offer flexible hours, including non-traditional hours for those parents who work swing, overnight, weekend, or early morning shifts.

Increase license-exempt reimbursement rates to 80% of the 85th percentile of the 2014 Regional Market Rate Survey. Currently license exempt reimbursement rates are capped at 60% of the licensed rate. This is insufficient compensation for someone to care for children full time - especially providing infant care. The reimbursement to license exempt providers for an infant is significantly below minimum wage, usually $3 - $4 an hour. Prior to 2011 these providers were compensated at 80% of the current RMR. License-exempt care is crucial for parental choice because parents may need a relative or other close acquaintance to care for their child(ren) due to shared culture, language, or most commonly that licensed child care not available. Many parents who choose license exempt care do so because they work non-traditional hours in the evenings and weekends and have rotating shifts. License exempt care may be the only option available to them and may be the only way that parents can return to the workforce.

Increase the Center Based Standard Reimbursement Rate in counties where it lags behind the Regional Market Rate. Contracted centers follow Title 5 standards which require additional training and program standards. Nineteen counties are reimbursed at a lower rate than family child care homes. It is essential that we bring up those counties to at least match the regional reimbursement levels. The SRR is utilized by agencies that directly contract with the CDE.

Ensure parents have 12 months of eligibility and update income guidelines for subsidized child care based on the most current data available and raise the exit ceiling to continue to qualify for child care to 85% of the SMI. Currently parents have only 5 days to report changes within class and/or work schedules and changes to familial structure. Parents with variable schedules have to report every 4 months. This onerous burden on both parent and employer is causing a revolving door of eligibility and needs to be changed. Currently, the entry and exit level for child care eligibility is 70% of the SMI that was in use for 2007-2008. This causes parents to pass up slight raises or job advancement for fear of losing their childcare where costs far outweigh their wage increase.

Additional 25,000 slots for general child care. Even when California cut over a billion dollars from our early care and education programs in 2009-11, over 200,000 children were eligible and on long waiting lists trying to gain access to quality child care programs. The number of underserved children has been exacerbated by the cuts. Conservative estimates indicate that over 300,000 children are now waiting and eligible for child care subsidies statewide. Even with some additional slots in 2014-15, California is still only meeting 18% of its child care needs. While preschool has rebounded, child care programs for children under age two have seen almost no restoration from cuts during the recession.

Modernizing rates, ensuring the continuity of care, and increasing slots represent the foundation of rebuilding the infrastructure of the early care and education system which was decimated during the great recession.

About First 5 LA:
Our Mission and Policy Priorities

Our Mission

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

First 5 LA is a leading public grantmaking and early childhood advocacy organization. It was created by California voters to invest L.A. County's allocation of the Proposition 10 tobacco tax, a revenue source that has declined by 50% since 1998. To maximize the return on our future investments to achieve the greatest possible impact for children prenatal to age 5 and their families, First 5 LA is working together with parents, communities and other organizations to change policies and improve service delivery systems.

Our Policy Priorities

Based on our research, we have identified four outcome areas where we can contribute to efforts toward achieving large scale and lasting improvements in the lives of the children we serve. The strategies we use to advance these outcomes are connected and mutually reinforcing, providing us with a clear and focused path for our work with our partners.

- **Families:** Strengthen families through evidence-based programs, such as home visiting
- **Communities:** Increase community capacity to support and promote the safety, healthy development, and well-being of children prenatal to age 5 and their families
- **Early Care and Education Systems:** Increase access to high-quality early care and education
- **Health-Related Systems:** Improve capacity of health, mental health, and substance abuse services systems to meet the needs of children prenatal to age 5 and their families, with a focus on trauma-informed care and developmental screening

Visit us at First5LA.org for more information.

There are approximately 650,000 children in L.A. County under age 5. Only **2.4%** of infants and toddlers have access to licensed center child care, and **11.4%** under age 5 have access to licensed family child care.[2]

[2] Advancement Project, (June 2014). ECE Landscape: Past and Potential Future Roles and Strategies. Retrieved from http://www.First5LA.org/files/Ipad/6-23-14/Item-10.pdf

first 5 la
Giving kids the best start

Our Federal Budget and Program Requests

FULLY FUND EARLY CARE AND EDUCATION

Thanks to Congress's passage of the Bipartisan Budget Act of 2015, the federal government was able to provide much needed investments for early education and child care programs in Fiscal Year (FY) 2016. But these increases are just a small down payment on what actually needs to be done to ensure all children have a successful start in life.

FY 2017 BUDGET REQUESTS

First 5 LA recommends an increase of $1.2 billion for the Child Care Development Block Grant (CCDBG) program in FY 2017.

CCDBG is the primary federal grant program that provides child care assistance for families and funds child care quality initiatives. The FY 2016 appropriation provided a $326 million increase, yet much more is needed.

Congress, by an overwhelming bipartisan vote in 2014, passed the Child Care and Development Block Grant Act of 2014. This new law contains important and much-needed improvements to the program, including increased access to child care assistance for more families; the establishment of new health and safety requirements for child care providers; and expanded requirements to improve the quality of child care.

Without additional resources, States will have to do more with less, prompting hard choices such as cutting the number of children and families receiving reliable, affordable child care assistance or reducing payment rates to already low-paid child care providers. Nearly 364,000 children lost federal child care assistance between 2006 and 2014, leaving the number of children receiving assistance at a 16-year low.

First 5 LA recommends a FY 2017 appropriation of $350 million for Preschool Development Grants and $190 million for Literacy Education for All, Results for the Nation (LEARN), in the Every Student Succeeds Act (ESSA).

The FY 2016 appropriation provided $250 million for the third year of funding for **Preschool Development Grants (PDG)** to support States to build or enhance a preschool program infrastructure that would enable the delivery of high-quality preschool services to children, and expand high-quality preschool programs in targeted communities. Unfortunately, due to the limited funds available, while 35 States, including California, applied for funds, only 18 states received PDG awards. California did not receive a PDG award.

The newly enacted ESSA included a new version of Preschool Development Grants, focused on improving coordination of existing streams of preschool funding at the State level, as well as increasing access to high-quality preschool. In FY 2017, $250 million is needed to provide the fourth and last year of funding to the current grantees. Thus, by funding PDG at $350 million, $100 million will be available for initial State grants under the newly revised program.

ESSA also included a new comprehensive literacy program that requires States to use at least 15% of their funds for literacy programs for birth through Kindergarten children. In FY 2016, Congress provided $190 million for the predecessor literacy program, Striving Readers. We recommend maintaining that level of funding in FY 2017.

First 5 LA believes it is critical that the next Congress replace the sequester caps for FY 2018 and beyond.

The current caps severely squeeze funding for nondefense discretionary programs (NDD), the pool of funds that includes funding for Head Start, Preschool Development grants and CCDBG. The FY 2018 sequester cap is $12 billion below the FY 2017 level and indeed, below the current FY 2016 cap. Unless the NDD cap is restored to the presequester level, it will be very difficult for Congress to provide the investments needed in early learning programs.

PROGRAMMATIC REQUESTS

First 5 LA supports a longer term expansion of the Maternal Infant and Early Childhood Home Visitation Program (MIECHV) program with increased funding and urges Congress to act as soon as possible.

Created in 2010, MIECHV provides $400 million per year in funds for states to create or supplement existing home visitation programs. MIECHV facilitates collaboration and partnership at the federal, state, and community levels to improve the health of at-risk children through evidence-based and promising practices home visiting programs. In FY2015, California received over $22 million from the program in both formula and competitive funds. In April 2015, Congress passed the Medicare Access and CHIP Reauthorization Act of 2015, which includes a 2-year extension of the Home Visiting Program through FY 2017 at current funding levels.

First 5 LA supports universal screening and effective referrals for children through 36 months of age to ensure early identification of developmental and/or behavioral concerns.

According to the American Academy of Pediatrics, one out of every six children is diagnosed with a developmental disorder and/or behavioral problem in the United States. Undetected developmental disorders can lead to learning and behavioral problems as well as social difficulties and serious medical conditions. Identifying developmental problems in children at a very young age and providing the necessary referrals and services helps keep children safe from abuse and neglect, and supports all children in being ready for kindergarten.

First 5 LA supports efforts to build and promote the capacity of health care and education systems to realize, recognize and respond to families and their young children who have experienced trauma in their lives.

One of the most pervasive and damaging factors in a child's development is the effect of trauma and chronic stress. Children who experience trauma — such as abuse, neglect, loss and chronic stress as a result of persistent poverty, community and family violence, homelessness, parental substance abuse and maternal depression — often face lifelong physical and emotional health problems. While the impact of trauma can be profound and can have long-term negative implications, research on stress and resilience demonstrates that a positive and secure attachment with at least one caring adult can serve a protective function for children and can actually buffer the negative impact of toxic stress on the child's developing brain.

April 26, 2016

The Honorable Roy Blunt
Chairman
Senate Appropriations Subcommittee on Labor, Health and Human Services, and Education
135 Dirksen Senate Office Building
Washington, DC 20510

The Honorable Patty Murray
Ranking Member
Senate Appropriations Subcommittee on Labor, Health and Human Services, and Education
156 Dirksen Senate Office Building
Washington, DC 20515

The Honorable Tom Cole
Chairman
House Appropriations Subcommittee on Labor, Health and Human Services, and Education
2358-B Rayburn House Office Building
Washington, DC 20515

The Honorable Rosa DeLauro
Ranking Member
House Appropriations Subcommittee on Labor, Health and Human Services, and Education
1016 Longworth House Office Building
Washington, DC 20515

Dear Chairman Blunt, Ranking Member Murray, Chairman Cole, and Ranking Member DeLauro:

As organizations and agencies from Los Angeles County and California concerned with ensuring that all children have access to high quality early childhood education programs, we are writing to urge you to prioritize investments in Fiscal Year (FY) 2017 for vital programs that are currently deeply underfunded both across the nation and here in California-the state with the most children in poverty in the nation. Adequate federal funding and support is critical for a range of early childhood programs, including the Child Care and Development Block Grant (CCDBG), Head Start/Early Head Start, Preschool Development Grants, and early intervention services provided through the Individuals with Disabilities Education Act (IDEA) Part C (Grants for Infants and Families) and Part B (Preschool Grants). The need for additional funding and increased support is especially timely in light of recent substantive changes Congress has made to these programs, mandating new requirements that financially burden States struggling to implement the law.

While California legislators have slowly begun to rebuild the state's early learning system over the past two budget cycles— a system that was devastated by budget cuts in California during the Great Recession— parents continue to have an enormous unmet need. A recent report by the American Institutes for Research, *Unmet Need for Preschool Services in California: Statewide and Local Analysis*, found that, "Although California's investments in early care and education are increasing, large numbers of the state's neediest preschool children still do not have access to early childhood education programs." Its analysis found that at least 169,796 3-and 4-year olds eligible for preschool programs are not being served. Further, a recent report by Children Now points out that only 9 percent of eligible infants and toddlers are receiving child care services.

Specifically, in the Fiscal Year 2017 budget, as echoed by a number of national advocacy partners, we call for Congress to approve:

1. **An increase of $1.2 billion for the Child Care and Development Block Grant (CCDBG)**

The CCDBG is the primary federal grant program that provides child care assistance for families and funds child care quality initiatives. The FY 2016 appropriation provided a much appreciated $326 million increase, yet much more is needed to ensure all eligible children receive high-quality services.

Congress, by an overwhelming bipartisan vote in 2014, passed the Child Care and Development Block Grant Act of 2014 (P.L. 113-186) that reauthorized CCDBG for the first time in 18 years. This new law contains important and much-needed improvements to the program, including increased access to child care assistance for more families; the establishment of new health and safety requirements for child care providers; and expanded requirements to improve the quality of child care.

Yet, without additional resources, States will have to do more with less, prompting hard choices such as cutting the number of children and families receiving reliable, affordable child care assistance or reducing payment rates to already low-paid child care providers. The CCDBG reauthorization requires, for example, licensing inspectors to perform not less than annually, one unannounced inspection of all licensed CCDF providers annually to ensure compliance with all child care licensing standards. California does not now currently conduct such annual inspections, and the cost to do so would exceed $20 million annually for approximately 45,000 licensed facilities located in California. Although the CCDBG requirement specifies license exempt providers should be included in annual inspections, this estimate does not include the estimated tens of thousands of license exempt providers statewide, which could dramatically increase the cost of such annual inspections.

In order to meet the intended goals of the CCDBG Reauthorization, it is critical that Congress adequately support States in their efforts to effectively implement the new law and fund the bipartisan CCDBG reforms. We urge Congress to increase the CCDBG appropriation by $1.2 billion, an amount championed by multiple national advocacy groups, to help mitigate the significant increased burden placed on States through the reauthorization.

2. Funding increases to early childhood education and early literacy programs authorized in the Every Student Succeeds Act (ESSA)

The passage of the Every Student Succeeds Act (ESSA) marks a historic recognition of the early childhood education and development as a critically important part of the K-12 continuum. The law acknowledges the urgent need for the federal government to support States to require better coordination between and alignment of, early learning programs, preschool programs, and elementary schools to better ensure all children experience smooth transitions between programs and have the strong foundation they need to succeed when they enter the K-12 system and beyond.

If adequately funded and supported, the enactment of ESSA will lead to better coordination and alignment between early learning programs and the early grades to create a continuous system that meets the needs of children through age 8. We urge Congress to provide sufficient funding for the early childhood education and early literacy programs authorized through ESSA outlined below.

a. **$350 million for Preschool Development Grants (PDG)**

The FY 2016 omnibus provided $250 million for the third year of funding PDG to support States to build or enhance a preschool program infrastructure that would enable the delivery of high-quality preschool services to children, and expand high-quality preschool programs in targeted communities. Unfortunately, due to the limited funds available, while 35 States, including California, applied for funds, only 18 States received PDG awards. California did not receive a PDG award.

California hopes to take advantage of the new version of Preschool Development Grants enacted through the ESSA which is focused on improving coordination of existing streams of preschool funding at the State level, as well as increasing access to high-quality preschool. In FY 2017, $250 million is needed to provide the fourth and last year of funding to the current grantees. Thus, by funding PDG at $350 million, an additional $100 million will be available for initial State grants under the newly revised program.

b. **Maintain $190 million for Literacy Education for All, Results for the Nation (LEARN)**

ESSA also included a new comprehensive literacy program, LEARN, that requires States to use at least 15% of their funds for literacy programs for birth through Kindergarten children. In FY 2016, Congress provided $190 million for the predecessor literacy program, Striving Readers. We recommend maintaining that level of funding in FY 2017 for the new LEARN program.

c. **Authorize $27 million for Innovative Approaches to Literacy**

ESSA also created Innovative Approaches to Literacy, which authorizes grants for early literacy services. We support the President's budget request of $27 million for this program, and encourage you to add report language clarifying that in addition to pediatric literacy programs, other early literacy programs that met the program's requirements, such as those provided in WIC Centers, are eligible for funding.

3. **Authorize an increase of $434 million for Head Start programs**

Head Start received an increase of $570 million in FY 2016, including funding to increase the hours of Head Start programs, and an increase for Early Head Start.

However, there is still great need for additional investments in Head Start/Early Head Start. A 2013 report from the Los Angeles County Early Childhood Education Collaborative estimates that just 46 percent of eligible children were served in Head Start and less than 4 percent of eligible children were served in Early Head Start. We urge Congress to increase the Head Start appropriation by $434 million, to ensure that additional Head Start programs are able to serve children for a full day and a full year program.

4. **Increase the appropriation for the Individuals with Disabilities Act (IDEA) Preschool Grants and Grants for Infants and Families programs by $80 million**

IDEA Preschool grants is the only Federal program dedicated to preschool-aged children with disabilities. An increase of $35 million for a total of $403.2 million will provide a much needed increase in resources to support activities for young children with disabilities.

The IDEA Grants for Infants and Families program provided grants to States to make early intervention services available to children with disabilities, aged birth through 2, and their families. An increase of $45 million to a FY 17 level of $503.6 million would allow for an expansion of early intervention programs that provide services to infants and toddlers with disabilities that are designed to mitigate the need for more extensive services in the future and ensure that they receive the supports and services that they need to prepare them to enter formal education.

It is critical that the federal government provide States and early learning and child care providers with sufficient resources to both improve the quality of programs and expand slots to serve additional eligible children, particularly those from low-income families who do not have access to care due to the current insufficient federal investment. We urge Congress to ensure that these programs are adequately funded so that children are given the supports they need to succeed.

Sincerely,

Kim Belshé
Executive Director
First 5 LA

Ted Lempert
President
Children Now

Deborah Kong
President & CEO
Early Edge CA

David Rattray
Executive Vice President,
Education & Workforce Development
Los Angeles Area Chamber of Commerce

Kim Kruckel
Executive Director
Child Care Law Center

Celia Ayala
Chief Executive Officer
Los Angeles Universal Preschool

Christina Nigrelli
Senior Director of Programs
ZERO TO THREE

Camille Maben
Executive Director
First 5 California

Steven Zimmer
School Board President
Los Angeles Unified School District

Attachment D

First 5 LA 2016
DRAFT Legislative Agenda

Bill #	Author	Description	Sponsors	Status	Fiscal Analysis
SB 1042	Loni Hancock	**Child care: state preschool programs: age of eligibility** Defines 3-year-old children, for purposes of state preschool programs, as children who will have their 3rd birthday on or before December 1 of the fiscal year in which they are enrolled in a California state preschool program.	State Superintendent of Public Instruction Tom Torlakson	Suspense	LAO estimates $261 million
AB 1644	Rob Bonta	**School-based early mental health intervention and prevention services** Renames the Early Mental Health Initiative (EMHI) as the HEAL Trauma in Schools Act, expands the program to serve preschool and transitional Kindergarten students. Requires DPH to provide outreach to LEAs and county mental health agencies to inform them of the program.	Children Now and Attorney General Kamala Harris	Assembly Appropriations Committee	
AB 2150	Miguel Santiago and Shirley Weber	**Subsidized Child Care and Development Services** Extends eligibility for child care assistance to families for a period no less than 12 months. The bill changes existing thresholds by establishing income eligibility upon the most recent State Median Income (SMI) data published by the US Census Bureau and raises the income limit of eligibility from 70% of the current SMI to 85% upon exit of the most recent SMI.	Parent Voices and the Child Care Law Center	Assembly Appropriations Committee	158
AB 2770	Adrin Nazarian	**Cigarette and Tobacco Product Licensing: Fees** Requires a fee to be submitted with each license application. Requires a retailer to file an application for renewal of a retailer's license accompanied with a fee per retail location, in the form and manner prescribed by the State Board of Equalization. Two hundred sixty-five dollars ($265) shall be submitted with each application.		Assembly Appropriations Committee	
SCR 125	Ben Allen	**Kindergarten Readiness Assessment Tool** States that the Legislature will work towards the adoption of a statewide, developmentally appropriate kindergarten readiness assessment tool to assess the readiness of children entering transitional kindergarten and kindergarten	Children Now	SENATE Committee on EDUCATION.	

Attachment D

Watch List Priority I

Bill #	Author	Description	Sponsors	Status	Fiscal Analysis
AB 2410	Rob Bonta	**Local Control School Readiness Act of 2016** This bill would enact the Local Control School Readiness Act of 2016. The bill would require the department to develop prekindergarten learning development guidelines, focused on preparing 4- and 5-year-old children for kindergarten, based on current science that reflects how publicly funded programs can close the school readiness gap. The bill would authorize a local educational agency, as defined, in partnership with community-based organizations, to apply to the State Board of Education for a waiver from the department's Desired Results Quality Improvement System. The bill would specify material to be submitted with such a waiver request. The bill would require the department to submit to the state board, by July 1, 2018, a kindergarten readiness definition that has clear benchmarks for skills that are predictive of later success in academics and social-emotional, health, and executive functioning skills as evidenced by current research.		Committee on Appropriations	
AB 2631	Miguel Santiago	**CalWORKs: Housing Assistance** This bill would increase the duration of homeless assistance benefits to 30 days and would delete the limitation on the number of times a recipient may receive homeless assistance or permanent housing assistance benefits. The bill would also delete the authority for the county to require a homelessness avoidance case plan as a condition of eligibility for homeless assistance benefits.		Assembly Appropriations Committee	
AB 2660	Kevin McCarty	**Early Education** This bill would require the State Department of Education, in consultation with the State Board of Education and the State Advisory Council on Early Learning and Care, on or before July 1, 2017, to submit to the Legislature and the Department of Finance a plan that provides a 3-year plan for providing access to income eligible children to high-quality prekindergarten programs for a minimum of one year before enrollment in kindergarten and a 3-	Early Edge California	Assembly Appropriations Committee	

Attachment D

Bill #	Author	Description	Sponsors	Status	Fiscal Analysis
		year plan for ensuring that publicly funded prekindergarten programs focus on certain areas associated with positive childhood outcomes.			
AB 2680	Susan Bonilla	**Parent, Pupil and Family Engagement Support and Services: Plans** This bill would require local educational agencies, including state subsidized preschools and child development programs, that elect to participate in family, parent, and pupil engagement support and services to develop a plan that addresses at least one specified parent, pupil, and family engagement element relating to active and meaningful participation and training. If a local educational agency accepts funds appropriated in the annual Budget Act for purposes of this provision, as a condition of receiving those funds, the LEA would be required to develop an additional plan that aligns to the school district's or county office of education's local control and accountability plan that delineates how funds apportioned for purposes of this section would be spent. One year pilot program		Assembly Appropriations Committee	
SB 1466	Holly Mitchell	**Early and Periodic Screening: Trauma Screening** Requires screening services for individuals under a specified age include early and periodic screening, diagnosis, and treatment under the Medi-Cal program to include screening for trauma. Provides that child abuse and neglect or removal of a child from the parent or legal guardian by a child welfare agency shall be prima facie evidence of trauma for purposes of conducting a screening under the program.		Senate Appropriations Committee	

Attachment D

Watch List Priority II

Bill #	Author	Description	Sponsors	Status	Fiscal Analysis
AB 598	Ian Calderon	**Family Child Care Home Education Networks** Amends existing law that requires family child care home education network programs to include an assessment of each family child care home provider. This bill would require that tools used to make these assessments be appropriate to family child care home settings. The bill would require the network to complete the developmental profile in collaboration with the provider by including conducting a parent survey of a child's developmental progress as directed by the department and incorporating it into the profile; would also require a family child care home education network to conduct a minimum of 9 site visits to each affiliated provider in a calendar year, as provided, among other things; would require a provider in a family child care home education network to adopt and use a curriculum or curricula of the provider's choosing that is appropriate for the age range of children in the home, and include age and developmentally appropriate educational activities for children.		SENATE Committee on EDUCATION.	
AB 1565	Tom Lackey	**Developmental Services: Funding** Requires the State department of Developmental Services to submit a plan to the Legislature to ensure the sustainability, quality, and transparency of community-based services for individuals with developmental disabilities. Requires the Department to regularly consult with stakeholders in developing the plan. Relates to funding regional centers. Relates to rate increase negotiation.		Assembly Human Services Committee	
AB 1568)/ SB 815	Rob Bonta/ Ed Hernandez	**Medi-Cal 1115b Waiver Demonstration Pilots** Requires DHCS to implement a waiver or demonstration project authorized under a specified federal waiver that includes a delivery system transformation and alignment incentive		Re-referred to Committee on HEALTH.	

Bill #	Author	Description	Sponsors	Status	Fiscal Analysis
		program for designated public hospital systems and district municipal hospitals. The bill would require DHCS to consult with interested stakeholders and the Legislature in implementing this waiver or demonstration project.			
AB 1679	Shirley Weber	**Child care: state preschool programs eligibility military families** Excludes the amount of the basic allowance for housing provided to an individual who is on federal active duty, state active duty, active duty for special work, or Active Duty and Reserve duty in the military that is equal to the lowest rate of the allowance for the military housing area in which the individual resides from income for purposes of determining eligibility for state preschool services.		To Consent Calendar	
AB 1897	Kevin Mullin	**Day care centers: birth to first grade license option** Requires the State Department of Social Services to, adopt regulations that develop and implement a birth to entering first grade license option for day care careers. Requires the regulations to include age appropriate transition times, a requirement that a single integrated license option list the age groups of children being served at a day care center, a requirement that all other licensing regulations that apply to a day care center shall also apply to a birth to entering first grade license option		Assembly Committee on Appropriations	
AB 2036	Patty Lopez	**Online child care job posting services: consumer education background check service providers** Requires an online child care job posting service posting information on an Internet Web site to include, among other things, a statement about the trustline registry and, if the service provides access to a background check, a written description of the background check provided to it by the background check service provider		ASSEMBLY Committee on Appropriations	
AB	Jim Wood	**Wood Medi-Cal: dental program**		ASSEMBLY	

Attachment D

Bill #	Author	Description	Sponsors	Status	Fiscal Analysis
2207		Requires the Department of Health Care Services to undertake specified activities for the purpose of improving the Medi-Cal Dental Program, such as expediting provider enrollment and monitoring dental service access and utilization. Requires a Medi-Cal managed care health plan to provide dental health screenings for eligible beneficiaries and refer them to the appropriate Medi-Cal dental providers. Relates to data regarding the dental fee-for-service dental program		Committee on Appropriations	
AB 2676	Rocky Chavez	**Income taxes credit: dependent care** Amends the Personal Income Tax Law to increase the amount of an applicable state credit percentage and revise adjusted gross income amounts for dependent care		Assembly Revenue and Taxation Committee	
AB 2677 (Possible Oppose)	Rocky Chavez	**Subsidized child care limit on services** Amends the Child Care and Development Services Act, which authorizes the Superintendent of Public Instruction to enter into and execute local contractual agreements with any public or private entity or agency for the delivery of child care and development services. Limits a family to a total of not more than 8 years of subsidized child care services under the act		Assembly Human Services Committee	
SB 818	Jim Neilsen	**Developmental Services: Medi-Cal: Rate Increases** Appropriates certain sums to the Department of Developmental Services to provide a 10% rate increase for certain developmental service providers and regional center operating budgets, and appropriates certain sums to the Department of Health Care Services to restore rates paid to Medi-Cal providers to those levels in effect prior to the implementation of the provider rate reductions.		SENATE Committees on HEALTH and HUMAN SERVICES.	
SB 1034	Holly Mitchell	**Health Care Coverage: Autism Screening** Modifies requirements to be a qualified autism service professional to include providing behavioral health treatment, such as clinical management and case supervision. The bill would require that a treatment plan be reviewed no more than		Senate Committee on APPROPRIATIONS	

Bill #	Author	Description	Sponsors	Status	Fiscal Analysis
		once every 6 months, unless a shorter period is recommended by the qualified autism service provider.			
SB 1071	Ben Allen	**Special education funding: preschool-age individuals with exceptional needs** Establishes a new formula for a permanent one-time total adjustment to the base funding calculation, to support special education as required under the individualized education program for each 3-and 4-year-old preschool individual with exceptional needs		Senate Appropriations Committee	
SB 1113	Jim Beall	**Pupil health: mental health services funding** Declares the intent of the Legislature to enact legislation relating to mental health services in schools that would require counties to enter into agreements with special education local plan areas to allow access to Early and Periodic Screening, Diagnostic, and Treatment (EPSDT) funding through the county mental health programs by providing EPSDT mental health services.		Senate Appropriations Committee	
SB 1154	Carol Liu	**Child care and development services: resource and referral** Establishes the Patricia Siegal Child Care Resource and Referral Memorial Act of 2016. Requires a child care resource and referral program to provide specified additional services, including, providing training and workshops relating to child care services, providing community resource assistance, and collaborating with and assisting other community agencies in planning, coordinating and improving child care. Repeals provisions regarding short-term respite care. Requires written complaint procedures.		Senate Appropriations Committee	

Attachment E

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Giving kids the best start

April 25, 2016

Assemblymember Gonzalez
Assembly Appropriations Committee
State Capitol
Sacramento, CA 95814

Re: Assembly Bill 2150 (Santiago & Weber) - Support

Dear Chairperson Gonzalez:

First 5 LA supports Assembly Bill 2150 (Santiago & Weber) which would guarantee 12-months of child care assistance, use of current census data to establish income eligibility, and a graduated phase out that allows for tapered assistance to families whose income has increased at the time of re-determination, but still does not exceed the federal income limit of 85% of State Median Income (SMI). 165

First 5 LA is a leading early childhood advocate created by California voters to invest Proposition 10 tobacco tax revenues in Los Angeles County. In partnership with others, First 5 LA strengthens families, communities and systems of services and supports so that all children in L.A. County enter kindergarten ready to succeed in school and life. First 5 LA recognizes that to increase access to high quality early care and education, children must have stable, supportive care, even if a parent's income fluctuates.

The intent of this bill is to promote continuous child care assistance for children and families for an extended period of time. Working low-income families often experience rapid and multiple changes in income and work-related activities. Retention of child care during a temporary hardship such as unemployment or extended illness alleviates stress on children and families and facilitates parents' smooth transition back into the workforce. Stable child care is critical to strengthen parents' ability to work, improve their prospects in the job market, and increase their earning potential. In addition, continuity creates the stable conditions children need for their healthy development and school-readiness. Research shows that children's educational and developmental outcomes improve when they have continuity in their child care arrangements. Frequent changes in child care arrangements are associated with higher levels of stress and negative behavior in young children (Dicker, S., and Gordon, E., Zero to Three, 2004).

AB 2150 is an extraordinary opportunity to remove unjustified red-tape reporting rules that cause eligible families to churn in and out of child care programs; put their jobs at risk; disrupt children's school readiness and development; force them to turn down job promotions, make it impossible for child care providers to balance ledgers or plan for quality investments while accepting subsidized children; and burden employers and education providers who are required to sign off on endless paperwork. For these reasons, First 5 LA supports this legislation and requests your "Aye" vote.

COMMISSIONERS
Los Angeles County Supervisor Sheila Kuehl
Chair
Judy Abdo
Vice Chair
Nancy Haruye Au
Jane Boeckmann
Duane Dennis
Cynthia A. Harding, M.P.H
Christopher Thompson, MD
Joseph Ybarra Jr., Ph.D.
Marlene Zepeda, Ph.D.

EX OFFICIO MEMBERS
Philip L. Browning
Patricia Curry
Karla Pleitéz Howell
Deanne Tilton

EXECUTIVE DIRECTOR
Kim Belshé

CHIEF OPERATING OFFICER
John A. Wagner

A PUBLIC ENTITY

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

If we can be of further assistance, please contact Tessa Charnofsky, Government Affairs Manager, at tcharnofsky@First5LA.org.

Sincerely,

Kim Belshé
Executive Director

KB:tc
cc: Assemblymember Santiago (Author and Assembly Appropriations Committee)

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

Attachment F

first 5 la
Giving kids the best start

April 25, 2016

The Honorable Carol Liu
Chair, Senate Education Committee
California State Senate
State Capitol, Room 5097
Sacramento, CA 95814

Re: SCR 125 (Allen) – SUPPORT: Kindergarten Readiness Assessments

Dear Senator Liu:

On behalf of First 5 LA, I am writing to inform you of our support for SCR 125 (Allen). This measure calls on the legislature to make a commitment to establish a uniform, statewide school readiness tool that is developmentally appropriate and will be used to understand the readiness of students entering transitional kindergarten and kindergarten. 167

Readiness assessments are a multi-dimensional measure of a child's developing abilities and skills upon entering transitional kindergarten and kindergarten. An age-appropriate kindergarten readiness assessment tool that is aligned to California's state standards would provide valuable information to parents, teachers, administrators and state and local policy makers to improve systems of support for students in the classroom, school, district, region and state. Additionally, the insights gained through a coordinated and coherent tool will help ensure that instruction is delivered in a manner that is most appropriate and based on the child's strengths and identified areas of growth.

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

A kindergarten readiness assessment should not just measure proficiency on pre-academic skills but also include other developmentally appropriate measures such as social-emotional development and motor-skills. A recent scan of one county's kindergarten readiness landscape yielded the finding that several of the interviewed administrators claimed that "kindergarten teachers more often indicate that what they need, in terms of readiness, is for their students to know how to share, to know how to hold scissors, and to know how to follow instructions."

Importantly, kindergarten readiness assessments should not be used for high stakes purposes, including district, school or program accountability, determining entry into school or as a means to determine a student's educational path. Nevertheless, we believe that the state lacks and should develop a meaningful way to gauge the diverse and changing needs of its youngest learners. For these reasons we request your "AYE" vote on SCR 125 (Allen).

COMMISSIONERS
Los Angeles County Supervisor Sheila Kuehl, *Chair*
Judy Abdo, *Vice Chair*
Nancy Haruye Au
Jane Boeckmann
Duane Dennis
Cynthia A. Harding, M.P.H
Christopher Thompson, MD
Joseph Ybarra Jr., Ph.D.
Marlene Zepeda, Ph.D.

EX OFFICIO MEMBERS
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Deanne Tilton

EXECUTIVE DIRECTOR
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CHIEF OPERATING OFFICER
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If we can be of further assistance, please contact Tessa Charnofsky, Government Affairs Manager, at tcharnofsky@First5LA.org.

Sincerely,

Kim Belshé
Executive Director

KB:tc
cc: Senator Ben Allen

A PUBLIC ENTITY

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

For Immediate Release
April 26, 2016

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(864) 382-3323
Randy Rice, LAUP
rrice@laup.net
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Impact of Pre-K vital to L.A. County and Local Economies Concludes New Study

*Report Outlines Positive Economic Impact of Quality **Early Care and Education** and Underscores Urgent Need for **Policy Makers to Make Young Children a Priority and Invest Accordingly***

Los Angeles – According to a new report, *More Than Just Pre-K: The Positive Economic Impact of Preschool in Los Angeles County*, released by the Institute for Child Success and LAUP, high quality preschool not only prepares developing children for school success but significantly impacts local economies that support the current and future Los Angeles County workforce.

While the academic benefits of preschool are well documented, few studies attempt to measure the local economic impact that early care and education programs have on communities. The findings of this new report break down the economic impact at the parent, child and provider levels both in the short and long term.

"We knew that quality preschool had a huge impact on young children's growth socially, emotionally and academically," said Dr. Celia C. Ayala, LAUP CEO. "What this study shows is there are also substantial economic benefits to having a thriving preschool program in L.A. County."

LAUP has prepared more than 115,000 children for kindergarten and beyond by funding, rating and raising the level of quality preschool programs throughout L.A. County thanks to a generous multi-year grant from First 5 LA. The report highlights the impact of LAUP on the County's young – and often, highest-need – children, and the economic impact early learning has at the community and county-level.

"Over the last two years we have held a series of workshops for our providers to help them gain funding from a variety of sources," said Ayala. "While we're proud of our success finding funding for thousands of fully-subsidized preschool slots for 4-year-olds, the challenge in doing so speaks to a fundamental truth: to achieve universal access to quality early care and education opportunities in L.A. County, we need our policy makers to make young children a priority and invest accordingly."

The report notes that children previously enrolled in LAUP-funded slots benefitted from the high-quality nature of instruction and saw immediate and sustained positive outcomes, including:

- Significant growth in social, emotional and cognitive skills during the course of the pre-K year, all of which are essential for kindergarten success;
- Higher scores than non-pre-K peers on both the Reading and Math California State Test in 2nd grade, and higher on the reading test in 3rd grade; and

- In elementary school, decreased likelihood of being classified as special needs or English Language Learners, be suspended or repeat a grade, and overall greater levels of attendance.

The report defines the immediate and long-term local economic impact of quality pre-K slots in L.A. County. These findings include:

- The inability to find reliable and affordable childcare results in lost wages and reduced employment and hours worked by parents. Without increasing public investment in pre-K in L.A. County, an estimated 6,000 working mothers would be affected; reducing their hours worked by over 1.5 million hours, resulting in $24.9 million annually in forgone wages.
- The reduced outputs, lost wages, and higher public sector costs combined could cost L.A. County an estimated $567.7 million annually.

"Numerous research studies confirm that spending on high-quality early care and education is one of the best investments governments can make," says Joe Waters, Executive Vice President of the Institute for Child Success, "High quality pre-K is a strong policy lever to use to combat issues associated with poverty and educational attainment that communities face."

A recent RAND Corporation cost-benefit analysis estimated that every $1 invested in high-quality, half-day pre-K for low-income Los Angeles children generates $7.81 in benefits. Not investing with sustainable resources could cost Los Angeles an additional $462 million in forgone future benefits, asserts this report. These benefits span from improved public health to workforce productivity and reduced societal costs.

"We are proud of our collective work that has provided more than 115,000 children in Los Angeles County with quality preschool over our decade-long partnership," said Kim Belshé, Executive Director of First 5 LA, a leading public grantmaking and early childhood advocacy organization that has provided LAUP with more than $580 million in funding over the last 10 years.

"As we both have learned, the need is greater than any one organization alone can address. We look forward to working in partnership with LAUP to advocate for sustainable funding to increase the availability and quality of early care and education services beyond 4-year-olds and for all of L.A. County's 650,000 young children," Belshé continued. "First 5 LA and LAUP have a shared vision for the future and we will build on our long-time partnership to champion broader access to quality early childhood education opportunities so that every child enters kindergarten ready to succeed."

Belshé noted that First 5 LA is focused on improving laws and policies; increasing federal and state funding and resources; and improving the way key systems—like education, health and social services—work together and serve L.A. County's young children and their families.

The report also found most of the nation's most successful pre-K programs have one or more sustainable funding sources such as special financing districts, sales taxes, property taxes, selective excise taxes, pay-for-success financing and funding through public school funding formulas. Many of these strategies have the potential to succeed in L.A. County and should be explored, the report said.

LAUP, in conjunction with First 5 LA and the Early Care and Education (ECE) Coalition, is advocating for increasing state and federal funds to help bring more preschool opportunities to L.A. County.

###

About LAUP

LAUP is a 12-year-old non-profit organization whose mission is to support the development of the whole child, grow a qualified and diverse workforce, and strengthen family engagement. The organization creates and sustains strategic partnerships and advocates for policies that promote access and program excellence. Since 2005, LAUP has prepared more than 115,000 children

for kindergarten and beyond by funding, rating and raising the level of quality preschool programs throughout Los Angeles County. laup.net.

About the Institute for Child Success (ICS)

Headquartered in Greenville, South Carolina, the Institute for Child Success (ICS) http://www.instituteforchildsuccess.org/ is an independent, nonpartisan, nonprofit, research and policy organization dedicated to the success of all young children. ICS pursues its mission by: proposing smart public policies, grounded in research; advising governments, nonprofits, foundations, and other stakeholders on strategies to improve outcomes; sharing knowledge, convening stakeholders, embracing solutions, and accelerating impact, and by fostering the next generation of leaders.

Agenda Item: 5A&B
Date: May 11, 2016

FIRST 5 LA

SUBJECT:
5A Annual Review of First 5 California's Annual Report
5B Annual Review of First 5 LA's Strategic Plan

BACKGROUND:

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

DISCUSSION:

A. First 5 California's Annual Report

Pursuant to the requirements of Proposition 10, First 5 California has compiled its Annual Report for the 2015-16 year and distributed that report to county commissions for review in a public hearing. This report includes various First 5 LA program information presented to and approved by our Board of Commissioners last fall by the Research and Evaluation department of First 5 LA. First 5 California's Annual Report is available on First 5 California's website and is included with board materials today. Staff recommends that the Board receive and file this report.

B. First 5 LA's Strategic Plan

First 5 LA began the official implementation of its newly adopted strategic plan on July 1, 2015. Since that time, staff has conducted over 40 presentations to the board, detailing the partnerships, collaborative efforts, challenges, accomplishments and lessons learned as we continue to advance the priority outcomes and strategies outlined in the plan. First 5 LA has gone above and beyond the minimum requirement of the Proposition 10 annual review of the Strategic Plan by developing and implementing its Governance Guidelines, which ensures all new investments align with the Strategic Plan, with allowances for limited exceptions with Board approval. There have also been unprecedented levels of community, and county engagement and planning for projects initiated by Best Start Communities. Community members learned about the funding process and procedures to allow transparency and fairness participated in the design and selection process and are now supporting implementation of the projects across Best Start Communities.

RECOMMENDATION:
It is recommended that the Board conduct a public hearing and receive and file the First 5 California Annual Report, as well as undertake the annual review of First 5 LA's 2015-2020 Strategic Plan.

Annual Review: Strategic Plan

Stacy Lee, Director
Office of Strategic Planning and Integration

May 3, 2016

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Presentation Goals

- Review F5LA efforts and alignment of investments with the Strategic Plan, per Prop 10
- Highlight some initial Key Takeaways on Program Implementation

- Review internal organizational development efforts to complement initiatives and enhance effectiveness
- Discuss next steps on progress reports toward full implementation of Strategic Plan

Background

- Proposition 10 requirement
- Local decision-making
- Accountability to voters

Presentations, by the numbers

Since July 1, 2015, the Commission has engaged in over 40 presentations, focusing on Strategic Plan implementation activities including:

176

- ✓ All four Priority Outcome Areas
- ✓ Policy and Communications/Marketing
- ✓ Overarching presentations involving Monitoring, Evaluation and Learning; Implementation of the Strategic Plan; and Governance Guidelines
- ✓ Unprecedented community participation involving Best Start Partnerships and the community identified projects

Strategic Plan 4 Outcome Areas

Families

- Home Visiting
- Parent Engagement

Communities

- Community Capacity Building
- ECE and Health Supports
- Places and Spaces

177

ECE Systems

- Public Funding
- Quality Rating Improvement System
- Professional Development

Health

- Developmental Screening
- Trauma Informed Care

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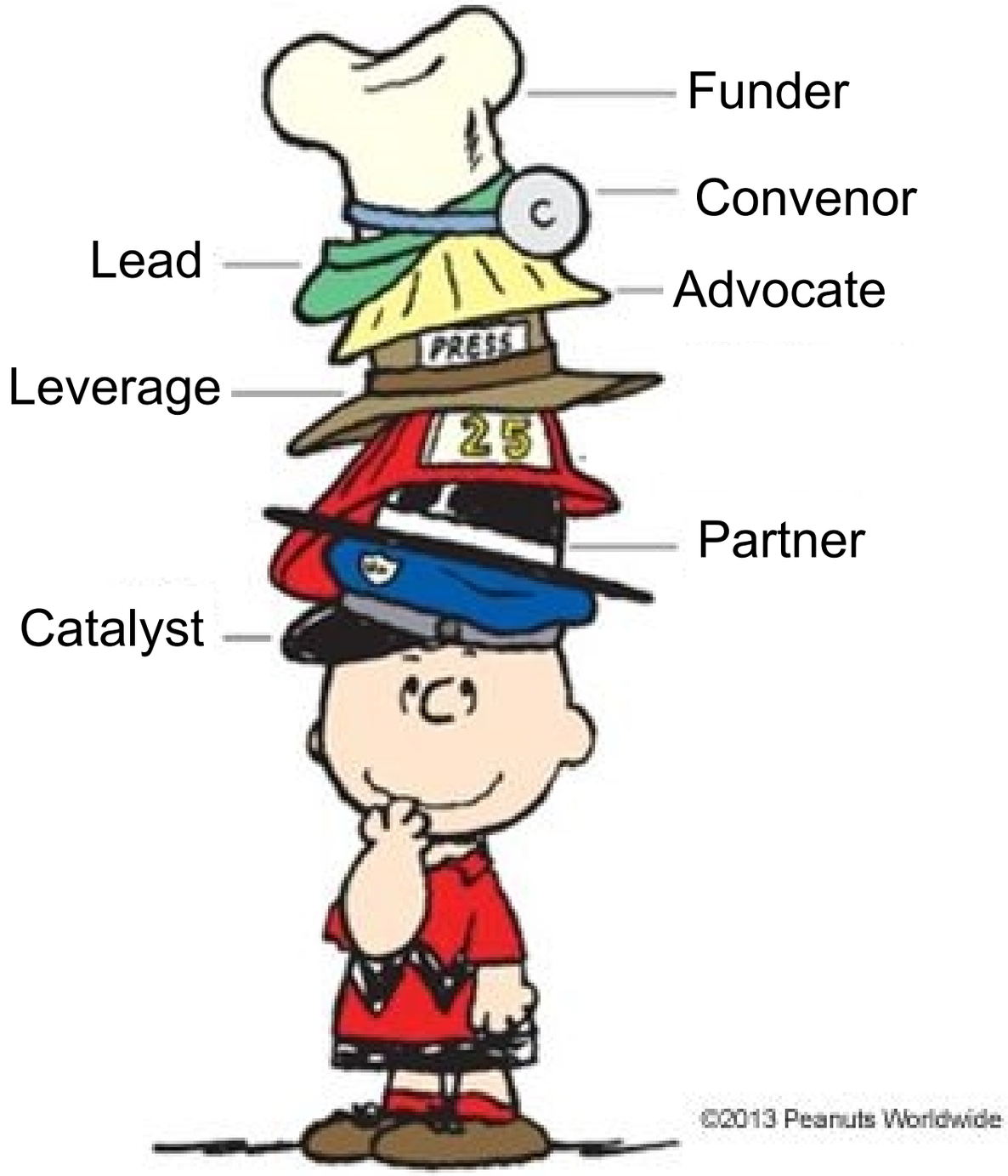
What Are We Learning?

Roles



Considerations:

- Resources
  (staff, budget, focus)
- Timing
- Opportunity
- Landscape

Program Implementation:

Key Takeaways

- Anchor investments in Home Visiting and Community Capacity Building provide a strong foundation and reflect new approaches to support sustainability

- Pivot to our approach for ECE and clarity of our role

- Partnership based approach, particularly in Health Systems work – Trauma Informed Care and Help Me Grow

- New, more strategic focus on partnerships with County agencies and collaborating on complex issues – Office of Child Protection, CEO's Office on Homelessness

- Parent focused public awareness campaign – advances Strategic Plan work in Families Outcome

Internal Implementation

Establishment of Governance Guidelines ensures adherence to the Strategic Plan

- Expiring Initiatives process
- Monitoring, Evaluation and Learning
- Organization Transformation efforts

Coming in July

Early Investments for Lifelong Results

2014–15 | First 5 California Annual Report

FIRST 5 CALIFORNIA℠

Our Mission

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

Early Investments for Lifelong Results

2014–15 | First 5 California Annual Report

FIRST 5 CALIFORNIA COMMISSION MEMBERS

George Halvorson, Chair
Appointed by Governor

Joyce Iseri, Vice Chair
Appointed by Senate Rules Committee

Casey McKeever
Appointed by Senate Rules Committee

Conway Collis
Appointed by Speaker of the Assembly

Kathryn Icenhower
Appointed by Speaker of the Assembly

Magdalena Carrasco
Appointed by Governor

Muntu Davis
Appointed by Governor

EX-OFFICIO MEMBER:

Diana Dooley
Secretary of the California Health and Human Services Agency

Jim Suennen, Designee

Message from the Executive Director

It has been another year of significant accomplishments in early learning and health for First 5 California as well as our First 5 county commission partners across the state. More and more parents, policymakers, legislators, and stakeholders have come to recognize the importance of supporting children in their earliest years. They understand the long-term payoff of these necessary investments. And by investments, I'm referring to a variety of ongoing efforts to advance our mission and vision. In addition to funding, there also are the investments of time, hard work, advocacy, outreach, dialogue, and partnerships—all with a focus on nurturing and enriching the earliest years in the lives of our youngest children to foster their success in school and beyond.

A few milestones from the past year deserve special recognition. In February 2015, First 5 California hosted its first annual Child Health, Education, and Care Summit in partnership with several California agencies: Department of Developmental Services, Department of Veterans Affairs, Community Colleges Chancellor's Office, Department of Education, Health and Human Services Agency, Department of Public Health, and Department of Social Services. This Summit welcomed nearly 1,000 attendees representing preschool, infant/toddler child care, social workers, foster care, military families, higher education, administrators, parents, advocates, philanthropists, and elected officials. Participants included county-level teams consisting of representatives from as many of these local groups as possible. The goal was for both county- and state-level networking to be enhanced, and for services to our common target audiences to become better focused and less duplicative.

Our *Talk. Read. Sing.*® public education and outreach campaign messages reached millions of Californians through television and radio ads, social media, and our Parent Website. The campaign, which highlights the importance of early brain development through linguistic interaction and engagement with babies and young children, will be enhanced with additional content and outreach efforts and will continue through the coming year and beyond.

On the program front, two of First 5 California's Signature Programs continued to demonstrate significant results, with the Comprehensive Approaches to Raising Educational Standards (CARES) Plus program

providing professional development for thousands of early educators, and the Child Signature Program (CSP) serving thousands of children statewide in quality early learning programs.

Perhaps our most significant accomplishment to date is the development of First 5 IMPACT (Improve and Maximize Programs so All Children Thrive). With CSP and CARES Plus scheduled to conclude on June 30, 2016, and to build upon their successes, the State Commission in April 2015 approved a five-year investment to support a network of local quality improvement systems to better coordinate, assess, and improve the quality of early learning settings. First 5 IMPACT is an innovative approach that forges partnerships between First 5 California and counties to achieve the goal of helping children ages 0 to 5 and their families thrive by increasing the number of high-quality early learning settings, including supporting and engaging families in the early learning process. Investing in more sites to achieve high-quality standards helps ensure more of California's children enter school with the skills, knowledge, and dispositions necessary to be successful. It provides families the information and support they need to promote and optimize their children's development and learning, both inside and outside the home.

None of this would be possible without the state and local partnerships we continue to develop. We look forward to our ongoing partnership with the 58 First 5 county commissions as we advance our commitment to investing in quality early learning and family resources—all with our collective goal of ensuring our youngest children receive the best start in life and thrive.

Camille Maben

CAMILLE MABEN
EXECUTIVE DIRECTOR, FIRST 5 CALIFORNIA

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Supporting Healthy Development and School Readiness for Young Children

LEADERSHIP: FIRST 5 CALIFORNIA

In 1998, California voters passed Proposition 10—the California Children and Families Act (the Act)—and declared the importance of investing in a better future for California's youngest children. For the past 17 years, the California Children and Families Commission (First 5 California) has established standards of quality and invested in the development of programs and services emphasizing improvement in early education, child care, social services, health care, research, and community awareness. The vision of First 5 California is for all of the state's children to receive the best possible start in life and thrive.

STRATEGIC PLAN

The State Commission approved a new Strategic Plan for First 5 California in January 2014. The Strategic Plan serves as an important compass for the Commission's deliberations to decide how best to plan future work, investments, and partnerships over the next five years. For more information about the Strategic Plan, please go to **http://www.ccfc.ca.gov/about/pdf/commission/resources/F5CA_Strategic_Plan.pdf.**

BUILDING PUBLIC WILL AND STATE INVESTMENT

In April 2015, First 5 California adopted its Children's State Policy Agenda to guide the agency's efforts to advocate before the state Legislature for a comprehensive, integrated, culturally competent, and coordinated system for California's youngest children. The Commission's Policy Agenda reflects First 5 California's commitment in its Strategic Plan to participate and lead in the area of civic engagement, and the recognition of the Commission's responsibility to the people of California to ensure the wise and effective use of public funds.

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

First 5 California's 2015 Policy Agenda[1] focused on four areas the Commission identified as its top state policy priorities: child health, early learning, strong and engaged families and communities, and First 5 revenue. Within each priority area, the Policy Agenda identified targeted goals to achieve a seamless statewide system of integrated and comprehensive programs for children and families. First 5 California seeks to serve as a convener and partner in state policy conversations, working with First 5 county commissions, state agencies, stakeholders, and other advocates to convene, align, collaborate on, support, and strengthen statewide advocacy efforts to realize the following shared goals:

Child Health

- Promote coordination across the health care system to promote access for every pregnant mother and child age 0 to 5 with affordable and comprehensive health insurance coverage.
- Improve parents' and young children's knowledge about and access to healthy foods and physical activity, including support for state and/or local taxes on sweetened beverages and/or unhealthy foods.
- Support and promote universal developmental screenings, assessment, referral, and treatment.

Early Learning

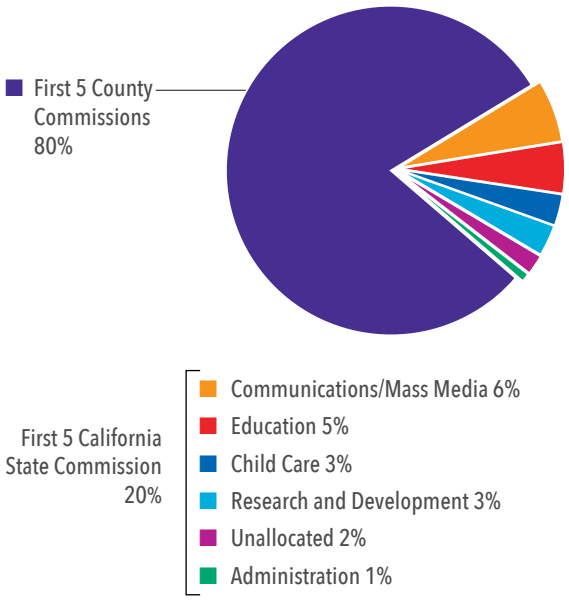
- Expand access to quality early care and education programs for children ages 0 to 3.
- Support implementation of high-quality universal preschool access for all low-income four-year-old children, and high-quality transitional kindergarten and kindergarten statewide.
- Support a high-quality early learning workforce through strengthened qualifications, compensation, stability, diversity, and robust professional development systems.
- Promote statewide access to and participation in successful Quality Rating and Improvement Systems (QRIS).

First 5 Revenue

- Promote inclusion of supports and services for children ages 0 to 5 and their families in existing and new revenue policy discussions.
- Promote regulation of tobacco-related products, including electronic cigarettes.

Through its advocacy efforts during the 2015 state legislative and budget session, First 5 California garnered significant state-level support for its Policy Agenda goals from policymakers, advocacy partners, and other stakeholders. In collaboration with its early childhood education and care advocacy partners, and leaders in the Legislature, First 5 California achieved historic wins for the state's youngest children and families through shared advocacy efforts on the state budget and legislation relevant to the Policy Agenda.[2] The

Exhibit 1: First 5 California Children and Families Commission Funds–Allocation of State Portion



Source: Health and Safety Code Section 130105

progress made through the final 2015–16 budget actions moves the agency closer to reaching its goals across the priority areas.[3]

The 2015 budget included improvements to child health policies, including the historic expansion of full-scope Medi-Cal coverage to Medi-Cal eligible children, regardless of immigration status, effective as early as mid-2016. The budget also eliminated a 10 percent rate reduction on Denti-Cal care providers, and prohibited insurance coverage from using copayments, coinsurance, deductibles, or any other form of cost sharing for the Prenatal Screening Program fee.

The state made a historic investment of over $400 million in the early learning and care system, representing investments in the three areas First 5 California and its advocacy partners supported: access, affordability, and quality improvement. This included 20,330 total new slots for children in early learning and child care programs: 6,800 new Alternative Payment Program vouchers with a priority for infant/toddler access; 7,030 new full-day, full-year State Preschool slots; and 6,500 part-day State Preschool slots, with 2,500 prioritized for students with disabilities. The budget invested $129 million in increased early learning program reimbursement rates, including a 5 percent increase for the Standard Reimbursement Rate (SRR), a 1 percent increase for part-day State Preschool, and the creation of a separate rate for full-day State Preschool; a 4.5 percent increase for the Regional Market Rate (RMR); and a 5 percent increase for License-Exempt rates. The state prioritized increasing the quality of infant/toddler programs through a one-time investment in an Infant/Toddler QRIS Block Grant, a new quality incentive program to support infant/toddler providers to attain a higher level of quality within their local QRIS.

The Legislature prioritized funds to engage and strengthen families and communities through the creation of a consumer education website, and statewide database to support parents' access to information about early learning and child care programs. The budget also made strides to reduce excessive draws on First 5 revenue. The Board of Equalization (BOE) must submit a report to the Legislature by early 2016 outlining options and timelines for reducing administrative costs associated with tobacco tax enforcement while maintaining program effectiveness.

First 5 California is committed to continuing the advocacy work achieved in 2015 by continuing to strengthen its partnerships with stakeholders and its efforts to build policymakers' knowledge base, will, and investment in shared priorities. In doing so, the agency will continue to build on this year's successes and continue working toward the underlying Strategic Plan goal to ensure all children prenatal through age 5 have the resources, foundation, and systems of support they need to thrive.

Strong And Engaged Families And Communities

- Support evidence-based parent education and engagement, including parent engagement on early brain development.
- Support sustainability of Family Resource Centers and other community hubs for integrated services for children and families.
- Increase supports for breastfeeding, family leave, and baby-friendly policies in all settings.
- Expand voluntary home visiting programs.

ACCOUNTABILITY: FUNDING AND AUDIT RESULTS

Under the Act, the State Board of Equalization collects an excise tax levied on all tobacco products and deposits the revenue into the California Children and Families Trust Fund, allocating 20 percent to First 5 California and 80 percent to county commissions. In FY 2014-15, First 5 California received $87.5 million and county commissions received $344.1 million.

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

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

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

- Fiscal management of the California Children and Families Trust Fund
- Tax revenue disbursements to county commissions
- Audits and annual fiscal reports
- Local agreement and program disbursement management
- Public education and outreach
- Evaluation of First 5 California programs
- Procurement and contract management
- Workforce recruitment and development
- Information technology
- Business services

The administration of these and other programs is consistent with all applicable State and Federal laws, rules, and regulations. The State Controller's Office conducts an annual review of the 58 county commissions' independent audits. In October 2015, the Controller published its review of the counties' audits for FY 2013-14, summarizing several findings contained in the local audits, but did not deem any of them significant enough to withhold funding. The audit can be viewed on First 5 California's website at **http://www.ccfc.ca.gov/commission/commission_annual_report.html.**

Serving California's Young Children, Parents, and Teachers

FOUR KEY RESULT AREAS

First 5 California tracks progress in four key result areas to support evidence-based funding decisions, program planning, and policies:

1. Improved Family Functioning
2. Improved Child Development
3. Improved Child Health
4. Improved Systems of Care

These result areas comprise a framework for reporting and assessing early childhood outcome data. Appendix A and B include descriptions of the result areas and services for First 5 California and 57 county commissions.* This data reporting framework provides a statewide overview of the number, type, and costs of services provided to children and adults for a particular fiscal year.

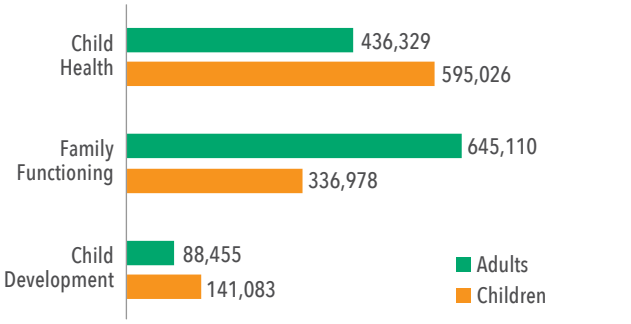
Stakeholders can use this information as one source to determine impact and resource allocation from First 5 statewide. Exhibit 2 contains the total numbers of services provided to children ages 0 to 5 and adults in FY 2014–15 for Improved Family Functioning, Improved Child Development, and Improved Child Health.

The distribution of total expenditures ($454,347,967) for children ages 0 to 5 and adults receiving services in 2014–15 is presented by result area in Exhibit 3.

*At the time of printing, Colusa County is not included.

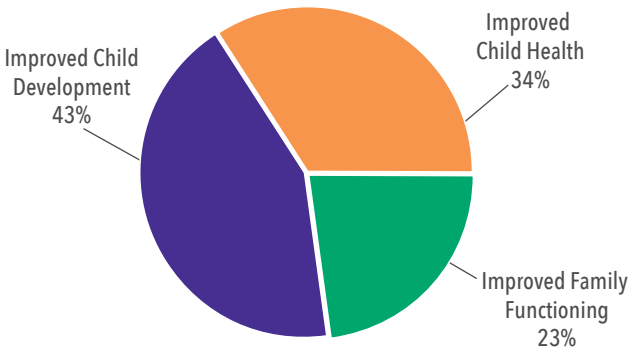
The result area, Improved Systems of Care ($105,326,568), differs from the others; it consists of programs and initiatives that support program providers in the other three result areas.

Exhibit 2: Total Numbers of Services Provided to Children Ages 0 to 5 and Adults in FY 2014-15 by Result Area



*Totals for Adults include both Adult and Provider counts

Exhibit 3: Total Expenditures for Children Ages 0 to 5 and Adults in FY 2014–15 by Result Area



Source: County Revenue and Expenditure Summary, November 2015

First 5 County Commission Program Result Areas

First 5 county commissions are required to report to First 5 California their annual expenditure and service data on their programs. In collaboration with the First 5 Association, First 5 California developed and adopted guidelines to standardize data collection. Counties report program service data under the four result areas. These data have been aggregated to the State level. Data reported are from programs that are funded by both local and State First 5 funds (Appendix A).

IMPROVED FAMILY FUNCTIONING

In FY 2014–15, county commissions invested $105 million to improve Family Functioning. Family Functioning services provide parents, families, and communities with timely, relevant, and culturally appropriate information, services, and support. Services include:

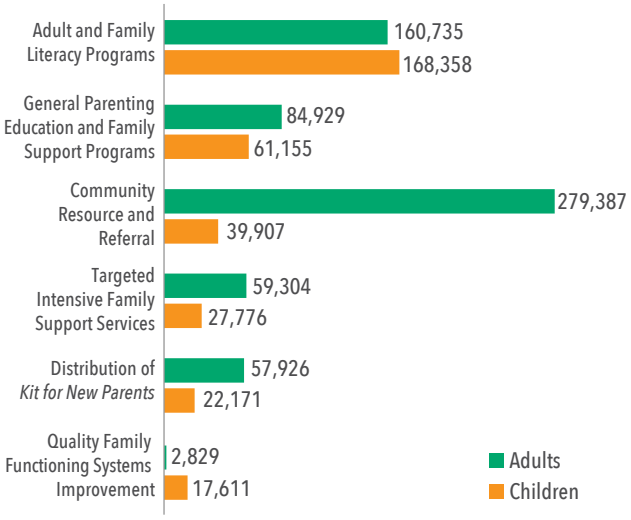
- Increasing parent education and literacy
- Providing referrals to community resources
- Supplying basic needs, such as food and clothing

In FY 2014–15, First 5 county commissions provided 336,978 services to improve family functioning to children ages 0 to 5, and 645,110 services to parents, guardians, primary caregivers, relatives, and providers. Exhibit 4 displays the numbers of services provided.

While children and adults from all ethnic groups received services, for those reporting an ethnicity, Latinos were the largest recipient group (47 percent). For children reporting a primary language, services were provided to Spanish speakers 61 percent of the time and English speakers 35 percent of the time.

Exhibit 5 shows the distribution of expenditures by service category. First 5 California provided support to schools and educational institutions, nonprofit community-based agencies, government agencies, and private institutions. First 5 county commissions provided services to children and adults in order to improve Family Functioning.

Exhibit 4: Family Functioning–Total Numbers of Services Provided to Children Ages 0 to 5 and Adults in FY 2014-15 by Service



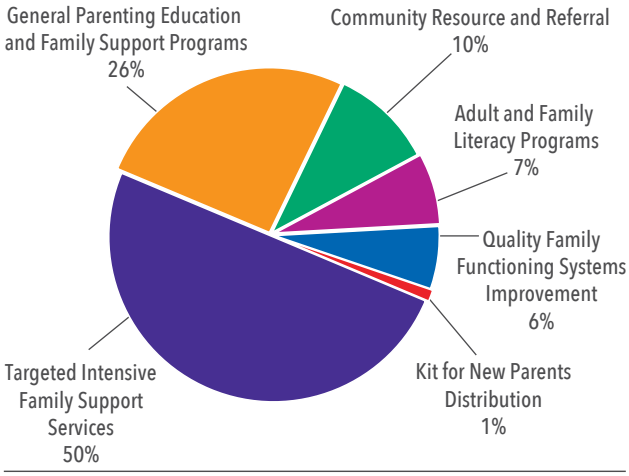
*Totals for Adults include both Adult and Provider counts

IMPROVED CHILD DEVELOPMENT

Child Development services are designed to increase access and quality of early education and learning. These services include free high-quality preschool, special needs assessment and intervention, and school readiness programs.

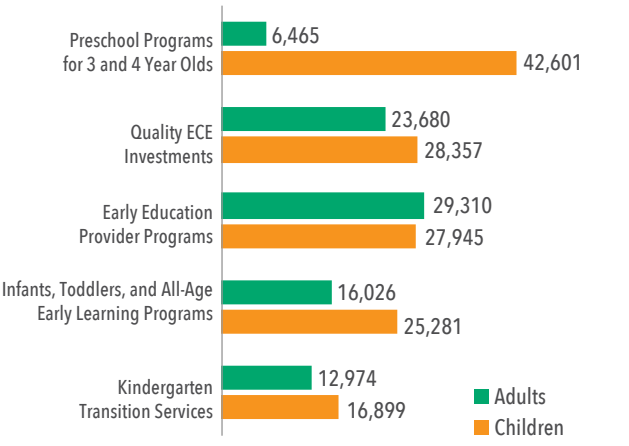
In FY 2014–15, First 5 delivered 141,083 child development services to children ages 0 to 5 and 88,455 services to parents, guardians, primary caregivers, relatives, and providers. Exhibit 6 displays the numbers of services provided.

Exhibit 5: Family Functioning–Distribution of Expenditures for Children Ages 0 to 5 and Adults in FY 2014–15 by Service



Source: County Revenue and Expenditure Summary, November 2015

Exhibit 6: Child Development–Total Numbers of Services Provided to Children Ages 0 to 5 and Adults in FY 2014-15 by Service



*Totals for Adults include both Adult and Provider counts

While children and adults from all ethnic groups received services, for those reporting an ethnicity, Latinos were the largest recipient group of services (63 percent). For children reporting a primary language, services were provided to Spanish speakers 47 percent of the time and English speakers 47 percent of the time.

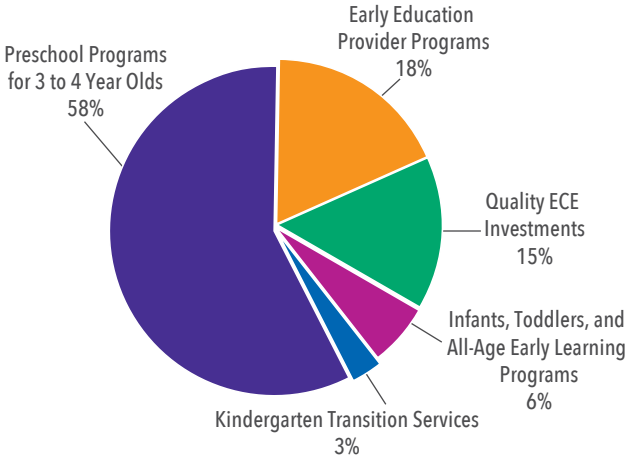
In FY 2014–15, county commissions expended $196 million to improve Child Development. Exhibit 7 shows the distribution of expenditures by service category.

IMPROVED CHILD HEALTH

First 5 county commissions fund Child Health services that promote health through identification, treatment, and elimination of risks that threaten health and cause developmental delays and disabilities. First 5 Child Health services are far-ranging and include prenatal care, oral health, nutrition and fitness, tobacco cessation support, and intervention for children with special needs.

In FY 2014–15, First 5 provided 595,026 services designed to improve Child Health to children ages 0 to 5, and 436,329 services to parents, guardians, primary caregivers, relatives, and providers. Exhibit 8 displays the numbers of services provided.

Exhibit 7: Child Development–Distribution of Expenditures for Children Ages 0 to 5 and Adults in FY 2014–15 by Service



Source: County Revenue and Expenditure Summary, November 2015

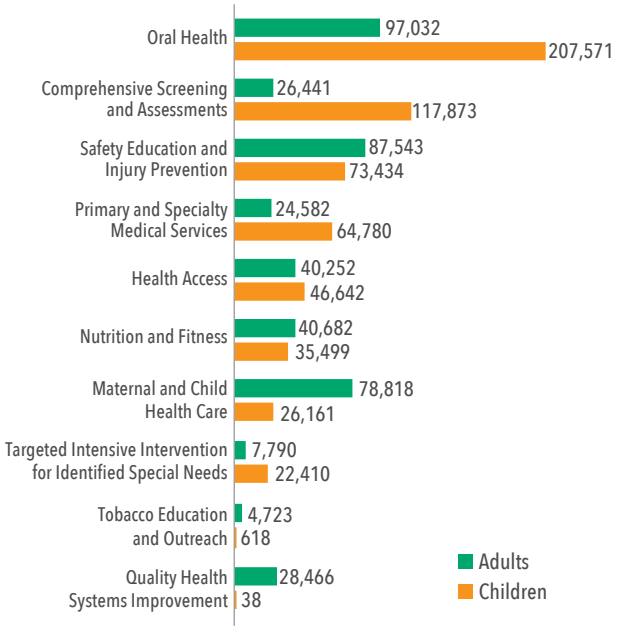
While children and adults from all ethnic groups received services, for those reporting an ethnicity, Latinos were the largest recipient group of services (61 percent). For children reporting a primary language, services were provided to English speakers 54 percent of the time and Spanish speakers 43 percent of the time.

In FY 2014–15, county commissions expended $153 million to improve Child Health. Exhibit 9 shows the distribution of expenditures by service category.

IMPROVED SYSTEMS OF CARE

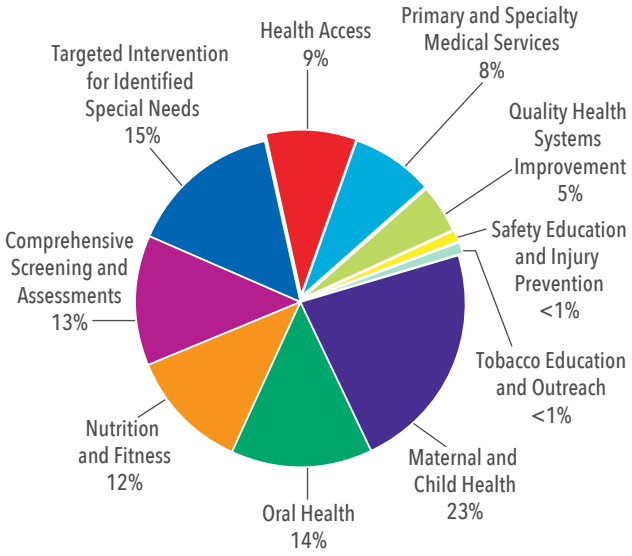
Systems of Care addresses system-wide structural supports as county commissions effectively work toward achievement in the result areas of Family Functioning, Child Health, and Child Development. For example, interagency collaboration allows coordinated wrap-around efforts from multiple organizations providing targeted services. Since this result area is at a systems level, counties do not report numbers of children and adults served. Expenditure data indicate that for FY 2014–15, county commissions expended $105 million to improve Systems of Care (Exhibit 10). In 2014–15, 8 percent of expenditures went toward Public Education and Information; 18 percent toward Policy and Broad Systems-Change Efforts; and 74 percent toward organizational support.

Exhibit 8: Child Health–Total Numbers of Services Provided to Children Ages 0 to 5 and Adults in FY 2014-15 by Service



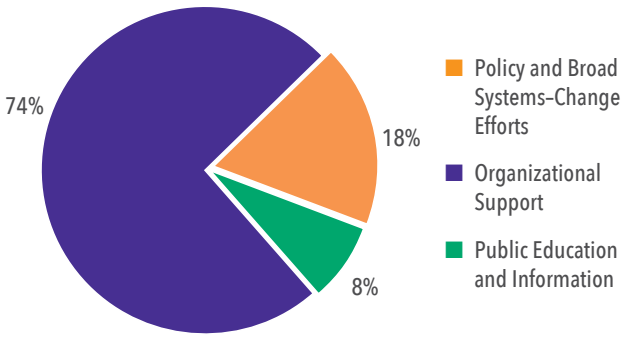
*Totals for Adults include both Adult and Provider counts

Exhibit 9: Child Health–Distribution of Expenditures for Children Ages 0 to 5 and Adults in FY 2014–15 by Service



NOTE: May not add to 100% due to rounding
Source: County Revenue and Expenditure Summary, November 2015

Exhibit 10: Systems of Care–Distribution of Expenditures by Service



Child Development Focus

One of the overarching purposes of First 5 California is to invest in quality early learning programs. National research indicates high-quality early learning programs have a significant, positive impact on early childhood outcomes and at-risk children in cognitive, language, and social development.[4,5] Decades of program evaluations show investments in high-quality early learning produce significantly greater rates of return. Effective early childhood programs generate benefits to society that far exceed program costs. Yet, nationally, many licensed facilities fail to meet or minimally meet the most basic guidelines for quality. Approximately 50 percent of California's disadvantaged and at-risk 3- and 4-year-old children do not attend preschool, and even fewer attend high-quality preschools.[6] High-quality early learning programs go beyond the basics to provide opportunities for evidence-based learning activities, along with the development of nurturing and supportive relationships with teachers and caregivers.

Scientific studies conclude high-quality early learning programs improve school readiness and lead to better academic achievement in elementary school.[7] Cost-benefit and return on investment analyses demonstrate investments in high-quality early learning programs generate substantial social and economic payoffs by reducing persistent social costs, such as crime and teen births.[8]

CHILD SIGNATURE PROGRAM

In October 2011, First 5 California launched the development of its Child Signature Program (CSP) as a consolidation of the State Commission's prior investments in early learning programs (i.e., Power of Preschool [PoP] program). The purpose of this strategic program investment has been to increase the quality of early learning and development programs across the state.

CSP works to invest in high-quality early learning elements designed to enhance the quality of care and education for young children. A growing body of research confirms the importance of quality early learning experiences to effectively prepare young children for school and for life.

The design of CSP integrates proven elements of other First 5 California-funded programs, selected core components of Educare (see page 18 for description of Educare), and continues to align with the California Department of Education Infant/Toddler and Preschool Learning Foundations and Frameworks. CSP was launched in three phases via three Requests for Application to First 5 county commissions.

CSP 1 and 3 were designed to increase the quality of early learning and development programs by implementing three research-based Program Elements:

- Instructional Strategies and Teacher-Child Interactions
- Social-Emotional Development
- Parent Involvement and Support

CSP 1 classrooms implementing Quality Enhancements in all three Program Elements are referred to as Quality Enhancement (QE) classrooms. Classrooms that did not implement CSP Quality Enhancements were referred to as Maintenance of Effort (MOE) Classrooms.

Launched in 2012, CSP 1 focused on supporting existing quality enhanced classrooms that initially participated in PoP, while CSP 2 focused on providing quality improvement support through training and technical assistance to centers and classrooms in an effort to bring them up to the quality levels of classrooms participating in CSP 1.

Professional development and coaching were key focus areas along with ongoing collaboration and support to each of the 34 counties that participated throughout the three-year program. As a result, the quality of early learning provided to children enrolled in CSP 2 classrooms was increased.

Launched in spring 2013, CSP 3 allowed CSP 2 counties not participating in CSP 1 to apply for two years of QE funding. The purpose of CSP 3 is similar to that of CSP 1 in terms of Quality Enhancements for qualifying classrooms. CSP was constantly evolving and improving with continuous support for staff, coordinated services for families and children, and strong local partnerships. Program data for FY 2013–14 show CSP 1 and 3 served children at risk of school failure, especially children of low-income families. Seventy-nine percent of CSP classrooms consisted of State Preschool or Head Start programs that enroll children based on income-eligibility requirements.

During FY 2014–15, CSP 1 and 3 included 1,350 classrooms serving over 23,500 children. These classrooms consisted of children with special needs (4 percent), infants and toddlers (4 percent), and dual language learners (58 percent).

Example Programs

CHILD SIGNATURE 1 EXAMPLE—LOS ANGELES COUNTY

First 5 Los Angeles's (LA) CSP 1 was implemented in over 200 centers and family child care homes across the county, reaching over 9,000 children and their families. Among its accomplishments, First 5 LA's CSP 1 strengthened families through QE efforts in over a dozen sites, improved sites' community outreach, disseminated findings at state and national conferences, and created legacy tools for CSP 1 providers to sustain their capacity to serve families.

Family Support Services. With the help of tools such as the Protective Factors Survey and Family Partnership Agreement, Family Support Specialists (FSS) engaged families in trusting relationships and provided critical support to families beginning early in the program year. Studies showed families made important growth in the areas of concrete support; family functioning/resiliency; and child development/knowledge of parenting, nurturing, and attachment.

Community Outreach. FSS staff helped their sites strengthen outreach efforts and partnerships with community organizations. Community outreach included attendance and active participation in First 5 LA Best Start Communities, which focuses on building supportive communities where children and families can thrive. First 5 LA worked in partnership with many networks to promote a common vision and provide collective will throughout each community to give kids the best start in life.

Dissemination of CSP Evaluation Findings. First 5 LA's Program Coordinator and Local Evaluator presented the work of the CSP team at four conferences across the country. They shared findings related to the program's positive impact on families at the California Association for the Education of Young Children, National Association for the Education of Young Children, McCormick Leadership Institute, and the Young Child Expo & Conference.

CSP's Footprint Project. To facilitate sustainability and ensure investments in their sites would endure, QE sites were provided hard copy and electronic resource binders containing information on resources in their communities, presentations on different workshops, flyers, and other educational materials.

Overall, LA CSP 1 has provided a comprehensive, multi-disciplinary approach to Early Childhood Education and has had a positive impact in the lives of LA families.

CHILD SIGNATURE PROGRAM 2 EXAMPLE—NAPA COUNTY

First 5 Napa County's CSP 2 was successful in maintaining participation of all 26 classrooms throughout the three-year program. The establishment of relationships played a key role in this noteworthy achievement, along with support and the provision or acquisition of relevant training.

Critical to the success of CSP 2 was the training CSP 2 and local staff received based on their individual Improvement Plan and the ongoing needs expressed by teachers. Napa County was able to partner with Solano County to provide trainings on topics such as Kindergarten Transition, Parent Engagement Strategies in the classroom and at home, and other areas of shared need.

The CSP 2 Early Learning Systems Specialist (ELSS) participated in recruitment of CARES Plus participants. CSP 2 teachers were specifically targeted and actively recruited into the CARES Plus program through several outreach events made possible through coordinated efforts by both programs.

First 5 Napa County's participation in CSP 2 laid the groundwork for programs and the Napa community at large to better understand and work with the tools and measures for quality improvement and to begin a dialogue with essential partners on future work.

CHILD SIGNATURE PROGRAM 3 EXAMPLE—SAN MATEO COUNTY

First 5 San Mateo County's CSP 3 is helping transform the Baden Infant Center into a model classroom that will showcase infant and toddler care and build capacity throughout San Mateo County.

Located on the Baden High School campus, the Baden Infant Center is part of the Teenage Parenting Program (TAPP) funded through Cal-SAFE and the South San Francisco Unified School District. TAPP provides expectant parents and parenting students with parenting skills, life skills, and information about valuable resources available in the community. The program enrolls eight infants, starting as young as six weeks and up to eighteen months, at any given time. Families receive comprehensive services that include child development, health and nutrition, and family support services.

Angel O. Barrios, Executive Director for the Institute for Human and Social Development, Inc. (IHSD), the Early Head Start grantee overseeing the Center, explains "When we originally applied for the funding, we weren't thinking of a model classroom. We were only thinking about enhancing program quality. The idea for a model classroom grew out of collaborative discussions between First 5 California, First 5 San Mateo, IHSD staff members, Early Education Effectiveness Exchange, and the Program for Infant Toddler Care Partners for Quality. These groups determined a model classroom others could use for observation and learning would be a perfect addition to the community. The classroom would provide quality early education and align with IHSD's mission to promote best practices for children, as well as increasing partnerships and collaboration in San Mateo County."

Parents are engaged in many ways at this site, including participating in training on a variety of topics such as how to support attachment and protective factors that nurture healthy development.

This project is an example of how multiple agencies joined forces to promote and build quality in early care in a community and a county.

EARLY EDUCATION EFFECTIVENESS EXCHANGE

First 5 California's Early Education Effectiveness Exchange (E4) serves as the primary statewide resource designed to facilitate quality improvement in early learning centers and classrooms participating in any of the three Child Signature Programs. The E4 was created to provide quality enhancement training and technical assistance to staff from CSP counties, sites, and classrooms to implement CSP requirements.

In its second year of implementation, E4 completed the development of 16 Professional Development to Go (PD2GO) packs. PD2GO is an innovative approach to early childhood professional development consisting of a collection of strategically organized professional development sessions designed for use with staff members in early childhood centers and family child care homes.

E4 provided training and technical assistance through Quarterly Regional Meetings, as well as the CSP Annual Meeting as part of the Pre-Summit to First 5 California's 2015 Child Health, Education, and Care Summit. On April 21, 2015, E4 conducted the First 5 California Policy Summit in Sacramento. This was an opportunity for county, state, and national program implementers, researchers, and policymakers to come together for a day of shared learning and priority setting with a common goal of improving child outcomes through aligned quality improvement efforts. The 2015 Quality Improvement Policy Summit Proceedings document with highlights from the Summit was distributed to stakeholders and policymakers. **(http://www.ccfc.ca.gov/pdf/programs/resources/Quality.pdf)**

In addition, E4 continues an interactive website that includes a resource center, document library, calendar of events, CSP user community forum, partner information, and other resources. The website was designed to provide CSP participants and other early childhood educators the ability to engage in topic-specific discussion, network with others, access customized teaching and learning resources, and more importantly, improve classroom experiences for children.

EDUCARE

The Educare model promotes school readiness by reducing the achievement gap for disadvantaged children ages 0 to 5 who are less likely to attend high-quality preschool. Ongoing research demonstrates that poverty and toxic stress can threaten a child's cognitive development and ability to learn. California children from low-income families typically enter kindergarten 12 to 14 months behind the national average in pre-reading and language skills. Underscoring the importance of Educare, a study conducted by the Frank Porter Graham Child Development Institute at the University of North Carolina at Chapel Hill indicates low-income children (including children with limited proficiency in English) who enroll in Educare as infants or toddlers enter kindergarten with the same skills as their middle-income peers.[9] The Educare model also strengthens the abilities of parents to support their children's learning when they enter school.

In 2010, the First 5 California State Commission voted to become a public funder in the public-private Educare Quality Early Learning Model and invest up to $6 million over three years to support the development, operation, and evaluation of multiple Educare Centers in

California, specifically in Santa Clara and Los Angeles counties.

In 2015, First 5 California funded First 5 Santa Clara to support the operation of California's first Educare site—Educare Silicon Valley—through targeted funding. This investment covers costs directly and uniquely attributable to the requirements of the Educare program that have been proven to increase the quality of early learning programs through improved teacher-child interactions.

Educare Silicon Valley held an official ribbon cutting ceremony and began serving children and families in fall 2015 following multiple years of planning, fundraising, and construction. Co-located with Santee Elementary School and in partnership with the Santa Clara County Early/Head Start and State Preschool programs and the East Side Union High School Child Development Program, the center provides support for families through its Family Resource Center; serves children in high-quality infant, toddler, and preschool programs; and creates a hub for professional development and research through its Teacher Professional Development Institute.[10]

Educare Long Beach, a public-private partnership supported by a multitude of business, non-profit, and education leaders, is currently in the planning, fundraising, and construction phase. The stand-alone facility located on the Barton Elementary School campus in the Long Beach Unified School District is anticipated to be opened in 2018.[11]

LOCAL DEVELOPMENTAL SCREENINGS AND SERVICES

Across California, significant developmental disparities exist among children ages 0 to 5. Such an early readiness gap threatens later learning, development, and health. The California Children and Families Act was intended to create programs that support disadvantaged children in California and help them overcome the socioeconomic barriers that limit their opportunities for success. Since 1998, First 5 California and county commissions have actively promoted screenings and assessments to help identify critical issues for children with special needs. When identified and addressed early, these issues are less likely to hinder children's chances for success in school and beyond. County commissions continue to make developmental screening a priority in their investments across the state.

During FY 2014–15, First 5 California continued its leadership role in the Statewide Screening Collaborative (SSC), a group consisting of multiple State agencies, including Public Health and Developmental Services, and stakeholder organizations such as the American Academy of Pediatrics and Kaiser Permanente.

In addition, through First 5 California's role in implementing the Race to the Top—Early Learning Challenge grant (RTT—ELC), support was provided to participating counties on screening and follow-up in early learning

settings, specifically around use of the "Ages and Stages Questionnaire," a valid and reliable screening tool for early childhood development.

RACE TO THE TOP–EARLY LEARNING CHALLENGE

RTT–ELC, a federal grant, has the ambitious goal of supporting the development and expansion of successful local quality improvement efforts focused on improved outcomes for children with high needs by implementing local Quality Rating and Improvement Systems (QRIS). Approximately 77 percent of the grant funding is spent at the local level to support a voluntary network of 17 Regional Leadership Consortia in 16 counties. Each consortium is led by an established organization that is already operating or was developing a QRIS or quality improvement system and allocating local resources to the efforts. In 2014, Consortia expanded services by bringing on 14 mentee counties to build a QRIS; mentoring activities included funding, training assessors, developing coaches, assisting with data practices, and supporting a continuous quality improvement approach. More than 2 million children under five in California (95 percent of the total in that age group) are represented by the 30 Consortia and mentee counties.

In addition, California is using a portion of the RTT–ELC grant funds to make several one-time investments in state capacity via 11

projects. These investments range from supporting the California Departments of Developmental Services' and Public Health's work on developmental screening to creating online training modules of core content and resources. Many of these additional projects target supporting the Consortia and providing additional resources for the state as a whole. The California Department of Education (CDE) is the RTT–ELC lead agency responsible for overall grant administration and project monitoring. Staff members from the CDE Early Education and Support Division (EESD) and First 5 California (F5CA) serve as the RTT–ELC State Implementation Team that provides Consortia and workgroup meeting planning and facilitation, technical assistance (TA) and support, and fiscal and programmatic oversight.

The Consortia, along with the State Implementation Team, continued its significant progress in refining and operationalizing California's Quality Continuum Framework (CA-QRIS Framework), including the Hybrid Matrix and Pathways Core Tools & Resources, through collective commitments from multiple stakeholders, aligning and leveraging quality improvement initiatives, and focusing coaching and continuous quality improvement practices to support the rated elements and Pathways.

One of the most exciting successes to date expressed by the Consortia is the unprecedented opportunity RTT–ELC provides to refocus existing public and private investments on evidence-based and promising practices. In essence, RTT–ELC created an umbrella for other quality improvement and funding efforts.

With the CA-QRIS Framework and the RTT–ELC goals and objectives, these independent projects have been aligned with the overarching program quality improvement system and are building upon each other. The key quality improvement tools, such as the Environment Rating Scales (ERS) and the Classroom Assessment Scoring System® (CLASS), are integral to the adopted Matrix and serve as a common foundation to align the work of other existing quality improvement efforts. RTT–ELC provides opportunities to develop innovative service delivery models and develop focused partnerships that can later be taken to scale.

The RTT–ELC State Implementation Team contracted the American Institutes for Research for an evaluation of the QRIS. The researchers are working with a sample of consortia to study how successfully the Tiered QRIS measures early learning program quality, possible alternative rating approaches, and how Tiered QRIS ratings predict child learning and development outcomes. Additionally, this evaluation will inform policymakers on a link between quality improvement strategies and changes in program or workforce quality, and describe RTT–ELC implementation processes. Evaluation results are due in early 2016.

Parent Support Focus

A parent is a child's first teacher. The more information and support parents have to strengthen their own family's success and resilience, the more likely young children will learn the habits they need to be self-assured and life-long learners. First 5 California assists families by offering information, resources, guidance, and referrals through its Parent Signature Program.

The Parent Signature Program provides public education, information, and support to parents and families in both traditional and new ways, including print media, television and radio, social media, and other messaging in six languages, reflecting the rich diversity of California.

HANDS-ON HEALTH EXPRESS

Since 2006, First 5 California's mobile outreach van has traveled to every corner of the state, reaching out to families and caregivers of children ages 0 to 5. This interactive exhibit featured "Edutainers" who educate parents and entertain children, teaching families how to incorporate fresh foods and physical activity into their everyday lives. In FY 2014–15, the exhibit traveled to more than 145 schools, community festivals, county fairs, and other family-oriented events, making appearances in even the smallest rural communities and directly engaging with more than 96,332 people who walked away with helpful First 5 resources. At the end of 2014, First 5 California retired the Hands-On Health Express and prepared to launch the next iteration of the traveling exhibit in 2015, which engages families on the importance of talking, reading, singing to promote early brain development.

KIT FOR NEW PARENTS

First 5 California's award-winning *Kit for New Parents* is the flagship of its Parent Signature Program. The *Kit* targets hard-to-reach and low-income populations, providing information and tips for first-time parents, grandparents, and caregivers.

Since 2001, First 5 California has distributed the *Kit* free-of-charge to local hospitals, physicians, and community groups to reach new parents. The *Kits* are available in English, Spanish, Cantonese, Korean, Mandarin, and Vietnamese, and include a practical guide for

the first five years, a health handbook, an early brain development brochure and tip card, and other important information on literacy and learning, child safety, developmental milestones, finding quality child care, and more. First 5 county commissions are encouraged to add local references and resources to the *Kit* to help inform parents about services in their own communities.

To date, 4.8 million *Kits* have been distributed throughout California since 2001, with 287,309 distributed this fiscal year alone.

AWARD-WINNING MEDIA CAMPAIGN: *TALK. READ. SING.®*

Launched initially in spring 2014, the first phase of First 5 California's *Talk. Read. Sing.®* media campaign continued through 2015. The purpose of this wide-reaching public education and outreach campaign has been to emphasize the importance of linguistic engagement between parents/caregivers and young children during their first five years of life. Parents are encouraged to talk, read, and sing to babies from the day they are born to foster early brain development and the formation of critical neural connections. The campaign was delivered primarily through television and radio ads, digital and social media, and a dedicated First 5 California Parent Website with information and strategies for parents.

To evaluate the impact of the campaign, study data were collected via web survey of the target audience, which consisted of California parents and other caregivers of children ages 0 to 5. Approximately 1,000 interviews were completed between April and May 2015. The survey involved the use of both an opt-in panel combined with a population-based panel to increase the generalizability of the findings.

Key findings included:

- 60 percent of target audience members could recall a First 5 California *Talk. Read. Sing.®* campaign TV ad on an unaided basis or by recognition. A third could recall or recognize a radio ad. Almost two-thirds (64.9 percent) reported either unaided recall or recognition of a TV or radio ad.
- Nearly 40% of target audience members who reported ad recognition said they had engaged in interpersonal conversation about the issue. Nearly 60% reported talking with a family member about the issue, 40% reported talking with friends, and more than a quarter reported talking with a health care provider.
- Thirty-eight percent reported use of the First 5 California Parent Website to get additional information and assistance on the issue.
- Campaign exposure was associated with an increased propensity to engage in all three behaviors (talking, reading, and singing). This was after the study controlled for other potentially important influences on these behaviors.
- The findings provide positive evidence of behavioral effects, which is relatively unusual in the case of short-term social marketing campaigns.

PARENT WEBSITE AND SOCIAL MEDIA

An outreach platform of the Parent Signature Program is First 5 California's Parent Website **(www.first5california.com/parents)**, which features practical advice for parents with a focus on accessible information based on early childhood best practices and research. Since its launch in 2009, the Parent Website received more than three million visits. While the site covers health, education, literacy, smoking cessation, and more, in 2014 the site expanded with an abundance of new information on early brain development. This provided visitors an interactive element to learn more about brain development and the benefits of talking, reading, and singing, all of which supported the ad campaign launched in spring 2014. The content and usefulness of the site are checked regularly to ensure the most engaging and useful information is available for families. Parents can download information and view videos, government public service announcements, and examples of brain development activities for parents and children.

The website also links to social media tools, including Facebook and Twitter. As of June 30, 2015, the First 5 California Facebook page has 213,782 followers and has received 213,524 page "likes." Its Twitter account has more than 18,280 followers who receive daily tweets of information about early childhood development and wellness that parents, care providers, and teachers can use to improve or inspire their relationship with young children. First 5 California launched a hashtag campaign (#talkreadsing) to accompany the ad campaign on Facebook, Twitter, and Instagram generating over 372,516 impressions.

TOBACCO CESSATION

Through First 5 California's investment in the California Smokers' Helpline, parents and caregivers receive information and tools to help them quit smoking and using other tobacco products—especially around children or while pregnant. Parental smoking and secondhand smoke exposure have been linked to a range of ailments in babies and young children, including asthma, ear infections, pneumonia, bronchitis, and Sudden Infant Death Syndrome (SIDS). To reduce the incidence of these health problems and help smokers quit, in FY 2014–15 First 5 California supported the California Smokers' Helpline with $1.4 million for tobacco cessation services for parents and caregivers of young children, as well as for training child care providers, preschool teachers, pediatric health care providers, and parents.

The toll-free Helpline (1-800-NO-BUTTS) provides one-on-one telephone counseling, self-help materials, and referrals to local resources. Helpline counselors follow protocols that have been scientifically proven to double the rate of successful long-term smoking cessation. Counselors and callers work together to develop a plan to quit, and continue interaction during the quitting process to increase the likelihood of long-term success. These services are provided in English, Spanish, Chinese (Mandarin and Cantonese), Korean, and Vietnamese. First 5

California participants also receive free nicotine patches, sent directly to their homes.

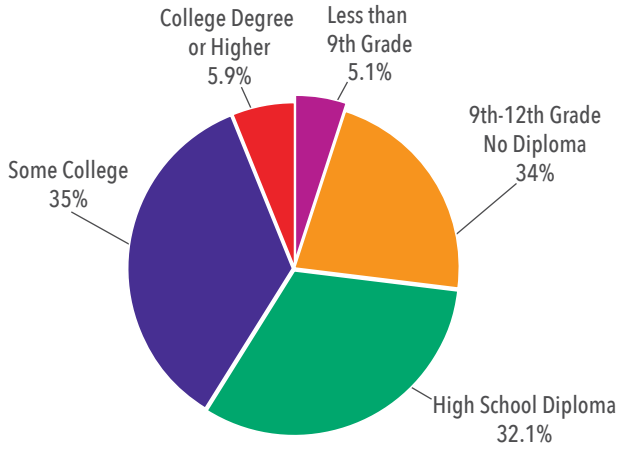
The Helpline has been so successful in assisting callers that they often receive testimonials from those who have quit. Recently, the Helpline received a call from a participant with a young child who initially contacted the Helpline in 2013 to tell them, "I quit when I found out I am pregnant but then I started smoking again when my mom passed away. I know that my family and my 2-year-old daughter need me, so I called 1-800-NO-BUTTS for help. I can freely play and chat with my daughter and be with her healthily now. Thank you for helping me quit smoking. I quit for 2 years now!" (Denise Marsicano, San Jose, who quit smoking on May 3, 2013.)

In FY 2014–15, First 5 California's investment provided Helpline services for a total of 6,650 participants, including 376 pregnant smokers and 6,397 tobacco-using parents or caregivers of children ages 0 to 5 (note: 123 were both pregnant and had a child 0 to 5). Tobacco users with less education or of ethnic minority background were well represented among Helpline callers. (See Exhibits 11 and 12 for breakdowns by education and race/ethnicity, respectively.)

The online tobacco training modules, "Kids and Smoke Don't Mix" and "Los Niños y el Humo no se Mezclan," continued to be used by First 5 California Signature Program participants. The preschool modules give child care providers, preschool teachers, and other classroom staff the knowledge and skills they need to encourage smoking parents and caregivers to quit. In FY 2014–15, a total of 2,683 individuals from 42 counties completed the online training.

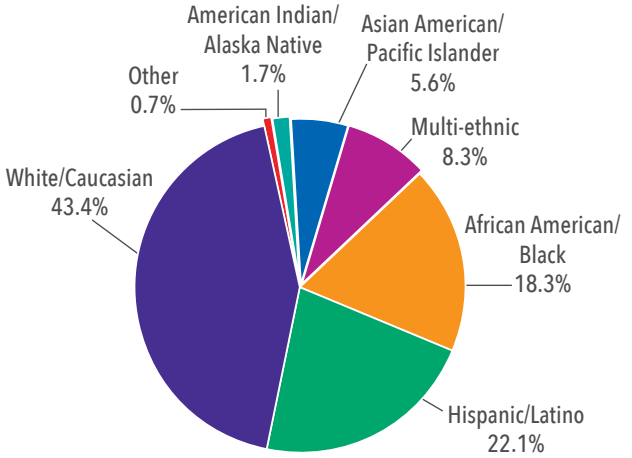
Also this year, the Clinical Effort Against Secondhand Smoke Exposure (CEASE) California project continued training pediatric care providers to screen patients for secondhand smoke exposure and help their smoking parents quit. In FY 2014–15, pediatric care providers at 35 clinic sites across the state were trained to identify and intervene with smoking parents, including prescribing quitting aids and referring to the Helpline.

Exhibit 11: California Smokers' Helpline–Education Level of Callers in FY 2014-15



Source: California Smoker's Helpline, September 2015
Total number of participants was 6,650, of whom 75 did not report their educational level

Exhibit 12: California Smokers' Helpline–Race/Ethnicity of Callers in FY 2014-15*



Source: California Smoker's Helpline, September 2015
Total number of participants was 6,650, of whom 58 did not report their race/ethnicity
*The percentages in this chart do not add to 100 due to rounding

Teacher Effectiveness Focus

Quality teacher-child interactions are a powerful contributor to children's learning and success. Children are supported and developed through rich teacher-child interactions with educators who have the knowledge and skills to identify and support the needs of specific groups of children, including dual language learners. Research shows early childhood educators with higher educational levels and specialized training have higher quality interactions with children and result in positive effects on learning.[12,13] Unfortunately, one study indicates only 13 percent of California's low-income children are in high-quality early learning programs that support advanced thinking skills and language development.[14]

Teacher quality is so critical that a growing number of state and federal programs have mandated early childhood educators attain more professional development and training in the field.

COMPREHENSIVE APPROACHES TO RAISING EDUCATIONAL STANDARDS (CARES) PLUS

The Comprehensive Approaches to Raising Educational Standards (CARES) Plus program is First 5 California's Teacher Signature Program. Launched in 2010, it is designed to increase the quality of early learning programs for children ages 0 to 5 by supporting the professional development of the early learning workforce. CARES Plus is an enhancement of First 5 California's original CARES program (2000–08) that gained national recognition during its tenure from Head Start, Zero to Three, and the Center for Law and Social Policy.

CARES Plus offers quality professional development opportunities in both English and Spanish for early childhood educators. Some support services are also provided in additional languages. These opportunities include access to online best practice learning sessions, a video library of exemplar teacher-child interactions, one-on-one coaching, and at least two sessions with a professional growth advisor. The goals of CARES Plus are to:

- Improve the effectiveness of the early learning workforce
- Positively impact the learning and developmental outcomes of young children
- Increase retention of the early learning workforce
- Offer support services and stipends to encourage professional development

Through CARES Plus, First 5 California has incorporated the use of the Classroom Assessment Scoring System® (CLASS®) tools. The following validated professional development tools and training, developed by the University of Virginia, are available to CARES Plus participants:

- The CLASS Observation Tool: An assessment that focuses on the effectiveness of classroom interactions among teachers and children, using a common language and lens to evaluate the quality and improvement of those interactions
- Introduction to the CLASS Tool: An online, two-hour interactive course to gain an understanding of the CLASS framework
- Looking at CLASSrooms: A self-paced directed study using exemplar videos to focus on identifying and analyzing effective teacher-child interactions
- MyTeachingPartner™ (MTP™): An evidence-based professional development tool focused on improving classroom interactions through intensive one-on-one coaching, classroom observation, and reflective analysis of teaching practice

CARES Plus participants are required to complete a one-hour online tobacco training module titled "Kids and Smoke Don't Mix: A Tobacco Training for Child Care Providers and Preschool Teachers." In addition to the professional development tools and activities listed above, participants may choose to engage in one or more of four professional development pathways:

- Evidenced-based training (Component A)
- Higher education courses (Component B)
- Serve as a CARES Plus advisor (Component C)
- MyTeachingPartner (Component D)

CARES Plus Evaluation Results

During 2014-15, 4,689 teachers completed CARES Plus training or coaching. Evaluation of the CARES Plus program indicates the program is highly valued by teachers who participated in different program components, and that training was associated with improved quality of teacher-child interactions. Among participants surveyed during FY 2014–15, 82 percent found the training to be very useful for their professional development, 78 percent felt the training very much helped them become better teachers, 94 percent thought the program would help them continue in early care and education field during the next five years, and 91 percent believed their CARES Plus experience would have a very positive effect on children in their care. Analysis of CLASS® observation data for FY 2012–13 and FY 2013–14 showed participation in evidence-based professional growth training was associated with improvements in mean scores in the CLASS domains of Emotional Support and Classroom Organization. Participation in one-on-one coaching (MyTeachingPartner™) was associated with improvements in all three CLASS domains (Emotional Support, Classroom Organization, and Instructional Support).

CARES PLUS COUNTY EXAMPLE—SANTA CLARA

The Santa Clara County CARES Plus program set a record in FY 2014–15; 818 early educators successfully completed CARES Plus requirements and received a stipend. Participants had the option to complete evidenced-based training, college coursework, or MyTeachingPartner™ (MTP™).

MyTeachingPartner testimonials:

The following quotes are examples of how former MTP participants describe their MTP experience and express their appreciation for this unique training opportunity.

"I am a Family Child Care provider who entered this program with minimal education in child development. I became so impassioned by the learning process, I enrolled in an online BA program for Child Development."

"I feel a new level of self-respect. I am more intentional and effective as a teacher and have decided to enroll in a Master's in ECE program, taking my career to a whole new level!"

"I taught several DLL children who spoke little to no English at the beginning of the year. Many are now communicating regularly in English and forming four- to five- word sentences."

"My coach put in a lot of time to provide additional support to help me be successful. She translated everything into Chinese and was able to use both languages to guide me in learning the CLASS dimensions and how to apply the strategies in my daily practice."

"El programa MTP es muy organizado y claro. Muchas gracias por la ayuda y soporte de mi coach en esta clase. Aprendí mucho y doy gracias por la oportunidad que me dieron de tomar esta clase en mi idioma (español). Puedo decir que durante estos meses y con la ayuda de mi (Coach), aprendí a desarrollar interacciones eficaces, crecer profesionalmente en el campo de la Educación de Los Niños."

Translation: "The MTP program is very organized and clear. Many thanks to the support my coach gave in this class. I learned a lot and I am grateful for the opportunity this gave me to take the class in my native language, Spanish. I can say that during these months and with the help of my coach, I learned to develop open-ended and probing questions, and to grow professionally in the field of early care and education."

These educational pathways or options allow early educators at various stages in their careers to engage in professional development activities focused on enhancing their ability to provide high-quality care to children in Santa Clara County.

Last year alone, Santa Clara County CARES plus participants completed 3,329 higher education semester units and 9,790 hours of state-approved training.

Over 50 participants completed MTP and 209 new participants completed the CORE online trainings focused on teacher-child interactions and the dangers of second hand smoke.

Santa Clara's CARES Plus program is closely aligned with and integrated into major quality improvement initiatives in the county, including the Quality Rating and Improvement System (QRIS) and the Child Signature Program (CSP). The alignment of these initiatives maximizes funding efforts and provides a comprehensive approach to increasing the quality of care. As a result, 270 CARES Plus participants work in QRIS sites and 79 work in CSP classrooms.

In addition, QRIS staff used CARES Plus data to verify the educational qualifications, Child Development Permits, and professional development of lead teachers in QRIS programs. This data sharing significantly reduced the amount of time and expense needed to review individual transcripts and training records.

Santa Clara CARES Plus participants enroll using a sophisticated online application process. This online system allows participants to log in to the CARES Plus website all year long to:

- Access their professional development plans
- Check on their program status
- Access additional early education resources

This year, Santa Clara began using text messaging to remind participants of program requirements, important deadlines, and their program status. This successful approach resulted in a significant increase in retention of program participants.

First 5 County Commission Highlights

Alameda County

The goal of First 5 Alameda County is to provide a network of early childhood services, professional development, and community support to prepare children ages 0 to 5 for success in school and life, so they are ready for kindergarten and third grade success and are free from abuse and neglect.

During this past fiscal year, one of the most significant accomplishments of First 5 Alameda was the expansion of the Healthy Child Development Initiative. With an investment of $914,874, it provides increased opportunities for children to be identified early for developmental concerns, increased primary caregivers' engagement in their child's development, and improved the consistency in screening and referral practices by early childhood providers. Families of 1,945 children were helped by *Help Me Grow (HMG)* telephone Linkage Line staff. Over 70 percent of those helped were children ages 3 or younger. A successful combination of telephone support; in-person assistance to help families navigate community-based developmental services; technical assistance to pediatric and early care and education providers on screening and referral practices; a new website and searchable online resource directory; Connection Café networking sessions for providers; and a broad-based governance structure replete with a Family Advisory Committee and an Operations Committee formed a strong foundation for a comprehensive initiative. First 5 Alameda, with First 5 Contra Costa, was awarded a two-year, $5 million grant to expand *HMG* and related services to early care and education settings, and to advance developmental services for children with mild and moderate concerns.

Other highlights during FY 2014–15 included:

- The County Board of Supervisors adopted a set of Father-Friendly Principles developed by The Fathers Corps, a learning community of male service providers who take part in a training/networking series and who, in turn, advocate for and provide technical assistance on the integration of the principles in their home agencies.
- A poster session of the American Library Association conference held in San Francisco highlighted Lessons from Neighborhood Partnership Grants to city and county parks and recreation, and libraries to create child-friendly practices and spaces.

Alpine County

The goal of First 5 Alpine County is to implement comprehensive, integrated, and accessible programs that will work toward the vision of First 5 Alpine County: "All of Alpine's children will thrive from birth and are provided a foundation for life-long success."

During FY 2014–15, one of the most significant accomplishments of First 5 Alpine was the continued implementation of its center-based child development programs. First 5 Alpine partnered with the Alpine County Office of Education to help ensure school readiness. The Early Learning Center (ELC), under the auspices of the County Office of Education, is the largest grantee and service provider for First 5 Alpine. The ELC preschool program serves as the framework for meeting the strategic goals of the First 5 Alpine Commission. Following the standards set by the National Association for the Education of Young Children, highly qualified teachers implement developmentally appropriate activities throughout the day. The teachers in the preschool program complete ongoing developmental assessments while working with local kindergarten teachers to help provide successful kindergarten transitions. With the barriers that exist in Alpine County, accessibility is a challenge for its community members. Last year, local partners helped provide all children access to oral health and well-child examinations, immunization checks, developmental screenings, and the delivery of First 5 California's *Kit for New Parents*.

In Bear Valley, First 5 Alpine funded a license-exempt drop-in child development program for children ages 0 to 5. This ski resort/summer home village holds many challenges for the full-time residents who try to serve the varying population. This program has successfully served seasonal and year-round residents with a focus on all areas of social-emotional and cognitive development of early childhood. The program is staffed with professionals who emphasize cultural diversity throughout their curriculum. First 5 Alpine and the Bear Valley Parents Group continue to collaborate on sustainability of the program.

Other highlights during FY 2014–15 included:

- Participation and implementation of the First 5 California CARES Plus program and Child Signature Program with the collaboration of First 5

Inyo and Mono Counties
- High-quality parent education courses for families with young children
- Community outreach activities, health fairs, and playgroups

Amador County

Through its investments, the goal of First 5 Amador County is to establish strong systems which support children's health and school readiness. First 5 Amador continues to serve as a catalyst for change and progress by initiating conversations and developing forums to identify and address needs and opportunities, discuss and develop strategies, and implement programs to support children and families. First 5 Amador is a leader in bringing local partners together in an effort to encourage effective collaboration resulting in enhanced services, thereby improving systems and building the capacity of the community to promote and support protective factors and strengthen gateway assets for young children.

First 5 Amador spearheaded the launch of a two-county Perinatal Wellness Coalition to address Perinatal Mood and Anxiety Disorders. A strong collaborative continues to work diligently in establishing a network of care from universal screenings to mental health services. To date, 60 individuals, ranging from home visitors to physicians, have received training on this important topic.

The Amador County Oral Health Task Force, coordinated by First 5 Amador, was successful in establishing a system to increase the number of young children who receive needed fluoride varnish treatments on an ongoing basis. Through this system change, a local pediatrician now provides the treatments for children at the pediatric clinic during well-child checkups. Due to the successful outcomes and enhanced health services for child patients, the pediatrician has shared this effective strategy with dozens of physicians throughout the region.

During FY 2014–15, First 5 Amador spearheaded a collaborative effort to produce a comprehensive community assessment that incorporated the Child Care Planning Council's mandate to document the availability, cost, and quality of child care. The Community Assessment includes information that addresses safety net services, employment, health care, transportation, and education. This document has proven to be a tremendous asset to the community from grant writing to program development. The inclusion of information related to early childhood provided an opportunity to educate the community on the importance of quality early childhood experiences, which in turn leads to a healthy and productive community.

In an effort to support family engagement in education, help community members of all ages enhance literacy skills, and improve access to a variety of reading materials, First 5 Amador brought a group of volunteers and partners together to launch "Read Across Amador," a coalition committed to increasing literacy opportunities throughout the community. One of the coalition's successes to date includes the expansion of the "Little Free Library Program," which is becoming an effective strategy for neighborhood book exchanges in the outlying areas of the county.

First 5 Amador's grantees and in-house programs–which include the "Baby Welcome Wagon," toddler playgroups, "Dad and Me," behavioral specialist, "Bridge to Kindergarten," "Imagination Library," and family resource centers–continue to provide valuable services to children and families throughout the county, meeting families where they live.

Butte County

First 5 Butte County dedicates its resources to improving the lives of children prenatal through age 5 to help them reach their greatest potential by strategically investing in three initiatives that focus on health, family strengthening, and systems strengthening.

During FY 2014–15, First 5 Butte partnered with the California Health Collaborative to convene stakeholders concerned about maternal mental health needs. Out of this gathering, a dedicated group of mothers and professionals began developing an action plan focused on addressing perinatal depression and providing anxiety services. An initial funding investment of $50,000 from First 5 Butte is enabling this group, now known as Mothers Strong, to move forward on its action plan, which includes:

- Offering a free weekly support group for mothers struggling with perinatal mood and anxiety in Chico and Paradise, with plans to add more groups in other communities
- Using the tag line *You are not alone*, developing a community awareness media campaign designed to educate the public about the prevalence of maternal depression and anxiety through magazine ads, articles, bus tails, and postcards
- Developing maternal mental health curriculum for use by providers in childbirth and infant education courses
- Collaborating with 2-1-1 to develop a webpage where all local perinatal mood and anxiety resources can be accessed
- Expanding the base of local resources by promoting and sponsoring educational opportunities for local professionals and parents

through Postpartum Support International, MotherWoman, 2020 Mom Project, etc.
- Conducting the annual Butte County Embracing Motherhood Summit
- Organizing "Champion Mom" events, which focus on growing a base of informed, proactive families who offer support to one another, and who will advocate for expanded maternal mental health screening and services
- Utilizing Facebook to promote maternal mental health awareness, inform local mothers about resources, and develop an online support community

Another highlight of the year was the *Jim Gill Music & Movement Tour*, a collaborative project between the Butte County Library and First 5 Butte. Jim Gill is a musician with six award-winning CDs. Rather than performing *for* children and parents, Jim has won acclaim for leading them to sing and play *together*. His materials are used by libraries nationwide.

Utilizing the Literacy Coach and partnering with the First 5 Butte Strengthening Families Network program, the Literacy Team reached 1,277 children and 173 caregivers, many of whom had not experienced the Literacy Coach or visited their local library. These visits introduced Jim's songs that promote meaningful interactions between children and caregivers in a playful atmosphere. This onsite program provided each child with their own book to take home. The Literacy Coach also gently shared the message that adults who may struggle to read with their children are able to find help at their library. The program culminated in Jim providing four family concerts that reached 676 residents and four provider/parent workshops with 50 attendees.

Calaveras County

First 5 Calaveras County facilitates partnerships and funds strategies that strengthen families and support them in raising healthy young children. First 5 Calaveras works toward ensuring all children enter school safe, healthy, and ready to learn.

During FY 2014–15, one of the most significant accomplishments was the "Kids Farmers Market and Safety and Prevention Education Program." With a funding investment of $50,000, this program provided first-rate nutrition education, hands-on cooking experiences, healthy recipes, and gave children the opportunity to choose their own vegetables and fruits. In addition, a 20-pound bag of fresh produce was sent home with each of the 182 preschoolers throughout the rural county. Personal safety and prevention skills were taught at 15 preschool sites by means of creative stories, puppets, and songs focusing on a variety of topics, including stranger danger, expression of feelings, and household, car, and gun safety. Parents attended their own prevention education training.

Other highlights during FY 2014–15 included:

- The "Children's Dental Program" provided screenings, cleanings, fluoride treatments, and oral health education in preschool classrooms as well as referrals and case management on an as-needed basis. A dental van delivered services to children in rural areas.
- Twice a month, the "Raising a Reader Home Visiting Program" reached out to 28 families. With a goal of using early literacy to build family resiliency, children and parents received various screenings, referrals, and resources in addition to participating in literacy activities.
- Continued outstanding collaboration with Behavioral Health Services and Mental Health Services Act funding provided parent and professional trainings with no-cost child care. Topics included understanding trauma, mindful parenting, brain development, gardens for healthy living, co-parenting, and nurturing skills for parents. A highlight was hosting Howard Glasser for a full-day presentation on *Awakening Greatness in Children: The Nurtured Heart Approach for Transforming Intensity to Immensity*. No-cost counseling services were provided to support parents with their children's emotional and behavioral development. Foster parents were provided with stipends and gas cards for attending parent trainings.

Continued successful collaboration with Prevent Child Abuse Calaveras brought partnerships with the hospital birthing center, social services agencies, and preschools to provide parents with information on the *Period of Purple Crying* and the prevention of abusive head trauma. The community was educated about designated safe surrender sites and child sexual abuse prevention. The council hosted the *Stand-Up for Children* art exhibit and reception, creating awareness and honoring the work of youth and adults affected by child abuse and neglect.

Mini-grant funding for libraries and non-profit agencies provided family strengthening events, which included story times, library special events, *Kids Day in the Garden, Children's Fair, Family Book Share, Kid's Day,* and community mentoring training.

Contra Costa County

First 5 Contra Costa County develops innovative programs and efficient systems to give all young children the foundation they need to be successful in school and life.

This past year, addressing children's developmental delays early and effectively was one of First 5 Contra Costa's most significant accomplishments. Since 2011, it has increased children's access to developmental screening, resulting in more children being identified with moderate delays or concerns that are not serious enough to qualify for state-funded intervention services.

Given that intervention is most effective in the early years, First 5 Contra Costa developed new playgroups to prevent these delays from getting worse and to provide

children with a boost in their development. Last year, 153 children participated in one of 24 playgroups, which consist of eight-week sessions with a curriculum focused on all areas of child development, including tips for parents to strengthen their child's development. When re-screened at the end of the playgroup, most children made substantial improvements in their development, had caught up on milestones, and no longer needed early intervention services. Children deemed "at-risk" for a delay or disability were referred for further developmental assessment.

Other highlights during FY 2014–15 included:

- Parents and advocates trained by First 5 Contra Costa assessed conditions at 75 parks in low-income communities, presented their findings to local city councils, and to date, have generated $1.3 million in city funding for park improvements.
- To engage fathers and help them become more involved in their babies' lives, First 5 Contra Costa funded male home visitors in two home visiting programs. Forty-three fathers participated, receiving information about parenting, employment resources, community services, and infant development.
- Over one hundred child care sites, including 35 family child care programs, Head Start, state preschool programs, and child care centers, participated in First 5 Contra Costa's pilot child care Quality Rating and Improvement System (QRIS). An intensive coaching system was established to help programs improve their ratings.

Del Norte County

FY 2014–15 focused on partnerships, sustainability, and advocacy as guiding principles. First 5 Del Norte took a leadership role in partnership with county policymakers to adopt a first-ever Children and Youth Bill of Rights, passed by the Board of Supervisors. A Children's Budget will be developed for FY 2015–16 and be part of the county budget going forward. First 5 Del Norte will advocate that other public entities follow suit. The goal is to enable community members and elected officials to understand what is spent on children of all ages and how much is spent on prevention, intervention, and high-risk services and programs.

In partnership with its school district, First 5 Del Norte contracted to produce and evaluate Parent Information Forms that were included in all kindergarten registration packets. The analysis of family economics, parent education levels, utilization of community resources, and children's participation in preschool or early enrichment activities helped create a rich sense of the conditions of families with young children.

The Community Food Council First 5 Del Norte Service Corps VISTA member produced comprehensive Harvest of the Month master copy binders and other special nutrition-related materials for distribution to all preschools, family daycare providers, nonprofits, and public agencies.

With support from the county, city, the county office of education, and Child Care Council, First 5 Del Norte expanded programs offered through the Wonder Bus, a mobile early literacy program for young children. The Wonder Bus traveled throughout the entire county, serving outlying isolated communities. It is the only countywide early literacy program in Del Norte.

First 5 Del Norte continued its long-term goal of building a comprehensive community-wide Resource and Referral Hub through its Family Resource Center (FRC) and increasing outreach efforts. It produced a two-page list of key resources related to ages 0 to 5, continued to update and share the Community Resource Guide, designed a new website, sent an e-newsletter to over 600 people every week, and produced publications on many topical issues (Stress Free Holidays, Why Immunize, and an Every Day Counts Toolkit relating to the importance of preschool attendance).

To sustain school readiness programs and reach working families, First 5 Del Norte made new efforts to target parents and families during the non-work hours. New programs include Family Game and Movie Nights, Family Fun and Safety Day, Father Appreciation BBQ, and Free Family Swim events. New Saturday enrichment programs were added focusing on movement and music, healthy nutrition, hands-on science, and story times. A special partnership includes "Lunch with the Law," a monthly conversation held at the FRC to bring local law enforcement together with community members in a safe, neutral place to discuss how to improve the safety of neighborhoods for children and youth. A new Children's Library was added to the FRC, and a comprehensive section is available to parents and caregivers with a wide range of information about special needs, emotional health, nutrition, and Ages and Stages materials in Spanish and English.

El Dorado County

The majority of children in El Dorado County are entering kindergarten ready. Of the 1,012 children in traditional kindergartens screened using the Kindergarten Student Entrance Profile, 81 percent were found to be ready, having scores of 33 or above.

The Commission invests in early literacy, high-quality child care, caregiving, developmental screens, health, and community strengthening to support parents as their child's first teacher in preparing them for school.

El Dorado Libraries are helping children, families, and providers to learn and grow: Approximately 27 percent of the children ages 0 to 5 were reached through the El Dorado County Library programs, the highest registration numbers since the program started. The library completed 750 programs with 2,304 children and 1,740 parents registered for *Ready to Read @ Your Library*. In addition to the early literacy

programming, the library has enrolled 36 licensed child care providers sharing the California Preschool Foundations and Frameworks for Language and Literacy through five curriculum modules.

***High 5 for Quality* is effectively engaging participants in quality improvement and building a system for change:** More than half (58 percent) of the county's licensed early care and education providers are engaged in *High 5 for Quality*. This includes providers from small and large family child care homes, child care centers, and programs that are both privately and publicly funded. At year-end, 45 percent of participating sites were rated as Tier 3 or above.

Children are receiving home visits and appropriate referrals: Home visits were provided to 1,227 adults with newborns. The majority of those surveyed (95 percent) reported improvements in confidence in caring for the child as a result of the visit.

Children are receiving developmental screenings and appropriate referrals: A total of 470 parents responded to the question about monitoring child's development in the client satisfaction survey, where 48 percent reported had monitored their child using a screening in the past 12 months.

The majority of children in El Dorado County are accessing well-child checks: Ninety-five percent of families surveyed reported their child received a well-child exam within the past 12 months. Rates of well-checks have remained relatively steady since the first implementation of the First 5 El Dorado surveys in 2007–08.

Community Strengthening Groups bridge key organizations toward shared goals for children, families, and communities: Three Community Strengthening Groups met and convened partners throughout the county, with an attendance of 250 unique individuals and 112 agencies represented. More than half of partners (54 percent) surveyed indicated they were better able to assist families with parenting as a result of their participation. More than two-thirds (68 percent) of community partners reported improvements in knowledge of early childhood community resources.

Fresno County

The goal of First 5 Fresno County is for all children to have a strong foundation to reach their full potential. Through its efforts, First 5 Fresno serves as a catalyst for creating an accessible and effective network of quality services promoting children's social, emotional, physical, and cognitive development. FY 2014–15 marked the second year of First 5 Fresno's seven-year strategic plan, which sets out a bold vision aimed at changing the odds for all children. Reaching third-grade reading proficiency rates is the primary, long range desired outcome and indicator of a successful birth to age 5 system of care.

During the last fiscal year, one of the most significant accomplishments of First 5 Fresno was the implementation of Birth through Third Grade (B3) Challenge grants at five school districts across the county. With a funding investment of $1,084,320, the B3 initiative aims to increase the number of children in Fresno County who are reading proficiently at third grade by developing effective systems of early learning and family support from prenatal to third grade. To this end, the five districts spent the year engaging with community partners to cross-educate, align efforts, refine systems, and provide direct services and supports to children and families. This work led to never-before seen efforts around early childhood education (ECE), including doubling the number of district preschools, forging new connections between kindergarten and local preschool teachers, data sharing between district and community agencies, allocating unprecedented Local Control Funding Formula dollars toward ECE, and school districts rising as ECE community leaders.

Other highlights during FY 2014–15:

- April 24, 2015, marked the grand opening of the Lighthouse for Children. The facility features a state-of-the-art child development center and community learning center, creating a hub of services for young children in Fresno County.
- Fresno County Early Stars, the county's first child care Quality Rating and Improvement System and a recipient of First 5 Fresno funding, completed its first full year of implementation. More than 100 classroom assessments were administered, and a total of 40 sites received a final star rating.
- Nearly five hundred parents were interviewed as part of the second year of First 5 Fresno's seven-year School Readiness Longitudinal Study. The study follows families receiving services (through their children's third-grade year) to evaluate the impact of funding. Year two highlights include an increase in the number of children read to every day and parents engaging in high-quality reading experiences (e.g., pointing out letters and talking about what happened in a book).

Glenn County

The goals of First 5 Glenn County are to improve: 1) Family Functioning: Strong Families; 2) Child Development: Children Learning and Ready for School; 3) Child Health: Healthy Children; and 4) System Functioning.

During this past fiscal year, one of the most significant accomplishments was increasing parents' skills and reducing numbers at post-testing for those who scored in the "high-risk" category. This was done through the "Nurturing Parenting Curriculum" facilitated by the "Little Learners and Parenting" programs. Almost all parents initially identified with high-risk behaviors had increased skills and knowledge as a result of program participation, and moved out of the high-risk category at the follow-up assessment. With a funding investment of $180,000, this program/initiative provides an environment that is more sensitive and educated about the early mental health needs of its children by increasing awareness and capabilities of children, parents, and the broader community.

Other highlights during FY 2014–15 included:

- A total of 76 Devereux Early Childhood Assessments (DECA) were conducted on Little Learners children (ages four weeks to four years) at the beginning of the program year.
- First 5 Glenn continued its partnership with the Mobile Dental Clinic, resulting in 168 children ages 0 to 5 having their oral health needs addressed.
- First 5 Glenn had nine AmeriCorps members during this program year, seven of whom provided literacy, numeracy, and social/emotional services. In addition, AmeriCorps also provided assistance with child welfare services, flu clinics, car seat clinics, the "Nurturing Parenting Program" (NPP), and provided facilitation for referred families and in-home visits. This resulted in approximately 15,300 hours of direct service to all Head Start, kindergarten, and transitional kindergarten programs.
- First 5 Glenn hosted a number of events, including a playgroup for Little Learners children ages 0 to 3, NPP classes with child engagement, events in the local parks and libraries in each community, and monthly family nights held in all communities (Willows, Hamilton City, and Orland).
- For the second year in a row, First 5 Glenn funded kindergarten and transitional kindergarten teachers to attend state transitional kindergarten training in Sacramento.
- First 5 Glenn improved system functioning by including the NPP and DECA during kindergarten roundups and registrations, the "Fathers as Teachers: Helping, Encouraging, Reading, Supporting" (FATHERS) program, and "Daddy's Tool Bag."

Humboldt County

The mission of First 5 Humboldt County, together with families and communities, is to promote comprehensive, integrated systems of services for early childhood development in order to foster secure, healthy, and loving children eager to learn and develop their full potential. Beginning with the initial First 5 Humboldt strategic planning process in 1999, parents and providers alike repeatedly expressed the desire for "safe and family-friendly" places in their communities that would enable families to get together for recreation, mutual support, and provide opportunities for early learning experiences for young children. First 5 Humboldt responded to this expressed need and made Parent and Family Support programs a priority for funding, including establishing playgroups that are accessible for as many families as possible throughout the county with many living in remote areas. Evaluations of the playgroups continue to show they have had a positive impact for young children and their families. In FY 2014–15, First 5 Humboldt began work on a Playgroup Initiative to be launched in FY 2015–16.

During FY 2014–15, a major accomplishment of First 5 Humboldt was providing 18 playgroups in virtually all areas of the county. There were 10,710 parent/caregiver playgroup visits, 8,632 playgroup visits by children ages 0 to 2, and 4,575 playgroup visits by children ages 3 to 5 at 1,013 playgroup events. According to surveys conducted annually (Participant Survey n=393 in 2014, Playgroup Survey n=216 in 2015), these low-cost groups (ranging in direct costs from less than $2,000 per year up to $14,000 per year for the largest groups) provide a place where parents feel they learn more about parenting, find social support, access needed help and services, and provide a place for children to learn new things, including important socialization skills. In addition, the 2014 Participant Survey showed a statistically significant positive correlation between frequency of playgroup attendance and the frequency with which parents read to their children. First 5 Humboldt also funds two specialists, certified in Infant Family and Early Childhood Mental Health, to provide support to playgroup parents and playgroup leaders, including referrals for early intervention services if needed.

In the last three years, the Humboldt County Office of Education's Kindergarten Screening Tool (KST) was used to screen 89 percent of all incoming kindergarteners. The KST measures children's readiness in four domains: Language/Literacy, Mathematics, Social Emotional, and Self-Portrait. In all three years, the average score for those who attended playgroups was

higher than for those not attending playgroups. The average countywide total score for those who attended playgroups was 77 percent in 2014, 80 percent in 2013, and 77 percent in 2012. For those children who did not attend playgroups, this figure was 72 percent in 2014, 72 percent in 2013, and 70 percent in 2012. In addition, Humboldt County Office of Education reported that in 2014, children who attended preschool had an average score of 77 percent. For children who attended both preschool and playgroups, the total score rose to 78 percent.

Imperial County

For FY 2014–15, First 5 Imperial County allocated approximately $2.3 million to fund a number of projects that worked to provide services targeting children ages 0 to 5 and their parents, guardians, and providers. Investments used to support these projects addressed strategic objectives by offering services that focused on health, family support, and early care and education. Investments used to support families with young children included case management for at-risk families, family resource fairs at low-performing school sites that included up to 36 distinct agencies, and advocacy for children under the custody of the juvenile court system. Investments in health included support to ensure expectant mothers receive prenatal education and programs designed to increase breastfeeding rates, intensive child asthma case management services, and nutrition and fitness activities. Investments in early care and education included story time activities at over 50 preschool centers with a book give-away program, intensive preschool home instruction services, or preschool slots for children that have a mild disability or are "at-risk" of developing a disability but do not qualify for special education services.

As a result of funding during FY 2014–15, the developmental screening partnership was established between First 5 Imperial, Court Appointed Special Advocates (CASA), and a family resource center. First 5 Imperial awarded $203,264 to the early intervention program to offer developmental screening services for children ages 0 to 5 through its family resource center. CASA was awarded another $82,296 to provide advocacy and school readiness support for children ages 0 to 5 that are in the custody of the juvenile court dependency system. Through this partnership, 88 percent of children that are new CASA cases participated in developmental screening and surveillance services facilitated by Family Treehouse staff, where all children assessed with a developmental delay were supported with court-ordered follow-up referrals and evaluation. In addition, all CASA child cases that were closed resulted in placement in a permanent home where the majority of the children were reunited with their parents.

Other noteworthy accomplishments during FY 2014–15 included:

- Over 3,100 children from preschool centers were involved in multiple mobile library story time activities, with each child receiving three to five books for their home library.
- Over 1,400 children participated in fire/burn prevention activities at over 25 preschool centers, and 30 childcare providers were involved in hands-on fire safety training.
- The parents of 151 hundred children diagnosed with asthma or asthma symptoms participated in intensive case management; results showed an increased compliance in parental asthma control medication and 80 percent learned to identify asthma triggers.
- Nutrition and fitness were promoted through education, cooking classes, and active gardening at 15 preschool centers for 226 children.
- Over 70 children completed a model 30-week home instruction program; parental involvement increased significantly (78 percent) for first-time parents learning to work with their children.

Inyo County

The goal of First 5 Inyo County is to promote optimal early development, shaping the trajectory of a child's life to yield ongoing benefits and rewards by investing in the Five Protective Factors to improve child health, development, family strengths, and critical resources for children from before birth through age 5.

One of the most significant accomplishments of First 5 Inyo was the systems work the Commission embarked upon in order to take a more targeted Collective Impact approach to its five-year plan. By narrowing the goal focus (based on a year-long needs assessment process) to improve early child health and family strengthening programs county-wide, the Commission was able to pledge its funds toward helping establish a few high-quality evidence-based programs that will benefit early child health and education providers, as well as the families served, by creating a more diverse and sustainable network of support. Common goals related to family strengthening, universal screening, early language/literacy, and infant health are now being tackled by many community partners with coordinated focus.

Other highlights during FY 2014–15 included:

- Planning occurred for population-level training and limited pilot service delivery of the Positive Parenting Program (Triple P) parent education model.
- More than 70 at-risk families with children ages 0 to 5 were engaged in an average of six different support services, four of which were reoccurring on a weekly or monthly basis.
- Thirty-three incarcerated parents received five or more weeks of introductory parenting training.

- One-hundred fifty-eight expectant families received birth and breastfeeding planning support through the *Newborn Evaluation Support and Teaching (NEST) Program* co-sponsored with Northern Inyo Hospital, which won a California Breastfeeding Coalition Gold Nugget Award in January 2015.

Kern County

The goal of First 5 Kern County is to ensure all children are healthy, well-protected, and fully supported in early childhood growth toward kindergarten entry. In FY 2014–15, First 5 Kern continued funding 39 programs of early childhood services in the three result areas: Improved Child Health, Improved Child Development, and Improved Family Functioning.

One of the most significant accomplishments was national recognition of the Medically Vulnerable Care Coordination Project (MVCCP) as a Promising Practice by the Association of Maternal & Child Health Programs (AMCHP) in June 2015. With a funding investment of $51,000 from First 5 Kern, MVCCP leveraged additional funds from Lucile Packard Foundation for Children's Health ($4,000), Health Net ($1,000), Kaiser Permanente Kern County ($10,000), and matching Federal Financial Participation funds ($40,000). Since 2008, this project has organized biweekly meetings of key stakeholders to coordinate services for children ages 0 to 5 with special health care needs. The efforts have helped reduce unintended delays that could result in greater medical costs and worsen long-term results for children.

Positive changes during FY 2014–15 included:

- More expectant mothers received timely prenatal care in the first trimester, impacting 963 children in 15 programs.
- The rate of monthly prenatal care increased among expectant mothers across 13 programs.
- An increase in the percentage of full-term pregnancy occurred in 17 programs.
- The proportion of children with low birth weight dropped among 17 programs that provided services for a total of 1,610 children.
- More mothers breastfed their babies and the improvement was demonstrated across 18 programs that supported a total of 1,069 children.
- More parents maintained two or more reading activities with children each week in 11 programs that assisted 851 children.
- The proportion of children who never had a dental visit dropped from 35.41 percent to 27.29 percent across 17 programs.
- The percentage of children who did not have an annual health checkup decreased from 10.25 percent to 5.65 percent among 20 programs.
- Nine programs demonstrated an increase in the percentage of children with all immunization shots recommended by a doctor.
- The percentage of mothers smoking during pregnancy dropped from 17.73 percent to 8.73 percent across 11 programs.
- The rate of smoke exposure at home declined from 9.56 percent to 5.78 percent for 1,276 children in 18 programs.

Kings County

The goal of First 5 Kings County is to ensure all Kings County families receive access to the tools, knowledge, and quality care necessary to encourage each child to develop to their fullest potential. First 5 Kings, in partnership with the community, will strengthen families, communities, and systems of care for children prenatal through age 5 and their families.

During FY 2014–15, one of the most significant accomplishments was the First 5 Kings Family Resource Centers (FRC). With a funding investment of $704,726, the FRCs provided early childhood education, home visitation, developmental screening, parent education, and referral services. Almost 1200 children ages 0 to 5 and over 1,000 parents, siblings, and caregivers visited an FRC. The total number of services delivered by the five funded FRCs was over 28,000.

Other highlights during FY 2014–15 included:

- The 2015–20 Strategic and Fiscal Plan was developed.
- The Linkages 2 Learning project distributed 1,388 school readiness backpacks to incoming kindergarteners and facilitated kindergarten orientations prior to the first day of school at all 12 participating school sites, serving 834 incoming kindergarteners.
- The local CARES Plus program provided support, ranking, technical assistance, and materials to 46 preschool classrooms. In addition, it provided training and professional growth counseling to 93 professionals working in the early childhood education field.
- The United Cerebral Palsy Special Needs project provided 222 developmental assessments of children with or at risk of developing special needs, and 214 interventions and/or treatment plans were provided to children with or at risk of developing a special need.
- The United Cerebral Palsy Parent & Me project served 277 children ages 0 to 5 and 231 parents through weekly center-based early childhood activities.
- The Kettleman City Family Resource Center provided 279 home visits, serving 26 families.

Lake County

Through its investments, First 5 Lake County works to achieve its long-term goal, as stated in its 2014–19 strategic plan, to inspire and promote healthy, safe, happy, and family-centered experiences for children ages 0 to

5 through partnerships with local families and service providers.

During this past fiscal year, one of the most significant accomplishments through First 5 Lake funding was the opening of the Clearlake Early Learning Center (ELC) by Easter Seals of the Bay Area (ESBA). With a budgeted annual funding investment of $32,388, ESBA has the goal of increasing the availability of and access to community-based, age-appropriate, early learning opportunities that build the capacity of families to meet the developmental needs of their children. Parents come to the ELC with their children to spend time in a safe play environment; receive onsite consultation and tips to understand their child's development, including timely follow-up on the results of their child's Ages and Stages Questionnaires; receive useful information; and be connected to available community resources. Seven other agencies also have used the facility to meet with parents in this child-appropriate environment. A total of 230 children ages 0 to 5 and their parents participated in the ELC activities over this past year. A second center, located in Lakeport, is planned for next fiscal year.

Other highlights during FY 2014–15 included:

- Through its website, social media, and events, the Lake County Hero Project **(http://www.lakecountyheroproject.com/)** works to promote the strengths of families and inspire parents to be heroes to their children. Local families are highlighted to demonstrate how easy it is to be a child's hero. The program provides parenting information, monthly family challenges, social supports, and community connections to resources for families with children ages 0 to 5. Almost 1,300 parents were enrolled in the program. In January 2015, families accepted the challenge to "play together." Of the 87 families that accepted the challenge, there was a 62 percent completion rate, with 28 percent of parents reporting an increase in the number of times they engaged in focused play each week.
- The *Children's Oral Health Program* (operated by Lake County Public Health Dental Disease Prevention Program and funded by First 5 Lake) provided 766 children ages 0 to 5 with education, screening, and/or treatment. It included nutrition and oral health lessons, and dental screening at preschool/school sites with 40 percent of the children screened as cavity-free. This result has held steady for the last two years.
- North County Opportunities/Rural Communities Child Care Choice Program worked with 28 child care providers to increase opportunities for children to experience healthy nutrition and physical activity during the day and create written policies to inform parents of this effort. Eighty-six percent of the providers moved from serving fruit and vegetables two times per day to three times per day, and 95 percent offered at least 60 minutes per day of physical play time.

Lassen County

Through its investments, the goal of First 5 Lassen County is to fund programs aimed at ensuring all children enter school healthy and ready to learn. First 5 Lassen has two primary areas of focus—oral health and home visiting—both serving high risk populations. Two programs, the *Pathways to Child and Family Excellence* program (commonly referred to as *Pathways*) and *Children's Oral Health Program,* also known as *Smiles for Life,* have been important investments of First 5 Lassen.

During FY 2014–15, one of the most significant accomplishments of First 5 Lassen was its home visiting program implemented by *Pathways to Child & Family Excellence, Inc.* With a funding investment of $263,100, this program provides home visiting services to high-risk families. It is designed to improve family functioning, child development, health, and systems of care. The primary services include weekly parent education and child development lessons using the *Parents as Teachers (PAT)* curriculum. Screenings and assessments are completed on both children and parents to determine an individualized approach to addressing child, parent, and family needs. Each child is screened for developmental progress using the Ages and Stages Questionnaire®; simple *PAT* health screenings are used for hearing and vision. The Life Skills Progression Tool is used with each family to gauge the strengths of the family and the areas needing attention. Based on this tool and weekly communication with the family, the home visitor is able to make targeted referrals. The *Home Visiting Program* served 137 children ages 0 to 5 and 144 parents or caregivers. Another 32 children (siblings 6 years or older) participated in the program, increasing the total number of children served during the year to 169. In 2014–15, the number of service units was 2,037.

The First 5 Lassen *Children's Oral Health Program*—implemented in the community by *Smiles For Life, Inc.*—serves Lassen County via different service delivery strategies, including education, direct prevention, consultation services, assessment, health services, community health events, and resource and referral

activities. During FY 2014–15, 732 children received an oral health screening, and 570 children ages 0 to 5 received direct oral health services. Hospital-based oral health services for children, a local First 5-funded program started in 2003 and now sustained by Banner Lassen Hospital, continued to provide oral surgery services to children.

Los Angeles County

Since its creation by voters in 1998, First 5 Los Angeles County (First 5 LA) has invested more than $1 billion as it worked collaboratively across Los Angeles County to improve the health, safety, and school readiness of children prenatal to age 5.

Realizing it needs to live within its means, as well as be even more strategic in its investments, First 5 LA finalized development of its 2015–20 Strategic Plan during FY 2014–15 to lay out a clear path to maximize First 5 LA's impact to strengthen families and improve outcomes for the greatest number of children prenatal to age 5.

As part of its mission to ensure all children in Los Angeles County enter kindergarten ready to succeed in school and life, First 5 LA accomplished the following:

- Working with other First 5 commissions and a statewide network of early childhood education advocates, First 5 LA supported state lawmakers' $265 million commitment to rebuild California's early learning system through high-quality care with the addition of 7,000 preschool slots and 6,800 child care slots, rate increases to providers and teachers, and a one-time $24 million commitment to the Quality Rating and Improvement System (QRIS) for infants and toddlers.
- Working with community partnership members, First 5 LA staff is supporting an array of strategies and activities to produce outcomes that benefit children prenatal to age 5 through the Learning By Doing process—a process by which community members develop results-focused activities to strengthen children and families in their community–in all, 14 *Best Start* Communities.
- Supporting new parents, more than 9,100 women received home visits under First 5 LA's "Welcome Baby" program – which provides pregnant women and new moms with in-hospital and in-home information and support during pregnancy and throughout a baby's first nine months.

First 5 LA looks to the future, building upon existing work, experiences, and lessons learned from previous investments to maximize its impact to strengthen families and improve outcomes for the greatest number of children in Los Angeles County.

Madera County

The goal of First 5 Madera County is to ensure children are healthy, families are strong, and children are learning. It strives to serve the families of Madera County through the promotion of meaningful, lasting programs that greatly contribute to the betterment of the community.

During FY 2013–14, one of the most significant accomplishments of First 5 Madera was the *Oral Health Initiative*. With a funding investment of $40,000, this program provided oral health screenings and referrals in a school-friendly setting, using the tooth fairy concept to entice children and counter some hesitations that many children have for the dentist. The program screened 436 children. Of these, 33 percent (n=148) were referred for services. The findings demonstrated that 22 percent of the 148 referred (n=45) did not have a dental home. A total of 60 percent (n=89) of families that indicated their children had a dental home demonstrated the need for services. Further data regarding the intensity of the need and population served is being reviewed. First 5 Madera is using this information to determine future policy and programming.

Early identification is key to prevention and treatment. In FY 2014–15, 150 first-time parents received case management via the *First Parents Program*. The program performed 1,320 screenings, including Denver II, Ages and Stages Questionnaires®, Ages and Stages Questionnaires: Social-Emotional, and Life Skill Progression. Of the various screenings, two children were identified as having concerns.

In addition, 152 families received intensive multidisciplinary services via the Healthy Beginnings Program. Of the cases closed in 2014–15, none of the families had any recurrence of maltreatment.

Marin County

Through its investments, the goal of First 5 Marin County is to support a strong start in life for every child in every community through children's health, school readiness, and community support for families.

During FY 2014–15, one of the most significant accomplishments of First 5 Marin was a collaborative effort to fund affordable child care and preschool slots, dental services, and a public education campaign about the highest priority needs of young children in Marin County. First 5 Marin joined with the County of Marin and the Marin Community Foundation, with matching investments of $250,000 each, to fund these critical needs identified by the new Marin Strong Start Coalition. The Coalition and expenditures represent a critical first step toward a countywide commitment to invest in a strong start for all children in Marin. This particular

funding triad also is a significant partnership among three important funders in the county, and serves as an important precedent for ongoing cooperative efforts.

Other highlights that took place during FY 2014–15 included:

- **Advocacy and Investment:** First 5 Marin supports the work of *"MarinKids,"* an education and advocacy movement for the county's children (convened in 2008). *MarinKids*, in turn, is an active partner and staffs *"Marin Strong Start,"* a coalition working to establish an ongoing revenue stream for children in the county.
- **Thought Leadership:** First 5 Marin supports regular submission of opinion editorials on priority issues such as child care, preschool, children's health, and family support systems. Authors include commissioners, staff, and community partners.
- **Capacity Building:** As part of its efforts to expand the capacity of community partners to outreach, serve, and advocate for local children and families, First 5 Marin offers free monthly workshops (via the "Marin Communications Forum" and "Voces de Marin") with speakers, presentations, and training on media, public education, outreach, and advocacy skills (including workshops aimed at the Latino and Spanish-language community).
- **Quality Rating and Improvement System (QRIS):** By funding the assessments that were necessary for submission, First 5 Marin supported a successful QRIS grant request from a coalition lead by the Marin County Office of Education.

Mariposa County

During this past year, one of the most significant accomplishments of First 5 Mariposa County was the *School Readiness* program, funded with $149,040. It served three of the county's preschools (Catheys Valley, Greeley Hill, and Lake Don Pedro). The three preschools provide an outstanding play-based preschool program that prepares children for kindergarten. The facilities, curriculum, and activities are creative, educational, and focus on developmentally appropriate activities. This year, there was a focus on science, technology, engineering, and math (STEM).

Another highly successful program was the *Children's Dental Health Program,* funded with $55,000. This program provided dental education by a dental hygienist, dental services for children with severe dental problems, and dental screenings. Three local dentists provided reduced-cost services.

In addition, the CARES Plus program was funded with $10,000 from First 5 Mariposa and $20,000 from First 5 California. This program provided stipends for child care providers and preschool teachers. Many of the participants completed the CORE training and 21 units in Early Childhood Education. The CARES Plus program made it possible for four teachers to enroll in college course work—helping them to work toward a degree in Early Childhood Education.

An instructional aide was hired to work in the Mariposa Elementary School Transitional Kindergarten (TK) classroom. The instructional aide worked with the reading program/assessments, and provided extra assistance to children who were having difficulty. Having the aide in the classroom also provided time for the teacher to work with children on an individual basis. The class had 25 TK students who ranged from four to six years old. Having an aide made it possible for the students to work on enrichment projects and technology.

An additional instructional aide was hired to work in the Sierra Foothill Charter School TK classroom. The instructional aide worked closely with the teacher in providing support, extra assistance, and one-on-one instruction. She made a difference by providing opportunities for the students to be involved in extracurricular activities (e.g., working in the school's garden and on computers in the classroom).

Mendocino County

The goal of First 5 Mendocino County is to increase parenting skills and decrease substance abuse so children are happy, healthy, and ready for kindergarten.

During this past fiscal year, one of the most significant accomplishments of First 5 Mendocino was providing support for the Family Dependency Drug Court (FDDC) "Parent Mentor Program." With a funding investment of $35,000, the program is designed to offer support to parents and caregivers in recovery, to maintain their sober lifestyle, and provide safe and nurturing care to their children. First 5 Mendocino provides for at least three parent mentors to be available for support services. FDDC also refers its clients to participate in the *Recovery Positive Parenting Program (Triple P).* With an additional funding investment of $20,000, this program provides a 10-week parenting group that focuses on parents in recovery of substance abuse. *Recovery Triple P* is designed to empower parents to continue to make positive parenting decisions for their children and enables them to feel confident in those choices. It also helps to rebuild relationships that have been, or may have been, damaged during the period of time parents were abusing a substance.

Other highlights during FY 2014–15 included:

- For divorced parents, First 5 Mendocino provides Supervised Visitation and Parenting Apart workshops for the Mendocino County Superior Court. During these sessions, parents are strongly encouraged to sign up for a *Triple P* group to build on their parenting skills.
- More awareness was brought to the bilingual Raise and Shine "Warm Line," increasing the number of calls from 43 (FY 2013–14) to 143 (FY 2014–15) for an increase of 333 percent. It is available for parents,

caregivers, social workers, and others in related fields who work with children. This line offers a variety of resources, including referrals to outside agencies, scheduling support services for Regional Center and Early Start participants, and acts as the Inland Mendocino Early Start Family Resource Center mainline to provide support services to children in Early Start. It also acts as an access point for developmental screenings, one-on-one parent support, parenting class information, and other resources and services available in the community.
- The early literacy program, *Mendocino County Imagination Library,* has made many new community contacts this year, which helps First 5 Mendocino get closer to its goal that every child under the age of 5 in the county will have a home library of their own by the time they start kindergarten. With the help of community partners, enrollment has increased from 2,877 to 3,105 children. It's estimated that this number is over 50 percent of the eligible children in the county.

Merced County

Through its investments, the goal of First 5 Merced County is to:
- Improve parents' (especially new parents) nurturing and engaging relationships with their children
- Improve the quality of care provided in out-of-home settings (including center-based care, family child care, and non-licensed environments)
- Improve the system for early screening, referral, assessment, and services for children with developmental, health, social, emotional, behavioral, and other special needs
- Improve community-level awareness and acknowledgment of the critical need to prioritize and support structured action for change benefitting children ages 0 to 5
- Advocate for improvement and preservation of systems at the local and state levels

During FY 2014–15, one of the most significant accomplishments of First 5 Merced was the increased quality with identified Child Signature Programs 1 and 2. With a funding investment match of $525,125, the program maintained quality in identified Quality Enhancement classrooms and continued improvement across the Maintenance of Effort classrooms. Targets of family engagement and coaching for teachers were reached. Specialized training was offered for classroom and child-level work. A large number of reliable Early Childhood Environment Rating Scale (ECERS) and Classroom Assessment Scoring System® (CLASS®) assessors were trained. Professional Development was offered with an emphasis on social, emotional, and developmental screening and individualized teaching strategies, which were offered to neighboring counties and partnering agencies.

Other highlights during FY 2014–15 included:
- Twelfth Annual Children's Summit, with 343 attending, featured Dr. Dayna Long (University of California San Francisco, Benioff Children's Hospital) as the keynote speaker to open a discussion regarding social determinants of health
- Engaged 150 providers in the Steve Spangler group training "Silly Slimy Science"
- Assisted the Department of Public Health in receiving the Partnerships in Community Health grant that started a Baby Friendly Hospital Initiative at the two local hospitals

Modoc County

Through its investments, the goal of First 5 Modoc County is to ensure every child in Modoc County is in an environment conducive to optimal development and that parents and families have the first option to be primary caregivers and teachers for their children ages 0 to 5.

During the last fiscal year, one of the most significant accomplishments of First 5 Modoc was its dedication to Improved Child Development. With a funding investment of $71,206, it funded three separate programs, providing a high-quality preschool experience for 18 children throughout Modoc County. The success of these programs is partly due to a strong collaborative relationship with the Modoc County Office of Education and the Surprise Valley Joint Unified School District. Funding supports either the full cost or a share of the cost to attend preschool. Families were provided additional support through a family support worker. Monthly parent meetings were held and information was provided on health, safety, nutrition, parenting skills, and the preschool learning foundations. Weekly child observation and results of Desired Result Developmental Profile assessments also were shared with parents. The family support worker helped ease the transition of the children to the next educational setting.

Other highlights during FY 2014–5 included:
- The parents of 122 children attended parenting classes to increase parenting skills and knowledge.
- Fifty families who did not have access to medical services now receive medical benefits.
- Ten licensed home care providers increased the quality of care they offer by participating in the Child Care Initiative Project (CCIP).
- Ten center-based providers increased teacher effectiveness by participating in the CARES Plus program.
- The parents of 42 children strengthened and improved positive parent-infant interactions, healthy infant development, and parental competencies through the "Healthy Beginnings" home visiting program.
- Eighteen children were able to access an enhanced transitional kindergarten classroom

due to the expansion of the classroom experience with STEAM (Science, Technology, Engineering, Art, and Math) activities.

Mono County

Through its investments, the goal of First 5 Mono County is to enhance the network of support services for families with children ages 0 to 5. First 5 Mono invests in school readiness, family behavioral health, oral health, child safety, and quality child care.

During this past fiscal year, one of the most significant accomplishments of First 5 Mono County was service to families through its universal home visiting program, "Welcome Baby!" for families with children prenatal to age 1. One hundred and twenty children were served—84 percent of projected 2014 births. With a funding investment of approximately $86,000, this program provided families with prenatal education, breastfeeding support, developmental activities, and connections to playgroups, behavioral health services, special needs services, low-income housing, heating assistance, and multiple other community supports.

Other highlights that took place during FY 2014–15 included:

- County-wide health and safety fairs
- Topical fluoride varnish application provided to children in early learning settings
- Books to families from "Free First Book"
- County-wide playgroups

Monterey County

The mission of First 5 Monterey County is to serve as a catalyst to create sustainable change in systems, policies, and practices that enrich the development of children in their first five years. First 5 Monterey focuses on three vision areas: Parenting Development, Child Care Quality, and Mental and Physical Health.

Through its investment of $7.1 million in FY 2014–15, First 5 Monterey provided services to more than 41,000 young children, parents, and providers.

During the last fiscal year, one of the most significant accomplishments was the tenth offering of the "Summer Bridge" program as part of the Special Needs Initiative, which has served over 300 children. Summer Bridge originally evolved from the Special Needs Project that was partially funded by First 5 California. Through this project, incoming kindergarteners with or at risk of special needs can experience a high-quality summer preschool program.

The goal is to support children in transitioning to kindergarten with a sense of self-confidence in their expressive, social, and intellectual abilities. Observational assessments in summer 2015 show 70 percent of children showed improvements in their relationships and social interactions with adults after six weeks. Summer Bridge also serves as a training platform for early educators to build capacity. The program supports parents in understanding their child's behaviors and needs, and encourages participation in and advocating for the education of their child.

Some additional highlights from 2014–15 include:

- First 5 Monterey and the Monterey County Health Department co-chair the Early Childhood Development Initiative (ECDI). ECDI began implementing its strategic vision and road map to help children, from the prenatal stage through third grade, reach their full potential. Using a Collective Impact framework, five communities in Monterey County stepped forward to bring together multiple sectors working to improve early childhood.
- Analysis of over 3,000 outcome surveys over the past four years show statistically significant improvements across service areas of home visiting, playgroups, and group parenting classes. The greatest growth was in parents' knowledge of how their child and their child's brain is growing and developing, and what behavior is age-typical. Parents reported 81 percent improvement in this area. They also reported significant gains in their confidence (66 percent), abilities (58 percent), activities (66 percent), and connections with other families (58 percent). This translates to an overall 66 percent improvement across parenting practices.
- The Infant-Family and Early Childhood Mental Health training series continued to expand locally as more service providers are interested in improving their capacity to meet the needs of young children and their families.

Napa County

Through its investments, the goal of First 5 Napa County is to support a comprehensive system of services that ensures children ages 0 to 5 will enter school healthy and ready to learn.

During FY 2014–15, First 5 Napa County made a $65,500 investment in the local resource and referral agency to provide *Active Minds,* a bilingual, play-based school readiness program that serves children with low to no preschool experiences. As part of the program, parents are provided education, support, and role-modeling on how to support their preschoolers in home-based early learning experiences. A total of 36 children and 42 parents attended *Active Minds.*

Children were assessed using the Ages and Stages Questionnaire-3 (ASQ-3) at the start of the program and again at completion. Children demonstrated improvements, and upon completion of the program were developing typically as listed below:

- 100 percent of children in the *problem solving* domain
- 97 percent of children in the *communication* domain
- 91 percent of children in the *personal-social* domain
- 100 percent of children in the *gross motor* domain
- 83 percent of children in the *fine motor* domain

Upon completion of the program, parents had increased confidence in their ability to provide age-appropriate routines, play, and expectations of their child:

- 100 percent of parents report they read or share books with their child at least two times a week.
- 85 percent of parents report that when they read or share books with their child, they do so for at least 10 minutes.
- 92 percent of parents report they support expanded learning for their child through conversation at least once a week.
- 97 percent of parents report they provide early learning experiences around shapes and colors at home.

Nevada County

Through its investments, the goal of First 5 Nevada County is—in partnership with the community—to create, foster, and support programs that promote health, wellness, and child development for children ages 0 to 5 and their parents. First 5 Nevada works on behalf of all children prenatal to age 5 and their families, and focuses on those who face significant risks and challenges in achieving their maximum physical and socio-emotional health and learning potential. First 5 Nevada is engaged in four initiatives: early learning, family strengthening, communication and outreach, and capacity building and systems change.

During this last fiscal year, one of the most significant outcomes achieved with First 5 Nevada funding was attained by the PARTNERS Family Resource Centers (FRC), who implemented the evidence-based *Positive Parenting Program (Triple P)* curriculum, led by a Marriage and Family Therapist. Participating parents showed improved parenting practices, parenting knowledge, and communication with their partners, while children showed a drop in problem behavior. The PARTNERS FRCs received $161,907 in funding in FY 2014–15 with some of the funds supporting the *Triple P* classes. *Triple P* series were held six times with participants reporting high satisfaction with the curriculum, instructor, peer interaction, and their relationships with their children; 62 parents with 69 children ages 0 to 5 attended one or more sessions. These evening classes included dinner and childcare, removing barriers to participation. The class also was available in Spanish for the first time. "Parenting Ladder" retrospective surveys were given to all Triple P participants and showed an overall average increase of 1.62 points on a six-point Likert scale in the areas of parenting knowledge, communication with their partner about child issues, consistency of positive discipline, and awareness of community resources. "The Parenting Scale," a 30-item measure of dysfunctional discipline styles, which is scored on a seven-point Likert scale with lower scores indicating more effective parenting, showed participating parents improved from a pre-test average of 3.19 to a post-test average of 2.65, an improvement of 17 percent. Children's problem behavior also showed an improvement, going from an average of 1.97 to 1.31 on a 4-point Likert scale, for a 34 percent improvement. This data come from the Impact subscale of the Strengths and Difficulties Questionnaire.

Other highlights during FY 2014–15 included:

- 28 child care homes and centers were rated for quality over a three-year period.
- 143 service providers participated in collaborative meetings in eastern Nevada County, and 294 attended collaborative meetings in western Nevada County.
- 27 children received intensive home visiting services in the Healthy Families America evidence-based model.
- 97 children and 91 parents who were not otherwise eligible for services received behavioral health care.

Orange County

First 5 Orange County is a convener, planner, and sponsor for the implementation of programs in four goal areas: healthy children, early learning, strong families, and capacity building. Through First 5 Orange investments, the vision is that all children are healthy and ready to learn.

During this past fiscal year, one of the most significant accomplishments was the completion of the community school readiness assessment using the Early Development Index (EDI), a population measure of school readiness. Since 2007, First 5 Orange has partnered with school districts to collect information about kindergarten-aged children in participating geographic areas, to create an overall snapshot of their developmental progress in five areas:

physical health and well-being, social competence, emotional maturity, language and cognitive skills, and communication skills and general knowledge.

With a funding investment of approximately $200,000, this year marked the first year of 100 percent school participation. The EDI data were reported for over 34,000 children, representing 90 percent of the total kindergarten population served by public schools in the county. The EDI data is a catalyst for bringing together individuals, organizations, and community leaders to improve school readiness and create better environments for children. Furthermore, EDI provides valuable information to improve programs and supports, and better coordinate services to help children develop and learn before and during their school years.

Other highlights during FY 2014–15 included:

- **Bridges Maternal Child Health Network Sustainability Plan:** This successful prevention and early intervention program to ensure children have a healthy start received $250,000 in technical assistance awards to consider the feasibility of implementing a "Pay for Success" funding strategy for sustainability. The funding awards have created significant value in strengthening the Bridges Network evaluation and program model.
- **Pediatric Mobile Vision Program:** The partnership with the University of California Irvine Health (Gavin Herbert Eye Institute) and Children's Hospital of Orange County to collectively invest $3 million for the Pediatric Eye Mobile is providing early vision screening and follow-up care to preschool-aged children throughout the county. An additional $15,000 from the Lon V. Smith Foundation funds free glasses to disadvantaged children.
- **Children's Mental Health Initiative:** In response to the increasing demand for children's mental health services, a process began to improve an integrated health delivery system focused on optimizing young children's social-emotional health. The Commission's efforts will align with the broader mental health planning efforts in the county, and focus on the integration of parent and child mental health, and prevention services into the health systems.

Placer County

First 5 Placer County has three long-term goals: 1) Children are nurtured, healthy, safe, learning, and developmentally reaching their potential; 2) Families are strong and connected; 3) Communities are caring and responsive. To help achieve these goals, the county commission integrates a protective factor framework for family and community strengthening. Part of the commission's role in implementing the protective factor framework is to help support and build the capacity of its funded partners.

In FY 2014–15, First 5 Placer funded 25 major programs, including those focusing on child health and development, parent support, and connecting families to community resources. Each program has a logic model that aligns with the commissions' strategic plan, as well as an individual evaluation plan that outlines the programs' evaluation requirements. After the end of the fiscal year, each program participates in group learning conversations that aim to facilitate peer-to-peer learning exchanges and provide opportunities for networking and collaboration.

Through First 5 Placer-funded partners:

- Services are being coordinated and are more accessible to families in need.
- Children are being screened early to identify any developmental delays or special needs.
- Parents (including pregnant and parenting teens) receive counseling, case management, and parent education services.
- Children who are suspected victims of felony child abuse receive mental health advocacy services.
- Mothers who are experiencing perinatal depression receive therapy.
- Organizations are building collaborative linkages with service providers to develop an integrated system of support.

Plumas County

Through targeted investments, the goal of First 5 Plumas County is to promote healthy children, optimal child development, strong families, and integrated systems of care for children ages 0 to 5 and their families. First 5 Plumas funds intensive ongoing home visitation modeled after Healthy Families America and Behavioral Health/Mental Health services for children and their parents. The Home Visitation Program is implemented by four separate projects working together toward common shared outcomes.

During this last fiscal year, one of the most significant accomplishments of First 5 Plumas was funding a pilot program for a Behavioral Health Therapist to provide mental health services in the home. An Early Childhood Development Specialist also provided early childhood development services, with bonding and attachment services in the home, to infants and children who have experienced emotional trauma. With an initial investment of $27,000 for a six-month pilot project, the initiative provided therapeutic counseling, infant attachment/bonding, play therapy, and family therapy to parents and children ages 0 to 5. Based on the early success of the pilot project, the Plumas County Board of Supervisors invested $286,000 of Mental Health Services Act funding to have First 5 Plumas expand the program significantly in the upcoming program year.

Other highlights during FY 2014–15 include:

- Families participating in home visits experienced improved

access to health care and increased the frequency of family literacy activities with their children.
- Clients of the Behavioral Health Therapist showed marked improvement in their mental health status on a standardized screening tool–the Threshold Assessment Grid.

Riverside County

First 5 Riverside County has invested in a range of Early Learning and Health services with the goal of preparing children for success in school and life. First 5 Riverside investments include promotion of parent/caregiver education to assist early learning everyday practices, increased access to quality child care/preschool, special needs child care services, early care and education workforce development, improved quality healthcare services for asthma, breastfeeding support home visitation services, health access, nutrition and physical activity, oral health, behavioral health, and the University of California Riverside Pediatric Residency Program.

During FY 2014–15, one of the most significant accomplishments of First 5 Riverside was the accreditation of one of its home visitation-funded programs. El Sol Neighborhood Center attained PCHP (Parent-Child Home Program) and HIPPY (Home Instruction for Parents of Preschool Youngsters) certification. With a funding investment of $2,142,399 for three years, this program provides evidence-based home visitation models integrated with the Promotoras, a promising-practice model, creating a unique approach in providing intensive home visitation services to children and families in Riverside County. Over 500 families have benefited from this program and parents reported an increase in parental knowledge regarding child development, parent-child engagement, the importance of early literacy practices, and increased participation in activities that foster early brain development. Formal evaluation of this program recently concluded, with findings to be available later in the year.

Other highlights during FY 2014–15 included:
- 951 children accessed quality child care services.
- Almost 1,700 children screened for asthma-related symptoms; 160 environmental assessments were completed in child care facilities.
- Breastfeeding support services were delivered to over 9,900 mothers through the Helpline and Home Visitation Services.
- 264 children were enrolled in health insurance.
- More than 6,200 children received mental health screenings and almost half of these children received treatment services.

Sacramento County

First 5 Sacramento County served approximately 60,122 children, parents, and providers through the work of 36 contractors. Highlights included:

Effective Parenting: The "Birth & Beyond" (B&B) program provided parent education, crisis intervention, and home visitation services through nine Family Resource Centers throughout Sacramento County. During FY 2014–15, the program served over 11,000 children and caregivers. During a four-year period (July 1, 2010 to June 30, 2014), the B&B evaluation included a cumulative study of referrals to Child Protective Services (CPS) for 2,512 families. The rates of CPS reporting pre-, during, and post-program declined for both the cohort of families with prior CPS history (50 percent, 1,256 families) and for families without any prior referrals to CPS (50 percent, 1,256 families). Altogether, 50 percent of families enrolled in B&B without any CPS history, and 81 percent of the participants had no referrals to CPS post-program. For the 50 percent of B&B families with CPS history, only 17 percent had new referrals post-program; the rate of substantiated dispositions with CPS declined from 8 percent pre-program to 4 percent post-program.

School Readiness: Project Screening, Outreach, and Referral Services provided developmental screenings, referrals, home visitations, and parent support to children living in transitional housing. During FY 2014–15, 462 parents and children were served. Home visits were provided to 425 parents and children, 247 children received the Ages and Stages Questionnaire (ASQ) Developmental Screening, and 36 children received the ASQ:Social and Emotional Developmental Screening.

Oral Health: First 5 Sacramento continued to support five children's dental centers offering free or low-cost dental services. Combined, the five centers served 2,972 children. Sacramento also funded the Smile Keepers Mobile Dental Van, providing dental screenings and fluoride varnishes to 7,198 children at schools and community events. In addition, First 5 Sacramento provided leadership and staff support for the Sacramento County Medi-Cal Dental Advisory Committee (MCDAC), working to implement policy and systems change to improve dental care for children and families with Medi-Cal. MCDAC efforts involved working with local dentists, community partners, the California Department of Health Care Services, and legislators to identify and address issues for the more than 390,000 Medi-Cal recipients in Sacramento County.

Media Efforts: Social engagement efforts span across four platforms (Facebook, Twitter, Instagram, and Pinterest) with more than 8,750 followers. In partnership with the Dairy Council of California and child development agencies throughout California, First 5 Sacramento participated in quarterly Twitter Party Chats #Tips4Tots. The one-hour parties on various children's topics went viral nationwide. A three-month, multi-media campaign about the family resource centers, featuring the newest center, generated 1.5 million impressions from radio spots, digital ads, customized default text

reply, streaming ads, and pre-roll. In addition, First 5 Sacramento co-branded the Sugar Bites ads with the campaign creator, First 5 Contra Costa, for outdoor display ads that targeted high-need areas throughout Sacramento at 33 convenience stores and 25 bus transit shelters.

San Benito County

Through its investments, the goal of First 5 San Benito County is to ensure children thrive and reach their full potential at home, in school, in the community, and throughout life.

In FY 2014–15, First 5 San Benito funded the Fit for Kids program, which provides physical fitness and nutrition education to children in early education sites. Children participating in the program showed:

- Daily fruit/vegetable consumption increased overall from 63 percent to 93 percent.
- Daily water consumption increased overall from 68 percent to 95 percent. The greatest increase by site was 50 percent (from 50 percent to 100 percent).
- Daily soda/juice consumption decreased overall from 62 percent to 20 percent. The greatest decrease at a single site was 66 percent (from 81 percent to 15 percent).

First 5 San Benito enhanced the quality of its parent education program by adding *Positive Parenting Program (Triple P)* education to the Family Wellness network of ten school-based partners. Highlights from the *Triple P* Level Three Stepping Stones provided by Easter Seals include:

- Parents' perceptions of their parental efficacy improved between pre and post surveys in seven out of eight categories.
- Parents were satisfied with workshops. While most said they would use the parenting strategies taught, results varied by parenting topic.

As part of the commission's commitment to literacy, First 5 San Benito staff members provided weekly *Story Time* in Hollister and San Juan Bautista Public Libraries. Parent participants reported high rates of library card use and book checkouts, and strong agreement that *Story Time* provided benefits.

First 5 San Benito served more than 800 families in the *Raising A Reader* program. Participants showed the following:

- Increase from 49 percent to 62 percent of parents who reported having a routine for looking at books
- Increase in child enjoyment of reading and positive behaviors while reading books
- Increase in weekly library/ bookmobile visits (from 6 percent to 20 percent)

San Bernardino County

First 5 San Bernardino County aims to promote, support, and enhance the health and early development of children prenatal through age 5. This is accomplished through investments in the areas of health, family support, and early education as well as support for systems improvement and capacity building efforts in the county of San Bernardino.

FY 2014–15 yielded many notable accomplishments and positive outcomes for San Bernardino County's youngest residents and their families. One of the most significant investments was 586 participants in a family literacy initiative, yielding an increase in parents' perceptions of their abilities to actively support and enhance their children's love for reading. Data from this initiative demonstrated that a significant number of parents who, prior to the program, rarely or never practiced important behaviors with their children such as reading together, following a reading routine (bedtime, etc.), practicing the alphabet, singing songs, and playing rhyming games, began to practice these behaviors regularly as assessed through a standardized evaluation tool.

Other highlights in FY 2014–15:

- A comprehensive year-round preschool experience for 984 children
- Asthma stabilization and education provided to 327 children and their caregivers
- Oral Health Screenings for 8,300 children and treatment provided to 1,300 children
- Successful Literacy, Water Safety, and Oral Health Campaigns
  - Oral Health: Distributed promotional material (toothbrushes) to all contracted oral health agencies.
  - Water Safety: Attended three water safety events in the Inland Empire, serviced more than 1,000 families at the annual water safety event, and distributed promotional materials (coloring books, water watch tags).
  - Literacy: Attended four literacy events, serviced over 2,000 families at the annual literacy events, and distributed promotional materials (books, book markers, growth charts, backpacks, crayons, glue sticks, scissors, and pencils) to the community and a variety of agencies.
- Developmental screenings provided to 4,392 through direct service contracts and thousands more through early intervention system support

San Diego County

The goal of First 5 San Diego is for all children ages 0 to 5 to be healthy, loved and nurtured, and enter school as active learners.

During the last fiscal year, one of the most significant accomplishments of First 5 San Diego was its home visiting initiative, *First 5 First Steps*. With an annual funding investment of $5,000,000, this initiative provides county-wide home visitation services to specific high-risk target populations, including pregnant and parenting teens, military personnel, refugees, immigrants, and low-income families using the Healthy Families America model and the Parents as Teachers curriculum. *First 5 First Steps* strengthens

child and family relationships by providing support, education, and guidance during home visits. The program promotes positive parenting, nurtures the development of healthy relationships between parent and child, enhances parent knowledge about the growth and development of their children, and provides community referrals for parents and their children, including connections to a medical provider. *First 5 First Steps* served over 600 families county-wide and provided approximately 12,000 home visits. First 5 San Diego was honored to be the recipient of the 2015 Achievement Award by the National Association of Counties in recognition of outstanding innovation for its *First 5 First Steps* home visiting initiative.

San Francisco County

The goal of First 5 San Francisco County is to ensure all children, birth to age 5, will be safe, healthy, and thrive in supportive, nurturing, and loving families and communities. This goal is supported by strategic investments within five initiatives representing more than 200 funded programs: Preschool for All, Early Childhood Education Quality, Family Resource Centers, Family Support Quality, and Early Childhood Health and Mental Health.

The biggest accomplishment of FY 2014–15 for the city and county of San Francisco was the passage of local legislation that will ensure high-quality, universal preschool for all four-year-olds for the next 25 years. This legislation, predicated on First 5 San Francisco's successful implementation of the city's Preschool for All Initiative since 2004, also represents a 30 percent increase in funding for San Francisco's children, and offers continued opportunity to leverage support for related child health and family strengthening initiatives.

Other highlights from FY 2014–15:

- Funded preschools continue to achieve high ratings in the quality of their environments (94 percent of sites meeting benchmark scores) and teacher/child interactions (96 percent of sites meeting benchmark scores). In addition, San Francisco's Quality Rating and Improvement System expanded its reach among funded preschool sites as well as to several family child care homes, with a total of 163 sites rated.
- Nearly 10,700 parents/caregivers and children were served by San Francisco's Family Resource Center (FRC) Initiative. Centers offered a wide array of prevention services, including 68 parent/child interactive playgroups promoting positive parent/child relationships for over 3,000 parents and young children. More targeted one-to-one services also are a core part of the family support model, with approximately 2,000 hours of intensive case management provided to 300 families referred from child welfare through Differential Response. An evaluation has demonstrated these families are less likely to have substantiated child welfare referrals following case management services at a funded FRC.
- As a result of funded health and mental health early identification and intervention initiatives, a total of 9,451 health and developmental screenings were conducted with children birth to age 5.

San Joaquin County

Since its inception, the First 5 San Joaquin Children and Families Commission (F5SJ) has brought critical services to tens of thousands of high-need parents, caregivers, and children in San Joaquin County. Today, F5SJ continues to invest in the community by funding high-quality programs and services to improve the lives of the county's youngest children and their families.

In FY 2014–15, with a funding investment of $1.06 million, First 5 San Joaquin administered the federal Race to the Top–Early Learning Challenge (RTT-ELC) grant for early learning and development sites throughout San Joaquin County. The cohorts of 148 licensed programs participated in a Quality Rating and Improvement System (QRIS). Early learning providers are supported by coaching and mentoring, and have opportunities for scholarships, quality awards, training, and professional development as they advance through the QRIS tiers. RTT-ELC QRIS highlights during FY 2014–15 included:

- Early child care center and home-based providers received $618,000 in Quality Awards to support quality improvement activities.
- Scholarship awards of $16,875 helped teaching staff further their education in Early Childhood and Child Development coursework.
- The local *Lifestyles Magazine* featured a family child care provider with a QRIS score of 5.

In FY 2014–15, with a funding investment of $100,000, F5SJ administered the *Breastfeeding Initiative* to increase breastfeeding rates in the county by supporting hospitals to become "baby friendly." Through this project, San Joaquin County Public Health Services coordinates six local hospitals to select and implement the California Department of Public Health Breastfeeding Model Hospital Policy. Highlights included:

- Delta Health Care (Women, Infants, and Children [WIC]

agency), Lodi Memorial Hospital, and the Breastfeeding Coalition of San Joaquin County piloted an electric breast pump loan program.

- Lodi Memorial Hospital became the second hospital in San Joaquin County to receive the World Health Organization (WHO) designation of "baby-friendly."
- A third hospital is in the process of applying for this designation.

In FY 2014–15, with supplemental targeted revenue from San Joaquin County CalWORKs and the Lucile Packard Foundation for Children's Health of $190,365, F5SJ administered the *Help Me Grow* San Joaquin County project and supported the San Joaquin County California Community Care Coordination Collaborative (5Cs).

Highlights of these projects included:

- The *Help Me Grow* Call Center and Care Coordination staff responded to 984 inquiries for support, and provided referrals for 350 children whose parents participate in the county CalWORKs program.
- The San Joaquin County 5Cs supported the development of a county-wide team of health navigators to improve care coordination for children with special health care needs.

San Luis Obispo County

Through its investments, the goal of First 5 San Luis Obispo County is to ensure that our children thrive in nurturing, respectful environments and enter school healthy and ready to learn. It allocates funds and advocates for quality programs and services, supporting children prenatal to age 5, to ensure that every child is healthy and ready to learn in school.

During FY 2014–15, First 5 San Luis Obispo investments contributed to the success of many programs and services supporting children and families in its five initiative areas: Health, Oral Health, Perinatal Substance Abuse Prevention, School Readiness, and Special Needs.

Among many accomplishments this past year, one highlight has been the expansion of Social and Emotional Foundations for Early Learning (SEFEL) trainings offered through the First 5-funded Early Learning for All Network. This professional development program provides educators and other providers with the knowledge, tools, and support they need to implement social and emotional learning in preschool, transitional kindergarten, and kindergarten classrooms. Support of the program begins with the commission's strong belief that social and emotional growth and development are critically important for the overall development and school readiness of children. The trainings this year included 32 graduates from a diverse mix of Early Childhood Education teachers, administrators, and college instructors, as well as a new focus on parent trainings. First 5 San Luis Obispo is proud to advance this vital component of child wellness in classrooms and homes throughout the county.

Other highlights of FY 2014–15 included the following:

- In partnership with the County Childcare Planning Council, Community Foundation, local nonprofits, and businesses, First 5 San Luis Obispo promoted April as "Month of the Child" and "Child Abuse Prevention Month" through a rich calendar of events, including the Thirty-seventh Annual San Luis Obispo Children's Day in the Plaza, and the Fifth Annual Dinner Honoring Hands-on Heroes and Champions of Youth. The awards were presented to individuals for their outstanding contributions that make a positive difference in the lives of children every day.
- As a member of the county Healthy Eating Active Living San Luis Obispo (HEALSLO) Coalition, First 5 San Luis Obispo helped sponsor a Drink Water Week "H2Only" media campaign encouraging families to replace sugary beverages with water.
- First 5 San Luis Obispo County participated in the development of the P5 Children's Advocacy Network (P5CAN), a new collective of agencies dedicated to serving and advocating for the county's youngest children.
- Through its quarterly partner meetings, First 5 San Luis Obispo educated its funded partners on the impact of adverse childhood experiences and toxic stress on brain development and overall health.
- As part of the local Post-Partum Depression Support Program, First 5 San Luis Obispo and the Center for Family Strengthening welcomed Walker Karraa, Ph.D., author of *Transformed by Postpartum Depression,* to San Luis Obispo County's annual Maternal Wellness Forum.
- First 5 San Luis Obispo hosted "Drop Everything and Read" book signings at two school readiness sites featuring Shalini Singh, author of *Lee the Bee, Turn Off That TV.*

San Mateo County

During FY 2014–15, First 5 San Mateo County maintained its multifaceted investments in programs supporting all aspects of a child's early years, including Early Learning; Child Health and Development; Family Engagement; and Policy, Advocacy, and Communications. Supported by $8.7 million in community investments, its funded partners provided over 20,000 services to children, parents, and providers, and distributed 2,352 *Kits for New Parents*.

During the past fiscal year, a key accomplishment of First 5 San Mateo was developing and beginning the implementation of its new strategic plan. An exciting aspect of this work was conducting collaborative community planning processes for two large-scale, complex initiatives. First 5 San Mateo is proud to work with its community partners to intentionally grow their capacity to

enhance connections among and across agencies and sectors, analyze gaps in the local service array, identify and tap into broad-based resources, and tackle systemic issues that compromise the quality and accessibility of services.

- Fifteen partner agencies are participating in the Watch Me Grow Special Needs Project, which includes service strategies such as developmental screening and assessment, care coordination embedded within communities and public health clinics, cross-disciplinary medical case management for complex cases, legal assistance, and work focused on systems improvement.
- Twenty partner agencies are involved in efforts toward Early Learning Quality Improvement & Expanded Access for Children with Special Needs, which includes service strategies such as support for early learning sites, including family child care homes, to participate in the local Quality Rating and Improvement System; professional development for current early learning providers, including coaching, mentoring, and professional learning communities; Early Childhood Education workforce development at the community colleges; enhanced referrals to quality child care for children with special needs; early childhood mental health consultation; and embedding transformational family engagement principles and practices within early learning settings.

Other highlights during FY 2014–15 included:

- Convening a Children's Policy Cabinet with director-level representation from multiple county agencies and community-based organizations. The purpose of this group is to allow for open conversation about the status and needs of young children, identify areas where policy change can have a meaningful impact on their well-being, and generate momentum by acting on these opportunities.
- Developing the Child Signature Program infant classroom into a model site for center-based infant care. A critical component of the model site has been the development of an observation room to support provider professional development as well as parent education and engagement. Office space in a building adjacent to the infant center is now equipped so a live video feed of the classroom can be streamed. This program will develop capacity through observation, coaching, and reflection. This unique resource will benefit the county as a whole by creating a place where ECE students from local community colleges, as well as other infant/toddler care providers, can come to observe best practices in teacher-child interactions, program design, environment, and parent engagement and support.

Santa Barbara

Through its investments, the goal of First 5 Santa Barbara County is to devote its funding and organizational capacity in the following two primary areas:

- Family Support
  - Parent education and support
  - Intensive case management, information, and referral/linkages to services with follow-up
  - Child and maternal health access
- Early Care and Education
  - Improving the quality of existing childcare and preschool services
  - Creating new quality childcare and preschool services and expanding access to them

FY 2014–15 was First 5 Santa Barbara's first fully operational year of the Quality Rating and Improvement System (QRIS), serving a total of 3,967 children. All 118 participating center and family child care sites developed plans and received assessments, coaching, training, grants, and ratings. First 5 Santa Barbara's QRIS is unique in that it requires accreditation for the top tier. To simplify the system for users, and show the cross-benefits of both, First 5 Santa Barbara worked with the National Association for the Education of Young Children (NAEYC) to develop a crosswalk and integrated verification system. Through this model, accreditation validators review sites looking at the criteria for both accreditation and the QRIS matrix (along with other local quality initiatives). The goal is that all sites will be validated this way when accredited and for QRIS ratings. With nearly 30 percent of all centers currently accredited (state/national average is 5 percent), and a growing number of family child care homes working toward accreditation, this model will continue to be the framework and will help sustain the local QRIS. The vision is an integrated QRIS and accreditation system that is streamlined for providers and adaptable as the system grows and changes, a model that can be used by other counties across the state.

Other highlights during FY 2014–15 included:

- Because of the QRIS system in Santa Barbara County, more child care programs are screening children for developmental delays. A total of 1,604 children are now receiving developmental screenings, using a valid and reliable screening tool, in programs that did not conduct screenings prior to QRIS. As providers and parents respond to concerns uncovered through this effort, children have a better chance for early interventions and being ready for kindergarten. There are now 3,191 children receiving developmental assessments through QRIS programs.
- Parents who had at least two assessments in the Family Development Matrix (FDM) showed improvements for

nearly all FDM indicators, with the largest gains seen in the areas of child health insurance, knowledge of community resources, clothing, employment, childcare, nutrition, and support system.

- The Welcome Every Baby program provided home visits by a registered nurse to 488 families; 18 of those families also received a second nurse visit. Most mothers (80 percent) were breastfeeding at the initial nurse visit, which occurred within two to seven days of hospital discharge. The nurse helped 85 percent of the mothers with breastfeeding and provided a referral for lactation support services as necessary.

Santa Clara County

Through First 5 Santa Clara County's partnership with Santa Clara Valley Health and Hospital System (SCVHHS) and Behavioral Health Services Department, it was able to leverage $11,483,121 from Medi-Cal and the Early Periodic Screening, Diagnosis, and Treatment Program with the direct investment of $2,470,000 in the Universal Developmental Screening Initiative (UDS). This sustainable, leveraged investment ensures that developmental and behavioral screening, through the use of the standardized Ages and Stages Questionnaires (ASQ)-3 and ASQ: Social-Emotional (ASQ:SE) screening tools, is routinely conducted during well-baby/child visits in pediatric clinics and practices throughout Santa Clara County. Children whose screening results indicate potential developmental and/or behavioral health concerns are connected to prevention and early intervention services. As a result of the partnerships and investments made in UDS, the following are First 5 Santa Clara's key accomplishments:

- **Leadership and Governance Structure:** Provides strategic oversight of UDS implementation, systems and policy alignment and advocacy, professional development, clinical guidance, and evaluation.
- **Technological Innovation:** Made through the creation and piloting of the ASQ and ASQ:SE mobile application (App) for the Apple iPad. This App is being piloted in English and Spanish, contains audio and video enhancements, scores automatically, and prints wirelessly.
- **Sustainability Planning Efforts:** Through the collaboration with other First 5 counties and the First 5 Association, First 5 Santa Clara is participating in a pilot project to leverage and align with healthcare reform efforts involving managed health care organizations and other funding streams at the national, state, and local levels that prioritizes developmental screening, home visitation, and care coordination. Additionally, First 5 Santa Clara is proposing a pilot project to the Santa Clara Family Health Plan for the purpose of developing a cost model for universal developmental screening, and lastly, is partnering with Stanford University's Center on Longevity to study the impact of volunteering on county retirees. Through the partnership with SCVHHS, county retirees will have the opportunity to be trained and to volunteer as developmental screeners in pediatric clinic settings to enhance UDS sustainability.
- **Early and Comprehensive Health Screening Approach:** To ensure children receive comprehensive health screenings during their well-baby/child visits, First 5 Santa Clara is developing a pilot project to integrate vision and hearing screening with developmental and behavioral health screening. Furthermore, First 5 Santa Clara and its partners are developing a pilot project with obstetric clinics to conduct perinatal substance use and mental health screening with pregnant women using the 4Ps Plus (Parent, Partner, Pregnancy, Past) screening tool.

As a result of investments in UDS, there were 14,262 developmental and behavioral health screenings conducted between January 2013 and April 2015. Of the children screened, approximately 683 were referred to early assessment and intervention services, which significantly increased children's ability to interact positively with others, self-regulate their behavior, effectively communicate their feelings, and enter school prepared to learn. In addition, the parents/caregivers served were more confident in their parenting skills, more sensitive to their children's needs, more able to manage stress, and better prepared to support their children's ability to recuperate from trauma.

Santa Cruz County

First 5 Santa Cruz County's mission is to help children succeed in school and in life by investing in their health, early learning, and family support. Through these investments, First 5 Santa Cruz helps ensure all children enter school ready to achieve their greatest potential.

In FY 2014–15, First 5 Santa Cruz continued to lead implementation of the Newborn Enrollment Project known locally as Baby Gateway. Operating in all three local birthing hospitals (Watsonville Community Hospital, Dominican Hospital,

and Sutter Maternity and Surgery Center), the program provides enrollment assistance to mothers and their newborns, and helps link newborns to a medical home. The program conducted 2,706 newborn visits, reaching over 87 percent of all newborns and also distributed the First 5 California *Kit for New Parents*. In 2015, Santa Cruz added educational information to the *Kit* promoting timely vaccination and awareness of the ongoing risks of lead poisoning. Since the beginning of the program in FY 2009–10, Watsonville Community Hospital has seen a substantial decrease in Emergency Department visits by children less than one year old, from 2,315 in the year prior to the program's start, to 1,268 in 2014.

Other key accomplishments in the past year include:

- First 5 Santa Cruz commissioned a phone survey of the *Positive Parenting Program (Triple P)* participants to better understand the impact of the program. Participants reported high levels of satisfaction, use of program strategies, and continued interest in participating in *Triple P* services. The data also indicated that *Triple P* has a high success rate: 77 percent of participants reported a lot or some improvement related to their original concerns. On an average of 10 months after completing services, 95 percent of participants said they were still using strategies learned from *Triple P*.
- The *Santa Cruz Reading Corps* program grew to 14 tutors serving over 600 children in 16 classrooms. On one key emergent literacy skill, letter naming, the percentage of children at or near target for later reading success, grew from 31.7 percent to 71.1 percent by the end of the school year.
- Through braiding First 5 California Child Signature Program and Race to the Top – Early Learning Challenge Grant funding, First 5 Santa Cruz coordinated the continued implementation of a local Quality Rating and Improvement System. Of the 43 center-based sites receiving technical assistance, coaching, independent assessment and rating, 17 were designated Child Signature Program 2 sites. Quality was enhanced at these sites through ongoing Classroom Assessment Scoring System®, Ages and Stages Questionnaire, and Early Childhood Environment Rating Scale/Infant Toddler Environment Rating Scale technical assistance and coaching. At the close of the fiscal year, 15 CSP 2 sites were rated at Tier 4 and two sites at Tier 3.

Shasta County

First 5 Shasta County's vision is that all Shasta County young children are ensured optimal early development and are ready to enter school. First 5 Shasta uses its adopted strategic framework "Pathway to Children Ready for School and Succeeding at Third Grade" (Pathway) and five selected Pathway Goals to guide its investment in early childhood. These goals include Healthy, Well-timed Births; Health and Development on Track; Supported and Supported Families; High-Quality Childcare and Early Education; and Continuity in Early Childhood Experiences.

During FY 2014–15, one of First 5 Shasta's most significant accomplishments was the development and implementation of First 5 Institute, a coordinated effort to provide education and training opportunities to parents and providers of services to children ages 0 to 5 on a wide variety of topics related to the Pathway. With an investment of only $23,000, First 5 Institute hosted 71 events serving 530 unduplicated participants. Professional development opportunities included topics such as Understanding Poverty, Mandated Reporting, Technology of Participation facilitation methods, Brown Act, and *Positive Parenting Program*. For parents, activities included a wide range of parent-child activities such as library story times and the creation and management of a calendar of parent-child activities in the community.

Other highlights during FY 2014–15 included:

- Literacy Efforts: First 5 Shasta provided a grant to the Shasta Early Literacy Project to support a wide range of literacy efforts in Shasta County, including the placement of Little Free Libraries across the county, of both *Reach Out and Read* and *Raising a Reader,* and a variety of parent and community literacy activities. In addition, First 5 Shasta distributed over 18,000 children's books through a wide range of community partners and at a variety of community events.
- *Cuddle-a-Reader:* First 5 Shasta partnered with the Mercy Foundation and the Mercy Volunteer Guild to provide each baby born at Mercy Medical Center (Shasta County's primary birthing hospital) with a tote bag of materials, including a board book, information on how and why to read to your baby, and a library card application.
- Week of the Young Child (WOYC): First 5 Shasta coordinated over 40 parent-

child events and community activities for children ages 0 to 5 during the annual WOYC. A total of 1,537 people attended with distribution of 13,000 calendars and over 1,300 children's books.
- Mercy Maternity Center: First 5 Shasta partnered with a local maternity clinic to provide online childbirth instruction, and prenatal education and support in order to address the high rate of patients with no childbirth preparation and to provide additional education and support about the importance of prenatal care and lifestyle management for a healthy pregnancy.

Sierra County

First 5 Sierra County continued its program, Provider Network, which encourages professional growth of childcare/preschool providers. Approximately $17,000 (7 percent of the total program budget) is used to subsidize college units in early childhood education and incentivize providers attaining educational milestones (licenses, degrees, etc.). The county is quite rural and access to college classes is difficult. Most of the providers have been with the county for many years and have "maxed out" on classes they could take, and therefore there has been a decline in program participation.

In FY 2014–15, First 5 Sierra contracted with a parent, who teaches in the Sonoma State Early Education program, to provide a series of workshops shaped directly by input from providers. The incentive structure was changed to include stipends for the county's own sponsored workshops. (Previous stipends required accredited college units.) The workshops have been well received and participation in the program has increased by 40 percent. Another workshop series is being planned for next year and the hope is to partner with the public schools to support teachers needing Early Childhood units to teach transitional kindergarten. First 5 Sierra is pleased the change of approach to better include participant input has resulted in more participation and enthusiasm for professional growth.

Siskiyou County

The goal of First 5 Siskiyou County is to work collaboratively with partners to provide education, support, and resources to families with children prenatal to age 5 to optimize every child's development and preparedness for academic, social, and life success. First 5 Siskiyou plays a key role in advocating and modeling increased partnerships to support the ultimate outcome for its youngest citizens.

One of the most significant accomplishments of First 5 Siskiyou was the investment in 10 Family Resource Centers (FRC). With a funding investment of over $250,000, this initiative provides essential services and support such as Cal Fresh and other application assistance programs, playgroups, parent support groups, early childhood resources, education, evidence-based parenting classes, case management services, tobacco use prevention, second- and third-hand smoke resources, an early literacy program, and more. In addition, the FRCs are a key partner in our *Read–Sing–Play Every Day!* Campaign and provide educational resources and presentation at local preschools, such as *Harvest of The Month* program. Investing in the 10 FRCs located throughout our frontier county creates the opportunity for families to access services, support, and educational resources within their community. Results from families participating in FRC programs show notable improvement in daily reading habits, parent-child interactions, social support, knowledge of child development, increased quality family time, and a decrease in isolation.

Other highlights during FY 2014–15 included:
- Oral Health Education and Screening Initiative
- Welcome Home BABY! Universal new parent home visitation program
- Siskiyou Reads! Early literacy Initiative to promote daily reading and increase the number of books in a child's home library; initiated partnerships to adopt the Reach Out and Read partnership through local clinics
- Collaborative investment in county-wide robust parenting education workshops and classes
- Eat Healthy—Stay Active Initiative: nutrition education and promotion in partnership with Siskiyou County Public Health and FRCs
- Collaborative investment in professional development trainings for those who work with families. These free in-county trainings provide quality education opportunities to build the capacity of medical providers, social workers, family support workers, educators, clinicians, etc. Topics included Perinatal Mood and Anxiety Disorder with Dr. Pec Indman.

Solano County

The mission of First 5 Solano County is to be a leader that fosters and sustains effective programs and partnerships with the community to promote, support, and improve the lives of young children, their families, and their community. Through its strategic framework, the First 5 Solano funds services in the Priority Areas of Health & Well Being; Early Learning & Development; Family Support and Parent Education; and First 5 Futures. First 5 Solano values the key criteria of evidence-based, focus on high risk/high need, coordination, collaboration, leveraging, and increasing access.

During FY 2014–15, one of the most significant accomplishments of First 5 Solano was the launch of the *Help Me Grow Solano* call center. *Help Me Grow Solano* became an affiliate in December 2013. The official call center was launched in October 2014 and received 1,141 calls and referrals within a 9-month

period. In addition, nearly 400 families with multiple needs were provided with family navigation to assist them in accessing resources. *Help Me Grow Solano* also is a leader in the county's Collective Impact effort for young children to strengthen and align the early childhood system.

Other highlights that took place during FY 2014–15 included:

- First 5 Solano received Healthy Families America Accreditation (evidence-based home visiting).
- The county commission conducted a poll of likely Solano voters showing support for a potential ballot initiative introducing a tax measure to support children and families.
- First 5 Solano hosted the sixth annual Solano Economic Development Corporation business breakfast with keynote speaker Dowell Myers (Sol Price School of Public Policy, University of Southern California) focusing on why investing in children is so critical for the economy. Over 100 business leaders and public officials attended.
- Nearly 600 children without prior preschool experience or who are considered high-risk attended Pre-Kindergarten Academies in summer 2014, an increase of 30 percent over 2013 attendance.
- Solano County Family Resource Centers provided 851 children and families basic needs, information and referrals, and case management.
- As part of the Family Strengthening Partnership, 246 children received screening from a Child Welfare Social Worker or Public Health Nurse. Ninety-nine percent of children receiving Child Welfare Services remained safely in the home or with the family unit.
- *Solano Kids Insurance Program (SKIP)* secured health insurance for 614 children ages 0 to 5, providing their families with access to preventive medical services, dental services, and risk assessments.
- Ninety-three families attended the Kindergarten Readiness Round-up. Each child completed an assessment of skills needed for success, and parents were provided information on helping their child to develop school readiness skills.

Sonoma County

First 5 Sonoma County has developed a three-year allocation plan to support continued investment in three major goal areas (Healthy Development, Family Support, and Early Care and Education), totaling $10.4 million. It's also supporting innovative systems change and community engagement efforts by making an additional $1.7 million investment over the next three years. The county commission has focused on leveraging resources by supporting collective impact efforts aligned with its strategic priorities, including Cradle to Career **(www.c2csonomacounty.org)**, *Upstream Investments* **(www.upstreaminvestments.org)**, and the *Sonoma County Funder's Circle* as strategies to develop sustainable funding sources for First 5 Sonoma programs. Systems change efforts include advancing Adverse Childhood Experiences (ACEs) and trauma awareness in the community, developing universal access to quality preschool, promoting developmental screening as a common practice in clinic settings, supporting a home visiting collaborative, working with school districts to develop preschool facilities on school campuses that maximize state and federal preschool funding, and developing pay-for-success investment models.

By joining with *Cradle to Career*, a cross-sector partnership connecting all segments of the educational continuum to improve educational attainment and career outcomes, First 5 Sonoma expanded its stakeholders beyond the 0 to 5 community. *Cradle to Career* identified four bold steps to accomplish goals in early childhood (with First 5 Sonoma providing backbone support): increase access to quality preschool; launch a community-wide literacy campaign to engage parents; promote professional development of early care providers in order to improve quality early care environments; and adopt a countywide, common kindergarten readiness assessment to promote greater articulation between pre-K and K-12 systems. A *Cradle to Career* workgroup conducted a preschool facilities needs assessment and identified critical space needs. Commissioners acted to create a Preschool Facilities Grant program and the Sonoma County Board of Supervisors provided matching funds for grants totaling $655,000. Two hundred sixty-four preschool slots were created or preserved as a result of this collective effort. First 5 Sonoma continues to address this need by developing partnerships with local school districts and guiding funding to open more preschools on school campuses.

First 5 Sonoma works closely with the *Upstream Investments Policy* initiative, promoting strategic investments in evidence-based and prevention-focused approaches that can help guide funders to support effective programs that improve community well-being. The connection between *Upstream Investments* and First 5 Sonoma's investment in evaluation and data collection has helped build grantee capacity to understand and report outcomes that can be presented to

local funders and, in turn, supports sustainability of programs outside of First 5 Sonoma funding. The *Funder's Circle* has come together under the *Upstream Initiative* goals to *"invest early, invest wisely, and invest together."* As part of investing early, the *Funder's Circle* has identified early childhood programs as a priority, with its members supporting First 5 Sonoma's investments in parent-child programs like AVANCE and *Pasitos* Playgroups. In 2015, Sonoma County was selected by the Institute for Child Success to receive technical assistance for developing a local pay-for-success model to attract investors to First 5-funded programs in early care and education and Nurse-Family Partnership.

Stanislaus County

Through its investments in family support, child safety, health, and early learning, the goal of First 5 Stanislaus County is to promote the development and well-being of children ages 0 to 5 and their families. During FY 2014–15, one of its most significant accomplishments was the operation of the Family Resource Center/Differential Response Program. With a funding investment of $2,059,357 from First 5 Stanislaus and the Stanislaus Community Services Agency, this program provided intensive family support and child protection services to families when child maltreatment reports are filed. Since the start of the program in 2005, the rate of recurrence of additional maltreatment reports, within six months of the first report, has remained below the rates existing prior to the program's initiation. In two quarters, the rate of recurrence of additional maltreatment reports within six months of the initial report has been below the national goal of 5.4 percent.

Other highlights during FY 2014–15 included:

- Parents of 10,809 children received family support services through countywide Family Resource Centers or other programs.
- Parents of 2,040 children received more intensive services focused on improving child abuse risk factors.
- 389 children experienced improvements in their family environments after being enrolled in respite childcare.
- 1,204 families increased the time spent reading with their children at home after receiving literacy services.
- Families of 6,790 children have increased knowledge and utilization of community resources.
- Proposition 10-funded programs brought in more than $7 million from other funding sources during FY 2014–15, increasing the level of services for children ages 0 to 5 and their families. Of that $7 million, $5 million came from funding sources outside of Stanislaus County.

Sutter County

First 5 Sutter County, together with its community partner, Tri-Counties Breastfeeding Alliance of Colusa, Sutter, and Yuba Counties, were awarded the California Breastfeeding Coalition's "Golden Nugget Award for Excellence in Reducing a Key Barrier to Breastfeeding." The award, one of seven statewide, was given in recognition of the collaborative efforts of First 5 Sutter, as well as the Geweke Caring for Women Foundation, for increasing the awareness of not only the health advantages and cost savings of breastmilk, but the preventive value of breastfeeding on breast cancer. First 5 Sutter Executive Director, Michele Blake, and the Tri-Counties Breastfeeding Alliance's chair, Tina Lavy, along with the support of Larry, Dale, and the Geweke Family, organized a campaign to promote and support breastfeeding at the 2014 Pink October Fashion Show, held in Yuba City during Breast Cancer Awareness Month. The Sutter County Commission distributed pink and gold pins, attached to a card that stated "a pink ribbon wrapped in a gold bow reminds us that breastfeeding reduces the risk of breast cancer," to guests as they arrived, encouraging them to wear the pin and recognize that breastfeeding helps reduce the risk for breast cancer. The award is on display at the First 5 Sutter County office.

Statewide data demonstrates low breastfeeding rates in Sutter County (ranks 48th out of 50 counties where data was collected), and the need for mothers to receive continued support to initiate and sustain breastfeeding. That support comes from the community – the community of mothers, grandmothers, and others. First 5 Sutter and the Tri-Counties Breastfeeding Alliance, along with many other local partners, such as Sutter County Women, Infants, and Children program, work continuously to promote and educate local health providers, businesses, and parents about the benefits of supporting breastfeeding mothers and infants, which is vitally important to improving the health of children and families to reduce the risk for breast cancer.

Tehama County

First 5 Tehama County focuses resources on ensuring children ages 0 to 5 are ready for school. Three funded programs work toward this goal. *The School Readiness Program,* a multi-faceted program, including home visits, playgroups, KinderCamp, developmental screenings, and "READY! for Kindergarten" classes, is implemented in four school districts in the county. The *Mobile Dental Clinic* provides oral health care to pregnant women and children, targeting the communities served by the School Readiness Program. The third program, the *Corning Family Resource Center,* serves low income, primarily Spanish-speaking families residing in Corning.

During FY 2014–15, with an investment of $329,129, the School Readiness Program:

- Provided over 1,600 home visits, 233 case management

services, screened 492 children for kindergarten readiness or developmental milestones, and identified 166 three- and four-year-old children in need of early care and education and referred them to programs
- Conducted 127 playgroups, 70 KinderCamp sessions, and three "READY! for Kindergarten" classes for parents
- Served children who are more likely to have access to health care and oral health care, and more likely to participate in formal early childhood education programs than children in school districts not served by the program

The *School Readiness Program* expanded into Red Bluff Elementary District schools with Local Control Accountability Plan funding from the Tehama County Department of Education and Small Population County Funding Augmentation dollars from First 5 California. The project leverages AmeriCorps funding by using AmeriCorps members as home visitors. A complementary county-wide public education campaign, "Read, Sing, and Play," encourages all parents to read, sing, and play with their children every day, and to take them to the doctor and dentist at recommended intervals.

First 5 Tehama spearheads the Early Intervention Partnership, which has become the prevention committee of the newly formed Blue Ribbon Commission and championed by the Juvenile Justice Court Judge. In the Partnership, administrators that have direct influence on organizational systems work in an integrated fashion to promote the best outcomes for children and families. Efforts include:

- The *School Readiness Program* as a safety net
- Expanding community agency involvement in *School Readiness Program* Path I referrals
- Utilizing the Strengthening Families Framework as a platform for collaboration

Trinity County

First 5 Trinity County continues to improve the lives of children ages 0 to 5 by maximizing strong community partnerships and resources. Through its investments, the goal of First 5 Trinity is to improve children's lives by providing opportunities for school readiness and healthy living.

During the past fiscal year, one of the most significant accomplishments of First 5 Trinity was the Trinity County Office of Education's *School Readiness Program*. With a funding investment of $62,500, this program provided the following outcomes:

- Kinder Camp at Hayfork was well attended by parents and children, with a total of 17 students and 25 adults over the last two summers.
- The *School Readiness Program* successfully served students and families in seven locations across the county, reaching the most frontier areas and providing early learning concepts to students and early learning strategies to their families.
- *School Readiness* providers received a total of 18 hours of professional development in the areas of early literacy, classroom management, art, science, and mathematics for pre-K students.

Other highlights that took place included:

- Funding a total of six projects: Children's Garden project, soccer program, swimming safety program, school readiness, Parent Nursery Preschool, and a Welcome Baby project
- A new Executive Director to assist the county commission in establishing goals and objectives for the upcoming five-year strategic plan
- Expanded outreach efforts by participating in more community events to highlight what First 5 Trinity offers the community

Tulare County

The goal of First 5 Tulare County is to promote early childhood development of children ages 0 to 5 in the areas of health and wellness, early care and education, parent education and support services, and integration of services. In FY 2014–15, First 5 Tulare invested $5,360,980, which supported services for 24,550 children and 17,830 caregivers.

During the past fiscal year, a significant accomplishment of First 5 Tulare was achieved by the Tulare Community Health Clinic Breastfeeding Pilot Project. With an investment of $80,000, this program promotes breastfeeding for new mothers prior to hospital discharge and during home visits. Project staff became Certified Lactation Educators, and together with an International Board Certified Lactation Consultant, trained clinic staff to support all aspects of breastfeeding. The Tulare Chamber of Commerce partnered with project staff to decorate the Chamber's storefront with breastfeeding promotional materials, building awareness and support for breastfeeding moms with employers and community residents.

Other highlights during FY 2014–15 included:

- Building awareness for those serving young children and their families by hosting a Hands-On Heroes awards banquet, which drew 200 attendees
- Developing core service provider agreements for the next three-year funding cycle to both continue and enhance services
- Funding $600,000 in capital projects for community organizations to better serve young children and their families in both urban and rural settings
- Building preschools' technology capacity for both classroom instruction and reporting by purchasing tablets and providing training for instructional staff

- Promoting learning and sharing among two hospitals and a community health center on breastfeeding, sharing best practices, and achieving "Baby-Friendly" designation

Tuolumne County

The goal of First 5 Tuolumne County is to enhance the healthy development of young children through direct services and by enhancing the capacity of the adults who care for them. The biggest investments were targeted for intensive services for families with the most entrenched barriers to success. The overall funding investment for grants and programs in FY 2014–15 was $502,253.

First 5 Tuolumne supported multi-year investments in five focus areas:

1) Children's oral health through education, screening, and fluoride treatments
2) Nurse home visiting for at-risk newborns and young children
3) Family learning and literacy to promote family stability and early learning
4) Parent education and support for parents at risk of child abuse and neglect
5) Social-emotional consultation to preschool teachers

In addition, First 5 Tuolumne partnered with First 5 California in CARES Plus and the Child Signature Program, supporting early childhood educators with coaching, professional development, and stipends.

Outcomes measured in FY 2014–15 included:

- Parents improved their parenting skills and knowledge, with those at highest risk making the most significant gains.
- Children improved early literacy skills, and parents supported early literacy by reading more to their children.
- Teachers learned how to incorporate curriculum and practices to support children's social-emotional development into early childhood classroom environments, and learned how to better communicate with parents about children's behavior.
- Fewer young children had cavities or dental disease.
- Children served in programs targeting high-risk families received a developmental screening.
- Linkages between community programs, services, and systems continued to contribute a more comprehensive approach to serving families.

Ventura County

First 5 Ventura County adopted a new strategic plan in June 2015 to guide its investments over the next five years. The plan builds on the significant accomplishments realized for young children and their families and addresses declining resources in future years. Moving forward, the county commission will actively identify and prioritize investments in systems and/or infrastructure development, funding direct services only when there is an inability of current services or resources to meet a demonstrated need and when there is a long-term plan for sustainability. Strategic investments will shift toward capacity-building efforts that promote parent engagement, build best practices and quality standards, engage partners in cross-system governance, and increase the alignment of resources for improved outcomes for young children.

Significant strides were made this year in Ventura County's *Help Me Grow* collaborative. With a focus on early learning settings, the collaborative-trained teachers conduct developmental screenings and launched a toolkit for early childhood educators that includes a strong set of protocols for proper screening, referral, and follow-up. Initiated as a pilot project, a strong partnership was built with 2-1-1 Ventura, demonstrating the role of 2-1-1 in asking callers with young children about developmental concerns and facilitating appropriate

referral and follow-up. First 5 Ventura looks forward to expanding this pilot in FY 2015–16.

Several accomplishments were realized this year in the development of countywide systems initiatives in strengthening families, oral health, prenatal care, and promoting breastfeeding. Through these partnership-based collaboratives with county agencies, schools, and community organizations, common frameworks for addressing the needs of young children and their families were created and advanced. First 5 Ventura championed the Five Protective Factors framework to create a common language and approach to family needs, and built on that framework to align partners in trauma-informed care efforts and community implementation of *Positive Parenting Program* seminars. An oral health educational curriculum, designed by a countywide collaborative, has been rolled out to service providers working with children ages 0 to 5. A Perinatal Bill of Rights was drawn up to communicate the vision of many different partners for high-quality, accessible prenatal care. An ongoing convening of birthing hospitals has resulted in all six local hospitals either having achieved or actively working toward "Baby Friendly" status.

First 5 Ventura has championed access to quality preschool since its inception. Through the work of its implementation partner, the Ventura

County Office of Education, 116 sites are participating in the quality initiative, including 48 family child care homes. Largely due to technical assistance and trainings, 64 of the 89 sites rated in FY 2014–15 were in the highest quality tiers of 4 or 5. Over 1,400 children attended preschool as a result of First 5 Ventura funding. Close to 60 of these spaces were successfully converted to State Preschool, allowing First 5 Ventura County to invest these dollars in facilities, further expanding the number of available preschool slots.

Over the past 15 years, First 5 Ventura has made a significant countywide investment in its place-based *Neighborhoods for Learning (NfLs)* initiative. Through 11 *NfLs* initiatives, 25 family resource centers are now available throughout the county, bringing together early learning, health, and family support resources to families in their neighborhoods.

Yolo County

FY 2014–15 marked the third and final year of First 5 Yolo County's enhanced strategic plan. As a result of the restoration of Assembly Bill 99 funds in 2012, First 5 Yolo expanded its strategic plan to include stronger family support services through a place-based Family Resource Center model. This funding strategy enabled First 5 Yolo to address high needs of children ages 0 to 5 and their families, including:

- Resource and Referral: Helping families access services for which they are eligible
- Financial Literacy: Helping families maximize and manage their financial resources
- Early Childhood Education: Providing parents with interactive parent/child workshops to increase skills and confidence in their ability to be the child's first teacher
- Parent Education: Providing parents with education on a wide variety of parenting skills and nutrition
- Quality Food: Increasing access to fresh produce in communities throughout the county
- Developmental Screenings: Providing developmental/mental health assessments to children ages 0 to 5 and ensuring referral and access to appropriate levels of treatment

A total of $850,000 was allocated in FY 2014–15 to the *Expanded Family Resource Center (EFRC)* initiative. This year's accomplishments included:

- 985 eligible families were connected to needed services
- 180 families received services to increase financial management skills and to maximize their income through the Earned Income Tax Credit
- 286 parents received the knowledge, skills, and opportunities to engage in activities that support their child's social, emotional, physical, and cognitive development
- 671 families received fresh fruits and vegetables every week through free produce distribution at the family resource centers
- 552 children were screened for developmental issues and are accessing appropriate levels of treatment

In addition to the *EFRC* services, many activities continued through First 5 Yolo's programs funded under the *Integrated Family Support Initiative (IFSI)*, including oral health prevention and treatment for young children and pregnant women; early learning/child development programs for children in West Sacramento and rural Yolo County; family literacy programs; foster parent recruitment and retention efforts; home visiting using the Healthy Families American model; as well as health insurance outreach, enrollment, retention, and utilization. A total of $3.2 million was invested in support of First 5 Yolo's *IFSI*.

Outstanding achievements through *IFSI* investments included:

- 16 newly licensed foster homes, for a total of 84 countywide and a 98 percent retention rate
- 98 families received intensive case management and home visiting services as part of the Step by Step/Paso a Paso program
- Increased dental access funding allowed for over 827 pregnant women and 2,207 children ages 0 to 5 to have dental visits, with an additional 1,518 children reached through the Smile Savers program
- 860 children ages 0 to 5 obtained and used library cards with the support of family literacy programs

Yuba County

Through its investments, the goal of First 5 Yuba County is to devote its funding to local resources and services that exist in the community and proven to improve parenting, the health of children, and the quality of early education.

During the past fiscal year, one of the most significant accomplishments of First 5 Yuba was the expanded focus in the delivery of care for children with special needs. With a funding investment of $152,230, this provided more than 300 children with special needs services such as swimming, art, music, and sand therapy.

Other highlights during this past fiscal year included:

- Increased educational services for parents with children demonstrating behavioral and physical delays
- Increased car safety services for parents
- Improved access to pediatric dental care
- Instrumental in the development of a quality early education parent cooperative preschool
- Improved access to children's bereavement services
- Continued support for the professional development of early education providers

Appendix A: Number of Services and Expenditures by Result Area and Service Type, 2014-15

Result Area and Service Type	Children 0 to 5 Services	Parent Services	Provider Services	Total Adult and Provider Services	Total Number of Services	Percent of Services in Result Area	Total Expenditures for Services	Percent of Services in Result Area	Percent of Total Expenditures
Improved Family Functioning*									
Community Resource and Referral	39,907	278,991	396	279,387	319,294	33%	$10,766,693	10%	
Distribution of *Kit for New Parents*	22,171	57,891	35	57,926	80,097	8%	$613,455	1%	
Adult and Family Literacy Programs	168,358	158,845	1,890	160,735	329,093	34%	$7,067,335	7%	
Targeted Intensive Family Support Services	27,776	58,232	1,072	59,304	87,080	9%	$52,779,453	50%	
General Parenting Education and Family Support Programs	61,155	84,344	585	84,929	146,084	15%	$27,911,512	26%	
Quality Family Functioning Systems Improvement	17,611	773	2,056	2,829	20,440	2%	$5,944,754	6%	
Subtotal	336,978	639,076	6,034	645,110	982,088	100%	$105,083,202	100%	23%
Improved Child Development*									
Preschool Programs for 3- and 4-Year-Olds	42,601	5,698	767	6,465	49,066	21%	$113,111,298	58%	
Infants, Toddlers, and All-Age Early Learning Programs	25,281	15,808	218	16,026	41,307	18%	$11,746,787	6%	
Early Education Provider Programs	27,945	3,504	25,806	29,310	57,255	25%	$35,124,503	18%	
Kindergarten Transition Services	16,899	12,493	481	12,974	29,873	13%	$6,629,046	3%	
Quality ECE Investments	28,357	16,154	7,526	23,680	52,037	23%	$29,514,965	15%	
Subtotal	141,083	53,657	34,798	88,455	229,538	100%	$196,126,599	100%	43%
Improved Child Health*									
Nutrition and Fitness	35,499	37,348	3,334	40,682	76,181	7%	$18,642,475	12%	
Health Access	46,642	39,733	519	40,252	86,894	8%	$14,428,204	9%	
Maternal and Child Health Care	26,161	78,308	510	78,818	104,979	10%	$34,704,497	23%	
Oral Health	207,571	91,556	5,476	97,032	304,603	30%	$21,893,921	14%	
Primary and Specialty Medical Services	64,780	20,164	4,418	24,582	89,362	9%	$11,495,495	8%	
Comprehensive Screening and Assessments	117,873	24,278	2,163	26,441	144,314	14%	$20,481,316	13%	
Targeted Intensive Intervention for Identified Special Needs	22,410	5,889	1,901	7,790	30,200	3%	$22,530,038	15%	
Safety Education and Injury Prevention	73,434	87,297	246	87,543	160,977	16%	$936,064	<1%	
Tobacco Education and Outreach	618	2,968	1,755	4,723	5,341	1%	$517,077	<1%	
Quality Health Systems Improvement	38	19,069	9,397	28,466	28,504	3%	$7,509,079	5%	
Subtotal	595,026	406,610	29,719	436,329	1,031,355	100%	$153,138,166	100%	34%
Total	1,073,087	1,099,343	70,551	1,169,894	2,242,981		$454,347,967		100%
Improved Systems of Care**									
Policy and Broad Systems-Change Efforts	–	–	–	–	–		$19,369,819	18%	
Organizational Support	–	–	–	–	–		$77,899,759	74%	
Public Education and Information	–	–	–	–	–		$8,056,990	8%	
Total	–	–	–	–	–		$105,326,568	100%	
Grand Total	1,073,087	1,099,343	70,551	1,169,894	2,242,981		$559,674,535		

* Counts may include individuals in more than one Result Area or Service Type.

** Improved Systems of Care does not list counts of individuals served because it supports services in the other Result Areas.

Note: Services and expenditures are for 57 county commissions reporting in November 2015. Six county commissions provided financial data pending final audits.

Appendix B: First 5 California Result Areas and Services

Result 1: Improved Family Functioning

Providing parents, families, and communities with relevant, timely and culturally appropriate information, education, services and support.

Services

a. Community Resource and Referral
Programs providing referrals or service information about various community resources, such as medical facilities, counseling programs, family resource centers, and other supports for families with young children. This includes 2-1-1 services or other general helplines and services that are designed as a broad strategy for linking families with community services.

b. Distribution of *Kit for New Parents*
Programs providing and/or augmenting the First 5 California *Kit for New Parents* to new and expectant parents.

c. Adult and Family Literacy Programs
Programs designed to increase the amount of reading that parents do with their children, as well as educate parents about the benefits of reading or looking at books together (e.g., Even Start, Reach Out and Read, Raising a Reader). Family literacy may include adult education programs that provide English as a Second Language and literacy classes, and/or a General Equivalence Diploma.

d. Targeted Intensive Family Support Services
Programs providing intensive and/or clinical services by a paraprofessional and/or professional, as well as one-to-one services in family support settings. Programs are generally evidence-based, and are designed to support at-risk expectant parents and families with young children to increase knowledge and skills related to parenting and improved family functioning (e.g., home visiting, counseling, family therapy, parent-child interaction approaches, and long-term classes or groups). This category also includes comprehensive and/or intensive services to homeless populations.

e. General Parenting Education and Family Support Programs
Programs providing short-term, non-intensive instruction on general parenting topics, and/or support for basic family needs and related case management (e.g., meals, groceries, clothing, emergency funding or household goods acquisition assistance, and temporary or permanent housing acquisition assistance). Fatherhood programs are also included here. In general, these programs are designed to provide less intense and shorter term ("lighter touch") support services and classes for families by non-clinical staff (e.g., Family Resource Centers).

f. Quality Family Functioning Systems Improvement
Family functioning system efforts are designed to support the implementation and integration of services primarily in Result Area 1. This may include use of the Family Strengthening approach, Protective Factors planning or implementation, service outreach, planning and management, interagency collaboration, support services to diverse populations, database management and development, technical assistance, and provider capacity building. Provider loan forgiveness programs for which child or provider counts are not measured are included in this category.

Result 2: Improved Child Development

Increasing the quality of and access to early learning and education for young children.

Services

a. Preschool Programs for 3- and 4- Year-Olds
Programs providing preschool services, preschool spaces, and comprehensive preschool initiatives primarily targeting three and four year-olds. Child Signature Programs (CSP) 1 and 3 are included in this category, as well as county programs which mirror the quality and intensity of the CSP.

b. Infants, Toddlers, and All-Age Early Learning Programs
Programmatic investments in early learning programs for infants and toddlers, as well as all-age programs. Examples of all-age programs that may be included here are child related early literacy and Science, Technology, Engineering, and Math (STEM) programs; programs for homeless children; migrant programs; and similar investments.

c. Early Education Provider Programs
Programs providing training and educational services, supports, and funding to improve the quality of care. This includes Comprehensive Approaches to Raising Education Standards (CARES) Plus and workforce development programs.

d. Kindergarten Transition Services
Programs of all types (e.g., classes, home visits, summer bridge programs) that are designed to support the kindergarten transition for children and families.

e. Quality Early Childhood Education Investments
Improvement efforts designed to support the implementation and integration of services primarily in Result Area 2. This may include Race to the Top—Early Learning Challenge and other Quality Rating and Improvement System investments. This category includes early literacy and STEM systems-building projects. This also could include interagency collaboration, facility grants and supply grants to providers, support services to diverse populations, and database management and development. CSP 2 is reported in this category.

Result 3: Improved Child Health

Promoting optimal health through identification, treatment, and elimination of the risks that threaten children's health and lead to development delays and disabilities in young children.

Services

a. Nutrition and Fitness
Programs providing strategies to promote children's healthy development through nutrition and fitness, including programs to teach the facts about healthy weight, basic principles of healthy eating, safe food handling and preparation, and tools to help organizations incorporate physical activity and nutrition. Recognized strategies include "Let's Move" Campaign, MyPyramid for Preschoolers, and sugar-sweetened beverage initiatives.

b. Health Access
Programs designed to increase access to health/dental/vision insurance coverage and connection to services, such as health insurance enrollment and retention assistance, programs that ensure use of a health home, and investments in local "Children's Health Initiative" partnerships. Providers may be participating in Medi-Cal Administrative Activities to generate reimbursements.

c. Maternal and Child Health Care
Programs designed to improve the health and well-being of women to achieve healthy pregnancies and improve their child's life course. Voluntary strategies may include prenatal care/education to promote healthy pregnancies, breastfeeding assistance to ensure that the experience is positive, screening for maternal depression, and home visiting to promote and monitor the development of children from prenatal to two years of age. Providers may be participating in Medi-Cal Administrative Activities to generate reimbursements.

d. Oral Health
Programs providing an array of services that can include dental screening, assessment, cleaning and preventive care, treatment, fluoride varnish, and parent education on the importance of oral health care. This may include provider training and care coordination of services.

e. Primary and Specialty Medical Services
Programs designed to expand and enhance primary and specialty care in the community to ensure the capacity to serve children. Services include preventive, diagnostic, therapeutic, and specialty medical care provided by licensed healthcare professionals/organizations. Services may include immunizations, well child check-ups, care coordination, asthma services, vision services, services for autism/attention-deficit hyperactivity disorder, other neurodevelopmental disorders, and other specialty care.

f. Comprehensive Screening and Assessments
Programs providing screening, assessment, and diagnostic services, including developmental, behavioral, mental health, physical health, body mass index, and vision. Screening may be performed in a medical, education, or community setting. These services determine the nature and extent of a problem and recommend a course of treatment and care. This may include strategies to connect children to services which promote health development, such as *Help Me Grow*.

g. Targeted Intensive Intervention for Identified Special Needs
Programs providing early intervention or intensive services to children with disabilities and other special needs, or at-risk for special needs. May include strategies targeting language and communication skills, social and emotional development, developmental delays, and related parent education. Mental Health Consultations in ECE settings are included in this category. "Special Needs" refers to those children who are between birth and five years of age and meet the definition of "Special Needs."

h. Safety Education and Injury Prevention
Programs disseminating information about child passenger and car safety; safe sleep; fire, water, home (childproofing) safety; and the dangers of shaking babies. Includes education on when and how to dial 9-1-1, domestic violence prevention, and intentional injury prevention. Referrals to community resources that specifically focus on these issues also may be included in this category.

i. Tobacco Education and Outreach
Education on tobacco-related issues and abstinence support for people using tobacco products. Includes providing information on reducing young children's exposure to tobacco smoke.

j. Quality Health Systems Improvement
Efforts designed to support the implementation and integration of services primarily in Result Area 3. This may include service outreach, planning and management (general planning and coordination activities, interagency collaboration, support services to diverse populations, database management and development, technical assistance and support, contracts administration, and oversight activities), and provider capacity building (provider training and support, contractor workshops, educational events, and large community conferences). Provider loan forgiveness programs for which child or provider counts are not measured are included here. Includes Baby Friendly Hospital investments, projects for cross-sector data integration, and designing a community-endorsed developmental screening framework.

Result 4: Improved Systems of Care

Implementing integrated, comprehensive, inclusive, and culturally and linguistically appropriate services to achieve improvements in one of more of the other Result Areas.

Services

a. Policy and Broad Systems–Change Efforts
Investments in broad systems-change efforts, including inter-agency collaboration, work with local and statewide stakeholders, policy development, and related efforts. This category includes county investment and work with The Children's Movement and/or on grassroots advocacy efforts.

b. Organizational Support
Training and support provided to organizations that does not apply to one of the three programmatic Result Areas, but instead has a more general impact. Other examples of organizational support include business planning, grant writing workshops, sustainability workshops, and assistance in planning and promoting large community conferences or forums. Database management and other cross-agency systems evaluation support, and general First 5 program staff time are included in this category.

c. Public Education and Information
Investments in community awareness and educational events on a specific early childhood topic that does not apply to one of the three programmatic Result Areas, or promoting broad awareness of the importance of early childhood development.

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Our Vision

California's children receive the best possible start in life and thrive.

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Focusing for the Future

First 5 LA Strategic Plan 2015–2020

November 2014

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I. Overview and Context for First 5 LA's Strategic Plan

For more than 15 years, First 5 LA has been working collaboratively across Los Angeles County (L.A. County) to ensure that every child enters kindergarten ready to succeed in school and life. First 5 LA is a public organization charged with directing Proposition 10 tobacco tax revenues in L.A. County toward issues relating to children from prenatal to age 5 and their families. Since its inception, First 5 LA has invested more than $1 billion to improve the health, safety, and school readiness of children prenatal to age 5 by supporting multiple programs, initiatives, research, partnerships, public education, and other policy and systems change efforts throughout the county.

As it reaches the end of its 2009–2015 Strategic Plan, First 5 LA is poised to undergo a significant transition in its role and function, to increase its ability to make lasting impact for the greatest number of children. This transition is informed by a much clearer understanding of how to maximize First 5 LA's impact given changing needs within L.A. County, shifts in the early care and development and health systems for children, and declining tobacco tax revenues that have supported its work to date. Built on a robust foundation of data, analysis, consultation with the community and First 5 LA's stakeholders, and deliberation amongst the Commission and staff, the strategies presented in this plan provide a road map for navigating the transition and increasing First 5 LA's contribution to improving conditions for families, the communities they live in and the systems that support them.

The Context for Our Work

What happens to our youngest children today will impact all of us tomorrow. When we dedicate attention and resources to children at the earliest stages of their lives, we are laying the foundation for our community's social and economic future.

Science tells us that the basic architecture of the brain is constructed through an ongoing process that begins before birth. In fact, 80 percent of a child's brain is developed by age 3, which means that a child's success in school and life starts from the earliest moments — prenatal, at birth, at home, and with his or her parents/caregivers.[1] That's why the early years matter.

Much like building a house, a child's brain development starts with laying a solid foundation and building up — step by step. Every interaction in a young child's life, whether with a parent/caregiver, in daycare or at a park, helps to build and develop his or her brain and ultimately impacts their ability to enter school ready to learn and succeed. Similarly, negative interactions like stress and trauma damage and weaken a child's brain, hampering his or her ability to function and grow. Stress can come from things like fear, hunger from poverty or even interacting with a parent/caregiver who is under stress. Chronic stress can literally stop the cells in a baby's brain from growing and forming connections with each other, leading to problems with learning, behavioral issues and even physical and mental illness.

[1] Zero to Three. *Tips and Tools on Brain Development.* Retrieved from http://www.zerotothree.org/child-development/brain-development/faqs-on-the-brain.html

When we invest wisely in children and their families, we are investing wisely in the future of L.A. County.

L.A. County Context

In L.A. County, the landscape has shifted in a variety of important ways for children and their families. This information informed First 5 LA's strategic planning process. Some examples of the factors we considered include:

- **A decreasing 0–4 population means there will be fewer Angelenos entering the workforce.** The population of children 0–4 is declining in L.A. County and is expected to continue to decline through 2020. Given that very young children will continue to play an increasingly important role in the future workforce and as taxpayers, it is imperative that L.A. County children receive opportunities to continue to optimize their development and support to become contributing members of their communities.[2]
- **The population of low birthweight babies is increasing among African Americans and Asian Americans, putting these children at risk of ongoing health and developmental delays.** Between 2000 and 2010, low birthweight rates for African American babies increased from 12.1% to 13.3%, while rates for Asian American babies increased from 6.6% to 8.0% (the statewide average in 2010 for all babies was 6.8%). Children born at low birthweight are at a higher risk for developmental delays and other costly medical procedures that have long-term effects for children, their families and publicly funded services and systems.[3]
- **Substantiated abuse and neglect is increasing for children prenatal to age 5, which negatively impacts a child's socio-emotional well-being, overall health and school readiness.** Between 2000 and 2012, there was an increase in the rate of substantiated child abuse and neglect in L.A. County among children prenatal to age 5. This trend is particularly worrisome because, at the state level, the rates of substantiated abuse and neglect among children prenatal to age 5 decreased in the same time period. Children experiencing abuse or neglect are more likely to face substance abuse, depression, eating disorders, obesity, suicide and sexual promiscuity.[4]
- **Third-grade reading proficiency disparities remain for Latino and African American students, affecting their ability to acquire the skills needed to be competitive in today's economy.** While the rate of third-grade students scoring at or above proficiency in reading rose 19 percentage points between 2003 and 2012, 53% of third graders are still not reading at grade level. The picture is less promising for subpopulations of children within L.A. County.[5] L.A. Unified School District data from 2013 show that only 34% of Latinos and 37% of African American students are scoring at or above third-grade reading proficiency.[6] These persistent disparities in reading proficiency matter because children who are not reading at grade level are more likely to fall behind in school and drop out of high school, and less likely to acquire the skills they need to be competitive in today's economy. Helping children be ready for school is a proven strategy for getting children on the right path to school success.

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Implications for the 2015–2020 Strategic Plan

Listening, Learning and Leading (L3)

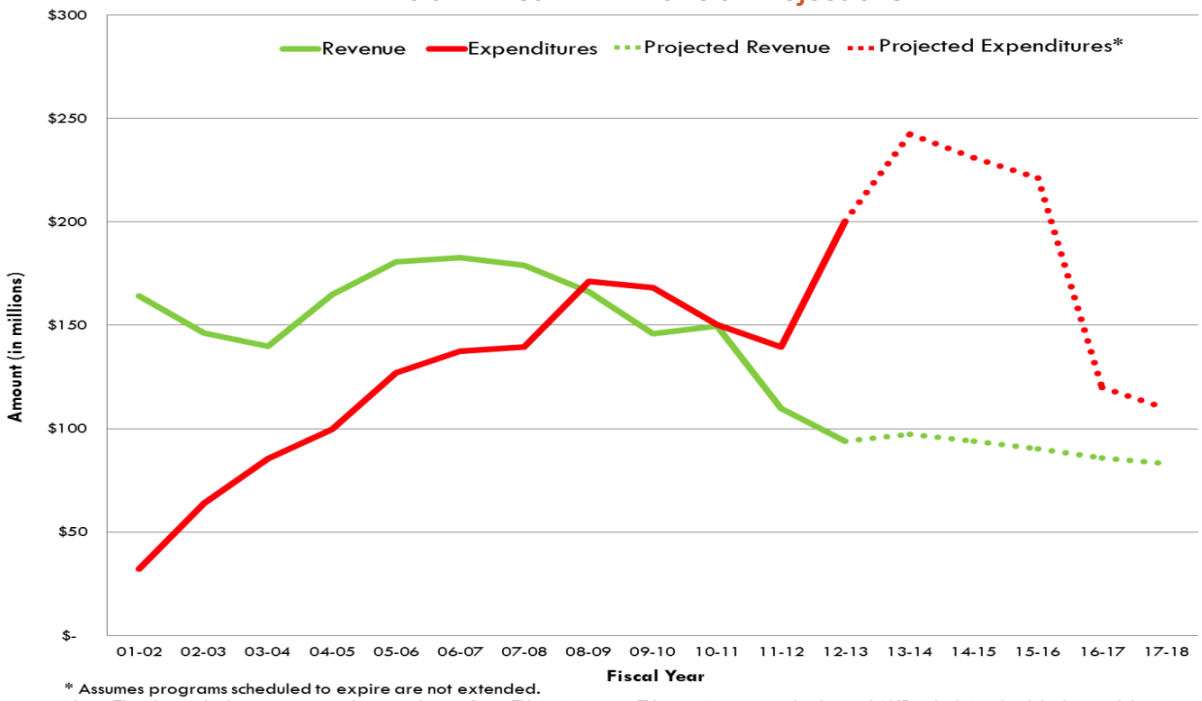
In January 2013, just past the midpoint of its current strategic planning cycle, First 5 LA brought on new executive leadership. Under the direction of the new Executive Director, the organization embarked on a six-month assessment process known as **"Listening, Learning and Leading (L3)"** to explore and better understand the progress First 5 LA has made in achieving its goals and the organization's role in improving outcomes for L.A. County's young children. Between the L3 process and additional data analysis conducted by First 5 LA consultant partner Learning for Action in early 2014, the following data collection techniques were deployed: surveys, interviews, and focus groups with staff, commissioners, partners and community stakeholders; an assessment of the funding and policy landscape; an assessment of the Early Care and Education landscape; and an analysis of the alignment between current investments and Strategic Plan goals. These processes produced a wealth of information about the strategic issues and opportunities facing First 5 LA, summarized as follows:

- **First 5 LA's investments are too widely dispersed to create sustained impact.** First 5 LA's current investments are scattered and not clearly linked to a set of goals, which make it difficult to make strategic decisions regarding those investments. Furthermore, some investments do not contribute at all to the four priority goals established in the 2009–2015 Strategic Plan (Children are healthy, children maintain a healthy weight, children are safe from abuse and neglect, and children are ready for kindergarten).
- **First 5 LA's systems change activities (e.g., public education campaigns, technical assistance, community and organizational capacity building, and grant making of innovative models) are extremely diverse, not well coordinated, and do not reflect a coherent outcome-oriented approach.** First 5 LA should clarify its definition of systems change, better articulate how systems change will be pursued and establish the relative level of organizational investment in systems change work.
- **There is a lack of clarity — both internally and externally — about First 5 LA's goals and its role in contributing to positive change for children prenatal to age 5**. First 5 LA is primarily perceived as a funder, despite the fact that both internal and external stakeholders believe that a critical role for First 5 LA is as a leader of, and advocate for, early childhood issues in L.A. County and statewide. External stakeholders also raised questions regarding the extent to which the First 5 LA Board of Commissioners uses the Strategic Plan as a basis for its decision making.
- **In the context of declining revenues, First 5 LA needs to shift its emphasis from funding direct services to creating systems-level change.** First 5 LA initiatives are making an important contribution to the well-being of children, but the impact is at the participant level rather than the broader community level. First 5 LA cannot create sustained change by continuing to fund direct services on a large scale. By shifting its emphasis to supporting systemic changes that will endure after First 5's funding (or role) ends, First 5 LA can deepen the impact it can have, thereby extending the reach and impact of its resources.

Long-term Financial Projection

Concurrently, First 5 LA developed a **Long-Term Financial Projection** (LTFP) that provides a sobering fiscal context in which First 5 LA's projected expenditures exceeds its projected revenue, as shown in Exhibit 1 below.

Exhibit 1: First 5 LA Financial Projections



* Assumes programs scheduled to expire are not extended.
Note: The sharp decline in projected expenditures from FY 2015-16 to FY 16-17 is primarily due to LAUP, which is scheduled to end June 2016.

This graphic produces the following insights:

- First 5 LA expenditures have exceeded revenue since 2008–09, requiring the organization to rely on its fund balance to meet its obligations. Maintaining the current rate of spending is unsustainable in the long run. With a diminishing fund balance, spending cannot continue exceeding revenue.
- Internal projections based on state data forecast annual Proposition 10 tax revenue to decline by 15% over the next six years, from $90.3 million (FY 13–14) to $76.9 million (FY 19–20).
- Even if all existing contracts end consistent with contract terms, First 5 LA's expenditures will still exceed estimated revenues in FY 2017–18.

The LTFP makes clear the fiscal imperative for First 5 LA to transition to a sustainable spending portfolio and to "live within our means."

Governance Guidelines

The strategic imperative established by the L3 process to achieve greater focus and the financial imperative to do so in a fiscally responsible manner have grounded First 5 LA's fiscal, governance, and planning activities and decisions in 2014. Informed by L3 and the LTFP, the Commission adopted in March 2014 a set of Governance Guidelines (see Appendix D), which are designed to achieve:

- Transparency and consistency in decision making;
- Coordination, coherence and integration of First 5 LA investments;
- Accountability for First 5 LA's declining revenues; and
- Adherence and fidelity to the organization's Strategic Plan.

These guidelines establish the Commission's expectations for future grantmaking. Such expectations include that contractors and grantees not expect First 5 LA to be a permanent source of funding for programs and services, and successful applicants for First 5 LA grant support will be able to sustain project efforts beyond the contract period and First 5 LA funds.

Taken together, the Governance Guidelines provide important decision-making guardrails that will help First 5 LA contribute to lasting change for the greatest number of children in L.A. County.

II. First 5 LA's Strategic Direction, Focus and Identity

The Strategic Imperative for This Planning Process

Informed by L3, the Long-Term Fiscal Projection, the Governance Guidelines and other inputs, the First 5 LA Commission developed a "strategic imperative" to anchor the strategic planning process and define what a successful Strategic Plan would achieve. The Strategic Imperative helps First 5 LA maintain the clear focus needed to make difficult choices and informed Commission consideration of goals, outcomes and strategies.

The three elements of the strategic imperative are:

- Maximize return on the Commission's future investments to achieve mission and greatest possible impact for children to age 5 and their families;
- Determine a clear, well-defined focus for First 5 LA; and
- Align goals to long-term financial projections and strategy.

First 5 LA's Focus: Supporting Parents/Caregivers in Their Child's Success

Parents/caregivers (i.e., the family environment) are foundational to a child's healthy development. A child's success in school and life starts from the earliest moments — before birth, at home and with his or her parents/caregivers. Furthermore, First 5 LA recognizes that parents/caregivers do not live in a vacuum. They live in neighborhoods and belong to communities. They send their children to day care and preschool. They rely on systems to access resources and services. Based on this focus on parents/caregivers, First 5 LA has outlined an approach to parent/caregiver engagement that will guide the work of the organization into the future. The work of First 5 LA will be designed to strengthen and impact the following elements of parent/caregiver engagement, including:

- Parent/caregiver-child relationship and interaction
- Parent/caregiver participation within the community
- Parent/caregiver-provider relationship and interaction

To help all children enter kindergarten ready to succeed, First 5 LA will support parents/caregivers by strengthening their skills, fostering community capacity, and working to change the policies and systems that give families the support they need to help their children succeed. First 5 LA's work with parents/caregivers, communities and systems is grounded in the Center for the Study of Social Policy's (CSSP) *Protective Factors Framework,* a researched-based approach to helping parents/caregivers succeed and children thrive.[7] CSSP's research shows that when parents/caregivers have certain skills and supports, child outcomes improve. These skills and supports, known as the Protective Factors, include the following: (1) parents/caregivers are able to manage stress; (2) have positive relationships and social connections; (3) understand how a child

[7] Center for the Study of Social Policy. *The Protective Factors Framework*. Retrieved from http://www.cssp.org/reform/strengthening-families/the-basics/protective-factors

develops and their role in supporting his/her growth; (4) are able to provide positive environments for their children; and (5) have access to concrete support in times of need. Most of the work outlined in this plan is designed to increase the Protective Factors identified by this Framework, both directly (by working with individual families) and indirectly (by making communities, public policies and systems more responsive to and supportive of the Protective Factors).

First 5 LA's dedication to promoting the Protective Factors builds upon the organization's 15 years of experience and learning about what works for families and children. Recognizing the critical role parents/caregivers play in their child's development, this Strategic Plan reaffirms and deepens important work underway to strengthen families and improve child outcomes in two principal areas. First, the Commission will continue to support home visitation services, such as Welcome Baby and intensive home visiting. These critical programs help parents/caregivers build the skills they need to support the health and well-being of children and their families.

Second, the Commission will continue to support family strengthening and community capacity-building in the 14 Best Start Communities, consistent with First 5 LA's 2013 Building Stronger Families Framework (BSFF). The BSFF highlights our belief that community environments (both physical and social) are important to the Protective Factors. Community is essential in supporting the wellness of parents/caregivers and families, and are the contexts in which services and the systems and policies that guide them play out (See Appendix E).

In addition, this Strategic Plan recognizes that the systems through which services and supports are financed, organized and delivered can help or hinder the ability of parents/caregivers to build the Protective Factors so vital to improving child outcomes. Therefore, this Strategic Plan will work to strengthen families by increasing the effectiveness and coordination of service delivery systems to ensure families receive concrete supports in times of need.

First 5 LA's Evolving Role and Approach

Addressing the challenges faced by today's families is a big task, and First 5 LA can't do it alone. The 2015–2020 Strategic Plan recognizes that we are just one organization, among many, that is working to improve the lives of children and families, and that the path to widespread impact and sustainability runs through community, systems and policy change. Community and systems change is the transformation of how existing organizations and communities work to improve outcomes for young children (e.g., structures, functions, norms, values, skills or attitudes). Only by working together to change policies and improve service delivery systems at a fundamental level can we address the core issues that prevent so many children and their families from getting the support they need to thrive. If we improve the effectiveness, coordination and quality of services and supports young children and families need, then we can help many more children and families across L.A. County now and for generations to come.

One key feature of First 5 LA's more focused approach is a reduced emphasis on funding discrete direct services with impact at the participant level and an increased emphasis on systems change, collaboration and public policy. This shift reflects both the Commission's strategic imperative to maximize impact for young children through the systems and policies that can affect the greatest number of children prenatal to age 5 over a longer period of time and the fiscal imperative to live within available resources.

Investment Guidelines

To help define and support First 5 LA's more focused role, the Commission adopted six investment guidelines, which express the organization's point of view about how and where it can have the most impact. Together, these six investment guidelines represent a "six-part identity statement" for First 5 LA (see Appendix F for more information on these Investment Guidelines).

The Commission's investment guidelines are that First 5 LA will:

- Focus on **prevention**.
- Focus on **systems and policy change**.
- **Seek to have a broad impact**, affecting large numbers of people.
- Prioritize investments that **strengthen families** and, whenever possible, **improve community capacity**.
- Prioritize the **identification and scaling up of evidence-based practices**.
- **Engage partners at the earliest possible stage** of activity and/or investment.

These guidelines served as criteria for Commission decision making for all major components of the strategic planning process, including the identification of vision, goals, outcomes, investment areas and the strategies that First 5 LA will utilize to achieve impact. Furthermore, the investment guidelines serve as ongoing policy guidance to staff as First 5 LA implements the Strategic Plan.

Investment Areas

First 5 LA will focus its resources on six investment areas, which represent specific streams of work to advance the Outcomes and Priority Focus Areas. The investment areas include:

A brief definition of each investment area follows:

Research and Development: Identifying and supporting the expansion of evidence-based practices that have been proven to make a real difference in the lives of children prenatal to age 5 and their families.

Public Policy and Advocacy: Increasing public-sector investments in children and families, and improving the policies that govern those investments.

Service Delivery System Improvement: Increasing the effectiveness and coordination of service delivery systems (such as health-related systems) to ensure that children and families receive the services they need, and that those services are of high quality.

Provider Training: Improving the quality of the services we care about by building the knowledge and skills of providers.

Community Capacity Building: Helping individuals and groups that live and work in neighborhoods and communities take greater ownership and responsibility for the children and families who live within them by fostering safe, healthy, and vibrant communities.

Communications: Educating the public and key stakeholders about the importance of investing in our children and families.

III. Values, Vision, Mission and Target Population

The values, mission, vision and target population below, which have all been revised to reflect First 5 LA's increased focus and new strategic direction, provide vital context and direction for the Strategies contained in this plan and beyond.

Values: Our guiding principles

Our values act as guiding principles for how we do our work, the culture we aim to promote and a benchmark to measure behaviors and performance.

Overarching Organizational Value:

Collaboration: We believe joint effort toward common goals achieves trust and produces greater impact for L.A. County's youngest children and their families.

Values:

Integrity: We believe fidelity to our values builds credibility, trust, fairness and consistency.

Respect: We believe in honoring and nurturing every individual and community.

Accountability: We believe results matter and that a focus on transparency and excellence yields improved outcomes, work quality and stewardship of resources.

Partnership: We believe that by working with others who share our aspirations for young children, we can maximize every child's readiness for kindergarten and success in life.

Shared Leadership: We believe that together we can ensure that every child enters kindergarten ready to succeed in school and life.

Learning: We believe learning never ends, so we are committed to critical thinking and continuous innovation.

Vision: Our guiding aspiration

Our vision describes what we want to be true in 20 years or so based on our contributions for children from prenatal to age 5 and their families.

Throughout Los Angeles' diverse communities, all children are born healthy and raised in a safe, loving and nurturing environment so that they grow up healthy in mind, body, and spirit, are eager to learn, with opportunities to reach their full potential.

Mission: How we will act to achieve our vision

Our mission concisely describes the outcome we are working towards, and how our organization will work towards that outcome.

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

Target Population: Who We Support

While First 5 LA cares about the healthy development of all children prenatal to age 5 and their families in L.A. County, it recognizes that some of those children and families have far greater needs than others, and has called this out in the following statement:

> First 5 LA works on behalf of all children prenatal to age 5 and their families in Los Angeles County, but focuses on those who face significant risks and challenges to achieving their maximum physical and socio-emotional health and learning potential.

IV. The Change First 5 LA Seeks to Achieve and How We Will Achieve It

First 5 LA spent a significant amount of effort during this strategic planning process clarifying *what* specific change it will contribute to, as well as *how* the organization will use its fiscal and non-fiscal resources to influence that desired change. These critical decisions are captured in three related components, each of which help to make more specific the change First 5 LA is aiming for and how it will be clear if progress towards success has been achieved: 1) The Overarching Result We Seek, 2) The Goals That Contribute to the Overarching Result; and 3) The Measurable Outcomes of Progress (all described in detail below).

During the planning process, First 5 LA also defined the work it will do — referred to as Strategies — over the next five years to advance progress towards its desired change.

The Overarching Result We Seek

The Overarching Result serves as a single 'north star' for First 5 LA:

> Children enter kindergarten ready to succeed in school and life.

The Goals That Contribute to the Overarching Result

First 5 LA adopted three goals that contribute to achieving the Overarching Result. These goals are based on the three primary domains of what affects a child's ability to learn and achieve optimum potential: 1) physical health; 2) socio-emotional health and development; and 3) cognitive development.

- Children prenatal to age 5 achieve their maximum physical health potential;
- Children prenatal to age 5 achieve their maximum socio-emotional health potential; and
- Children prenatal to age 5 reach their maximum cognitive development potential.

Measurable Outcomes of Progress

To advance the physical health, socio-emotional health and cognitive development potential of children prenatal to age 5, First 5 LA identified four outcomes that focus the organization's work. The Outcomes reflect needs identified by families, community members and other stakeholders engaged during the strategic planning process. The Outcomes represent areas where First 5 LA can have a broad, lasting impact that will positively affect the greatest number of children prenatal to

age 5 and their families for years to come. The following summarizes these Outcomes and the change we seek:

Outcomes

Families: Increased family protective factors

We will work with parents and caregivers to make sure they have the skills, knowledge and access to resources to support their child's development.

Communities: Increased community capacity to support and promote the safety, healthy development and well-being of children prenatal to age 5 and their families

We will support a community's ability to foster safe, healthy and engaged neighborhoods that help children and their families thrive

ECE Systems: Increased access to quality early care and education

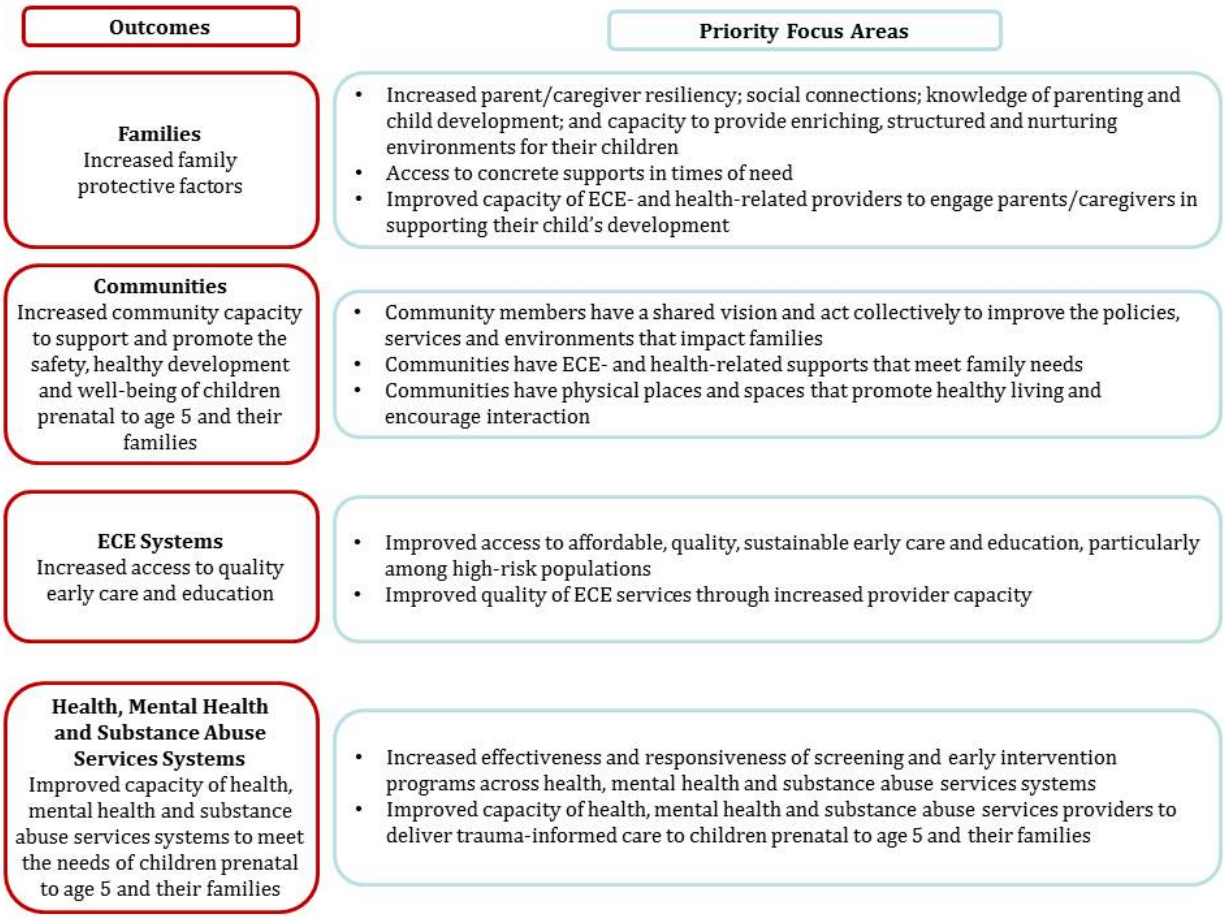
We will increase access to affordable, quality early care and education.

Health, Mental Health and Substance Abuse Services Systems:
Improved capacity of health, mental health and substance abuse services systems to meet the needs of children prenatal to age 5 and their families

We will improve how health-related systems — such as health, mental health and substance abuse services – coordinate and deliver care to young children and their families in L.A. County.

These Outcomes reflect First 5 LA's belief that improving child outcomes requires change at three, interrelated levels: through (1) supporting families; (2) strengthening the capacity of the communities in which families and children live; and (3) increasing the effectiveness and coordination of the service delivery systems upon which families rely. For example, when we help families strengthen their skills to support their child's development through hospital-based home visitation programs, we improve the health system and put children on a path for school readiness. Furthermore, when we work with others to enhance a community's capacity to support families and children, we improve the coordination of the systems of care within communities that, in turn, build families' Protective Factors.

In light of the Strategic Imperative to "determine a clear, well-defined focus for First 5 LA," the Commission acknowledged the need to provide further clarity on the specific and measured contributions First 5 LA would make within each outcome. Therefore, Priority Focus Areas were identified to further define the type of change that First 5 LA can measurably affect, as depicted in the following visual.



The Outcomes and Priority Focus Areas provide an important strategic foundation for First 5 LA's work during 2015–2020. They state the change that is possible for young children in L.A. County with the help and contribution of First 5 LA. Moreover, they reflect the Commission's commitment to partnering with others to support families and communities, and enhance the systems of services they rely on to help in their child's development. The next section details the Strategies First 5 LA will prioritize to achieve these Outcomes.

Strategies

Strategies represent how First 5 LA will advance the change we seek in each of the Outcomes and Priority Focus Areas. First 5 LA's work during the 2015–2020 strategic planning cycle will focus on preventative efforts that have a broad, lasting impact that affects the greatest number of children prenatal to age 5 and their families. We have identified specific strategies to advance each of the four Outcomes, which represents ways in which we can make a significant difference in helping children enter kindergarten ready to succeed in school and life. These ten Strategies have been shaped in response to opportunities where the organization has significant potential to contribute to the Outcomes identified in this plan. They were informed by First 5 LA's experience in these outcome areas, the literature and evidence available demonstrating how to advance the Outcomes, and stakeholder engagement. The Strategies are organized by outcome and priority focus area, and where possible include examples of descriptive activities anticipated to be implemented under each strategy. Please refer to Appendix G for additional details on the Strategies.

Families

We will work with parents/caregivers so that they have the skills, knowledge and resources they need to support their child's development.

Why This Matters:

A child's success in school and life starts from the earliest moments — before birth and at home with his or her parents/caregivers. Therefore, when parents/caregivers have certain skills and when the Protective Factors are present, they are able to create nurturing, responsive, stable relationships and learning environments for their children, and child outcomes improve.

Home visiting programs can effectively build the Protective Factors by engaging parents/caregivers in their child's development at the earliest stages. High-quality home visiting programs have been shown to make a positive difference for children and families on a range of outcomes, including child health and development, school readiness and parent/caregiver employment, as well as helping to prevent child abuse and neglect.[8] When quality programs are properly implemented, they lead to increased family self-sufficiency, lower health care costs, and reduced need for remedial education. For every dollar spent on these efforts, at least $2 in future spending is saved.[9]

What We Will Do:

One way First 5 LA will increase the Protective Factors and support the parent/caregiver-child relationship is by continuing implementation of Welcome Baby and intensive home visiting programs. Welcome Baby represents a significant First 5 LA investment in enhancing the child-parent/caregiver relationship and the health, safety and security of children and their families. Through Welcome Baby, families are referred to an intensive home visiting program for additional services, if required. First 5 LA will build on the Commission's experience implementing Welcome Baby and intensive home visiting programs to directly support families before and after children are born. Essential complements to Welcome Baby and intensive home visiting programs are a robust research, policy and advocacy agenda to assess the effectiveness of these home visiting investments and to marshal public and private support to extend their reach to all L.A. County families.

Additionally, the parent/caregiver-provider relationship is foundational to increasing family Protective Factors. Therefore, First 5 LA, in partnership with others, will seek to impact systems of services and supports to better engage parents/caregivers in fostering their child's early learning and healthy development.

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[8] Avellar, S., Paulsell, D., Sama-Miller, E., Del Grosso, P. (September 2013, Revised June 2013). *Home Visiting Evidence of Effective Review: Executive Summary*. Office of Planning, Research and Evaluation. Retrieved from http://homvee.acf.hhs.gov/HomVEE_Executive_Summary_2013.pdf

[9] The PEW Charitable Trusts. (January 2014). *Home Visiting Family Support Programs: Benefits of the Maternal, Infant, and Early Childhood Home Visiting Program*. Retrieved from http://www.pewtrusts.org/en/research-and-analysis/q-and-a/2014/02/21/the-maternal-infant-and-early-childhood-home-visiting-program

Our Strategies to advance each focus area are:

Focus Area 1: Increased parent/caregiver resiliency; social connections; knowledge of parenting and child development; capacity to provide enriching, structured and nurturing environments for their children; and access to concrete supports in times of need

- Strategy: Lead the testing, modification and scaling up of evidence-based practices and programs that work directly with parents/caregivers to increase family Protective Factors, with a primary focus on Welcome Baby and targeted home visiting models

Focus Area 2: Improved capacity of ECE- and health-related providers to engage parents/caregivers in supporting their child's development

- Strategy: Pilot and/or promote the scaling of evidence-based parent/caregiver-engagement models that increase family protective factors in ECE and health-related settings

Communities

We will support a community's ability to foster safe, healthy and engaged neighborhoods that help children and their families thrive.

Why This Matters:

Just as children thrive in the context of strong families, families thrive in the context of neighborhoods and communities that support parents/caregivers' ability to raise their children, providing them with the support, services and opportunities they need. Families themselves build the Protective Factors, but the neighborhoods and communities in which they live provide the context and opportunities for parents/caregivers to strengthen their capacity, build social connections and access concrete supports. Simply put, place matters. If communities are unable to support families in their child's development, or create barriers, children's outcomes are negatively impacted. Focusing on the places in which families live and building the capacity of communities can create and sustain thriving and healthy environments for all children.

What We Will Do:

Because place matters in the lives of families and children, First 5 LA will continue its commitment to the 14 Best Start Communities through implementation of the BSFF. The BSFF seeks to strengthen the Protective Factors through a community capacity building approach. We will strengthen the capacity of the communities to support families, build parent/caregiver participation within their community, improve the coordination of the systems that serve them and support the enhancement of the environments in which children live, learn and play. First 5 LA will continue to engage parents/caregivers, residents and local organizations in the Best Start Communities to generate a shared vision and action plan. This work will promote collective action to identify barriers and gaps as well as mobilize assets and resources to ensure communities support families to succeed.

Our Strategies to advance each focus area are:

Focus Area 1: Community members have a shared vision and act collectively to improve the policies, services and environments that impact families

- Strategy: Convene and create opportunities for collaboration among parents/caregivers, residents, organizations and institutions across multiple sectors within the Best Start

Communities to work together to achieve the core results of the Building Stronger Families Framework

Focus Area 2: Communities have ECE- and health-related supports that meet family needs

- Strategy: Convene and strengthen the capacity of ECE- and health-related organizations and institutions to improve services and supports within the Best Start Communities

Focus Area 3: Communities have physical places and spaces that promote healthy living and encourage interaction

- Strategy: Convene and strengthen the capacity of existing advocacy groups to work with communities to create new or improved physical spaces and places for families and children prenatal to age 5 with a priority focus on Best Start Communities

Early Care and Education Systems

We will increase access to affordable, quality early care and education.

Why This Matters:

A child's early learning is critical to their success in school and beyond. By participating in high-quality early care and education (ECE) programs, children are more likely to have higher socio-emotional skills, be school ready and achieve key academic benchmarks such as third grade reading proficiency.[10] However, in L.A. County, there are significant gaps and needs in ECE access, quality of programs and workforce.[11] For example, there is limited availability of quality programs for infant and toddlers and preschool age children; this is especially prevalent for children living in low-income communities of color.[12] Within the workforce development system, there is a need for increased alignment across qualifications, competencies, and preparation and training.

What We Will Do:

To support the school readiness of children across L.A. County, First 5 LA will work to improve policies and systems to increase the number of affordable and sustainable child care programs and to improve the quality of those programs. To do this, First 5 LA will advocate at the local, state and national level for more resources for early care and education — for infants/toddlers as well as preschool-aged children — to improve the availability of affordable programs. Recognizing the power of data and partnership, First 5 LA will collaborate with others to develop a kindergarten readiness assessment that can help inform and drive ECE policy, fiscal and systems change.

In addition, we will focus on improving the quality of care by supporting uniform quality measures to empower parental decision-making and drive program improvements. We will also improve the system of professional development so that early care and education providers have strong skills and the knowledge necessary to help young children get ready for school.

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[10] Vandell, D.L. et al. (2010). *Do effects of early childcare extend to age 15 years?* Results from the NICHD Study of Youth Development. Child Development, 81 (3), 737-56. Retrieved from http://nieer.org/publications/latest-research/do-effects-early-child-care-extend-age-15-years-results-nichd-study

[11] Advancement Project. (June 2014). *ECE Landscape: Past and Potential Future Roles and Strategies*. Retrieved from http://www.first5la.org/files/Ipad/6-23-14/Item-10.pdf

[12] Advancement Project. (June 2014). *ECE Landscape: Past and Potential Future Roles and Strategies*. Retrieved from http://www.first5la.org/files/Ipad/6-23-14/Item-10.pdf

Our Strategies to advance each focus area are:

Focus Area 1: Improved access to affordable, quality, sustainable early care and education, particularly among high-risk populations

- Strategy: Advocate for greater public investment in quality early care and education, with a focus on both infant/toddler care and preschool

Focus Area 2: Improved quality of ECE services through increased provider capacity

- Strategy: Support implementation of a uniform Quality Rating and Improvement System (QRIS) within L.A. County in order to build the evidence base to support advocacy and policy change
- Strategy: Strengthen the professional development system for early care and education providers

Health, Mental Health and Substance Abuse Systems

We will help improve how health-related systems — such as health, mental health and substance abuse services — coordinate and deliver care to young children and their families in L.A. County.

Why This Matters:

The physical and socio-emotional well-being and development of children prenatal to age 5 is affected by the parent/caregiver-provider relationship and interaction with the health, mental health and substance abuse services systems (health-related systems). However, navigating these systems is difficult and complex for many families. For example, families often encounter challenges to receiving timely developmental screenings and early intervention services because of a lack of systemic care coordination and data-sharing obstacles. Breaking down these barriers is critical in helping to identify factors that affect socio-emotional and health outcomes for children.

Additionally, one of the most pervasive and damaging factors in a child's development is the effect of trauma and chronic stress. Children who experience trauma — such as abuse, neglect, loss and chronic stress as a result of persistent poverty, community and family violence, homelessness, parental substance abuse and maternal depression — often face lifelong physical and emotional health problems. While the impact of trauma can be profound and can have long-term negative implications, research on stress and resilience demonstrates that a positive and secure attachment with at least one caring adult can serve a protective function for children and can actually buffer the negative impact of toxic stress on the child's developing brain.[13] This safe, loving and nurturing relationship can be strengthened through the promotion of the Protective Factors in the systems with which families interact.

What We Will Do:

To ensure children prenatal to age 5 reach their optimal physical and socio-emotional health potential, First 5 LA has identified two ways we can advance improvements across these health-related systems and help the greatest number of children and families. First 5 LA will focus on strengthening how health-related systems coordinate and assist families in receiving early

[13] Werner, E. E. (2000). *Protective factors and individual resilience*. In J.P. Shonkoff and S.J. Meisels (eds), *Handbook of Early Childhood Intervention* (pp. 115-132). New York, NY: Cambridge University Press

intervention services needed for their child's healthy development. Specifically, First 5 LA will support efforts to promote, from a systems perspective, improved coordination of care for children in relation to developmental delays.

In addition, we will respond to the effects of trauma on a child's development in two ways. First 5 LA will first collaborate with experts to learn about the impact of trauma on a child's development and the gaps in service providers' ability to respond to families affected by trauma. Second, we will develop an action plan to build and promote the capacity of health care providers and systems to realize, recognize and respond to families and their young children who have experienced trauma in their lives.

Our Strategies to advance these two areas are:

Focus Area 1: Increased effectiveness and responsiveness of screening and early intervention programs across health, mental health and substance abuse services systems

- Strategy: Advocate for policy and practice changes to support efforts to improve coordination and functioning of developmental screening, assessment and early intervention programs

Focus Area 2: Improved capacity of health, mental health and substance abuse services providers to deliver trauma-informed care to children prenatal to age 5 and their families

- Strategy: Identify and promote best practices around trauma-informed care that improve the service delivery system for children prenatal to age 5 and their families

V. Resource Requirements for the Plan

In order to establish the feasibility of the Strategies contained in this plan, analyses were conducted regarding both the estimated cost of implementing the Strategies and the resources available for the five-year planning cycle.

Projected Expenditures

As part of this strategic planning process, staff developed resource estimates for each Strategy based on the "anchor" and "supplemental" activities identified during the initial strategy development process. Staff identified cost drivers and variables for each activity, based on their actual, extensive experience in implementation planning for initiatives, especially Welcome Baby and Best Start. Staff was asked to provide estimates for the Strategies based on an assumption that the Strategies would be robustly implemented in order to achieve the greatest impact for children prenatal to age 5. To develop a complete picture of the resources required (beyond implementing each strategy) for the Plan, staff calculated the following additional costs:

1. Estimates for core operations using the current level as a baseline and then projecting for future years based on declining tobacco tax revenues.
2. Estimates for Research and Evaluation activities based on the maximum currently allowed by the Commission (5% of estimated programmatic spending).
3. Estimates related to programs initiated under the 2009–2015 Strategic Plan but expected to be completed during the 2015–2020 strategic planning cycle (otherwise known as zero-based budgeting).

Total resources required for the five-year Strategic Plan based on these estimates is $565 million as shown in Figure 1. These estimates reflect staff's knowledge of cost drivers and variables for each Strategy at the time of writing this Strategic Plan. Continued refinement of the Strategies, which will occur during the Implementation Planning phase, will further clarify the resources required to support the Plan's implementation. The annual review of the Strategic Plan, as required by Proposition 10, provides another opportunity to update and refine cost projections associated with the new Strategic Plan.

Projected Resources Available

To ascertain the total amount of resources available for the 2015–2020 strategic planning cycle, First 5 LA staff assessed the following:

1. Tobacco tax revenue projections for FY2015–2020[14,15]
2. The portion of the Fund Balance that was not allocated during the 2009–2015 Strategic Plan (currently estimated at $57.7 million as of November 2014); and

[14] Staff has included tobacco tax revenues from FY2014–2015 in the projected estimates of available revenue for the 2015–2020 Strategic Plan. These revenues are not being expended in the current fiscal year because FY2014–2015 programmatic and operational expenses are funded by First 5 LA's Fund Balance.
[15] Additional revenue through interest income and lease revenue is not included.

3. Board approved and funded commitments that were never developed during the 2009–2015 strategic planning cycle, and therefore available to the new Strategic Plan, if the Commission were to redirect. There were two initiatives[16] that fell into this category of available resources, totaling approximately $15.9 million.

Based on staff analysis and recommendation, the Commission agreed to apply the assigned portion of the Fund Balance referenced above, as well as the two funding commitments identified above, to the new Strategic Plan. Therefore, at the time of this Plan's publication, the estimated total resources available for the 2015–2020 Strategic Plan is $567 million.

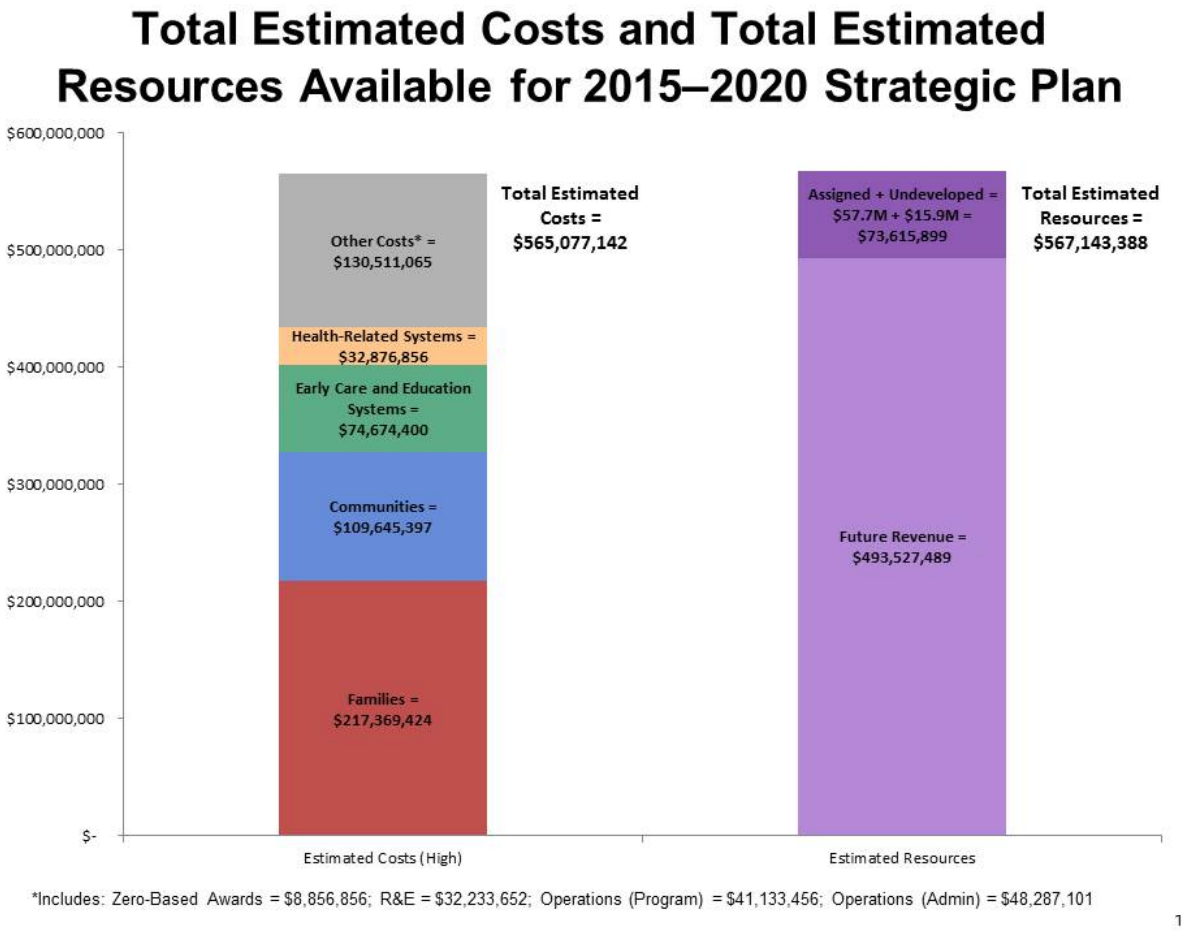
The Commission is committed to putting its available resources to use to advance the Outcomes outlined in the 2015–2020 Strategic Plan. Moreover, at the end of this Strategic Plan, it is expected that First 5 LA expenditures will align with revenues and no longer require reliance on a Fund Balance. Finally, the Commission's allocation of available resources to support the 2015–2020 Strategic Plan complements other board-approved policies, including: (1) First 5 LA's Reserve Policy, which sets aside 25% of annual operating and program costs for unexpected events; and (2) the Governance Guidelines, which require that a sustainability plan for investments be developed at the beginning of implementation.

[16] These allocated, but undeveloped, initiatives include Family Education and Uninterrupted Care for Prenatal to Postpartum Women.

Comparison of Projected Expenditures and Resources

The following table summarizes the resources available for the 2015–2020 Strategic Plan as compared to the estimated costs of deploying the Strategies. This graphic affirms the fiscal viability of the Strategies laid out in this Strategic Plan.

Figure 1:



VI. Next Steps: Implementation Planning

This Strategic Plan identifies the Strategies that will guide First 5 LA's work between 2015 and 2020, and provides clear policy guidance regarding how the Strategies will be deployed and to what end. Several additional steps, summarized below, will be completed in the months following plan approval to ensure First 5 LA is prepared to embark on its new strategic direction.

Additional Fiscal Analysis

Work to be Completed: First 5 LA is committed to seeing all current funding commitments through to their successful conclusion consistent with the Governance Guidelines, ensuring that all resources are expended in the most effective way possible. To this end, First 5 LA staff will conduct a review of all investments expiring during the next Strategic Plan period, identify remaining resources and make recommendations to the Commission about how they should be utilized. This process may or may not identify additional funds that could be applied to the work carried out under the 2015–2020 Strategic Plan.

Commission Action Needed: Approve criteria for use of remaining resources associated with current contracts expiring 2015–2020 presented by staff.

Estimated Date of Completion: Spring 2015

Strategy Refinement and Execution

Work to be Completed: Upon approval of this Strategic Plan, First 5 LA staff will continue to develop and refine the initial Strategies identified by the Commission. Activities identified during this strategic planning process (see Appendix G for examples) served as the basis for providing the Commission with examples of how to deploy the Strategies; ongoing strategy refinement may result in the identification of additional activities that will effectively advance the Outcomes and Areas of Focus contained in this Plan. This strategy refinement work will include the following key steps:

1. Continuing to evaluate whether the proposed set of activities represents the best approach to accomplishing the Priority Focus Areas within each Outcome; the final product will be a set of specific activities that is recommended for implementation between 2015 and 2020.
2. Identifying key implementation details associated with each activity, including responsible personnel, time frames, and variables that could affect implementation.
3. Refining the estimated cost of implementation for each activity.
4. Developing a comprehensive policy, data development, and communications agenda across the Strategies.
5. Identifying timely partnership opportunities that will accelerate the achievement of impact.
6. Updating the financial projections presented in Section V.

Commission Action Needed: None, although the implementation plans produced by the strategy refinement process will be shared with the Commission in Spring 2015 and serve as the basis for budgeting for FY 2015–16.

Estimated Date of Completion: Spring 2015

Evaluation and Learning Plan

Work to be Completed: First 5 LA's approach to monitoring, evaluation and learning reflects the organization's commitment to using data to advance strategies that change policies and systems for the benefit of children from prenatal to age 5 and their families, as well as for learning how to continuously improve the efforts the organization participates in and supports. First 5 LA's learning and accountability efforts are centered around the following:

- Conducting research studies and data development projects that build knowledge to advance systems change and policies that improve child and family outcomes;
- Developing systems to collect data to determine progress toward goals;
- Conducting evaluations that help to identify best practices and lessons learned; and
- Sharing First 5 LA's progress and learning through dissemination tools such as dashboards and an Annual Accountability and Learning report.

As has been the case in the past, research, evaluation and learning efforts will play a prominent role in implementing the 2015–2020 Strategic Plan. First 5 LA staff will engage in research and data development efforts that advance progress towards strategies (such as advancing the level of evidence of home visiting models to promote the scaling and sustainability of these models) and that support measurement of progress towards outcomes. There are five levels of measurement and evaluation that will be designed during the implementation phase of the 2015–2020 Strategic Plan:

1. **Participant level:** Collecting data on the process and results of First 5 LA's work with children and parents/caregivers prenatal to age 5;
2. **Systems and policy level:** Collecting data on process and results related to First 5 LA's systems change efforts;
3. **Organization-community level:** Collecting data on process and results related to First 5 LA's work with communities and community capacity building;
4. **Population level**: Collecting data on community indicators to monitor trends in First 5 LA's goals; and
5. **First 5 LA Commission level:** Collecting data on First 5 LA's ability to execute and fulfill the roles it has defined for itself to achieve impact for children from prenatal to age 5 and their families.

There will be a detailed and focused effort to develop Theories of Change and indicators at each of these five levels of measurement, evaluation and learning. For illustrative examples of performance measurement, outcomes and population-level monitoring questions that will guide the development of the Monitoring, Evaluation and Learning Framework, please see Appendix H.

Commission Action Needed: The Commission will provide input on the Monitoring, Evaluation and Learning Framework presented by staff in Spring 2015.

Estimated date of completion: Spring 2015

Organizational Alignment

Work to be Completed: Because this Plan supports a new strategic direction for First 5 LA, as reflected by an increased emphasis on systems change, policy advocacy and partnership, it will be

necessary for First 5 LA to carefully analyze its current staffing capacity, existing business systems and organizational structure in relation to what is needed to deliver on the new Strategic Plan. This process will both build upon and support the organizational development work currently underway to identify organization-wide priorities and strategies. Examples of the types of activities that will be included in this process are:

1. Identify the staff knowledge, skills and abilities necessary to advance the Strategies.
2. Design and implement internal organization and leadership-capacity-building activities to develop identified areas of staff growth and development.
3. Explore and evaluate options to align the organizational structure with the work embodied in the new Strategic Plan.
4. Develop a time line for the organizational alignment process and implementation.

Commission Action Needed: Review and/or approval of staff recommendation on organizational alignment to support Strategic Plan implementation.

Estimated Date of Staff Progress Report: Report progress to the Commission, Spring 2015

Future Funding Model

Work to be Completed: While this Plan identifies an adequate level of resources to fund the Strategies it contains for the full five-year plan cycle, First 5 LA faces a future of declining tobacco tax revenues and, therefore, a challenge to its funding model. While one approach available to First 5 LA is to plan for declining expenditures over time, another is to explore options for increasing revenue from alternative sources.

In order to facilitate a wise decision on this matter, First 5 LA staff will assess options to modify the organization's existing funding model. Examples of steps involved in this analysis include:

1. Consultation with other First 5's across California regarding their plans for addressing their funding model, both to identify creative approaches from peer organizations and to ensure that whatever approach First 5 LA pursues takes into account the values, dynamics and direction of the broader First 5 community.
2. Informed by this consultation, conduct a review of the options available to modify First 5 LA's funding model, identifying specific revenue sources (e.g., local or state tobacco or e-cigarette revenues) and/or funding models (e.g., Pay for Success, program-related investments).
3. Conduct a cost/benefit analysis of different funding options, taking into account financial viability/sustainability as well as considerations about the role and reputation of First 5 LA.
4. Make a recommendation to the Commission regarding a future funding model based on these analyses.

Commission Action Needed: Review and/or approval of staff recommendation on a future funding model.

Estimated Date of Staff Progress Report: Report progress to the Commission relevant to the FY 2015–16 Budget, Spring 2015

VII. Appendices

- Appendix A: Synopsis of the 2009–2015 Plan
- Appendix B: Approach to the 2015–2020 Strategic Planning Process
- Appendix C: Research Basis and Stakeholder Engagement
- Appendix D: Governance Guidelines
- Appendix E: Building Stronger Families Framework
- Appendix F: Investment Guidelines and Conditions for Deviation
- Appendix G: Strategy Descriptions
- Appendix H: Monitoring, Evaluation and Learning Framework Example Questions

Appendix A: Synopsis of the 2009-2015 Strategic Plan

In 2009, First 5 LA's Board of Commissioners adopted a new strategic plan to guide its investments through June 2015. The plan, *Strengthening Families and Communities in L.A. County*, marked a significant evolution in First 5 LA's approach to creating change in the county to benefit its youngest children and their families. First 5 LA identified three strategies to deliver on change for children prenatal to age 5: Family Strengthening through home visitation; Community Capacity Building through a place-based approach called *Best Start*; and Countywide Systems Change. The Plan was amended in 2010 by the Commission to include additional *Countywide Initiatives* intended to provide additional supports to children prenatal to age 5 and their families.

Family Strengthening

The Family Strengthening strategies in the 2009-2015 Strategic Plan were developed in recognition of the fact that families are fundamental to the well-being of children prenatal to age 5. These strategies include a continuum of direct services, beginning at pregnancy, that provide intensive support to at-risk families, such as assisting parents/caregivers in bonding with their children and supporting all aspects of their child's development. Family Strengthening activities include home visitation programs (e.g. Welcome Baby), case management to help families access community-based services, parent education, supporting early care and education quality improvement and service enhancement, and family engagement to increase parent/caregiver involvement in their communities.

Community Capacity Building

Families are strong when supported by safe and thriving communities. The Community Capacity Building strategies in the 2009-2015 Strategic Plan focus on improving the quality of life in 14 specific geographic communities within LA County by supporting strong community relationships and collective action.

Community Capacity Building develops residents' ability to advocate for local policy changes, promote collaboration between community residents and organizations, and connect and leverage community assets. Key components of the Community Capacity Building strategy include community engagement, developing community leadership, and improving community infrastructure through connecting and mobilizing local community-based resources (including money, time and talent).

The Community Capacity Building strategy is implemented under the umbrella of *Best Start*, First 5 LA's place-based approach designed to concentrate investment in communities of extremely high need. In the spring of 2013, First 5 LA staff developed, and the Board of Commissioners endorsed, a Building Stronger Families Framework (BSFF) to sharpen the focus of the work of Best Start. The BSFF articulates the core results First 5 LA seeks and a plan for how to achieve those results (see Appendix E).

Countywide Systems Change

The 2009-2015 Strategic Plan outlines the critical role of strong, coordinated, and responsive systems in supporting families and improving outcomes for children prenatal to age 5. These

systems include the platforms through which health, early learning, and human services are provided in L.A. County, as well as less formalized systems and structures that support children and their families. Systems change strategies improve the formal structure through which services to young children and their families are provided in L.A. County through public policy, public education, resource mobilization, workforce development, data systems integration, health access, and information resources and referral.

Appendix B: 2015-2020 Strategic Planning Process and Milestones

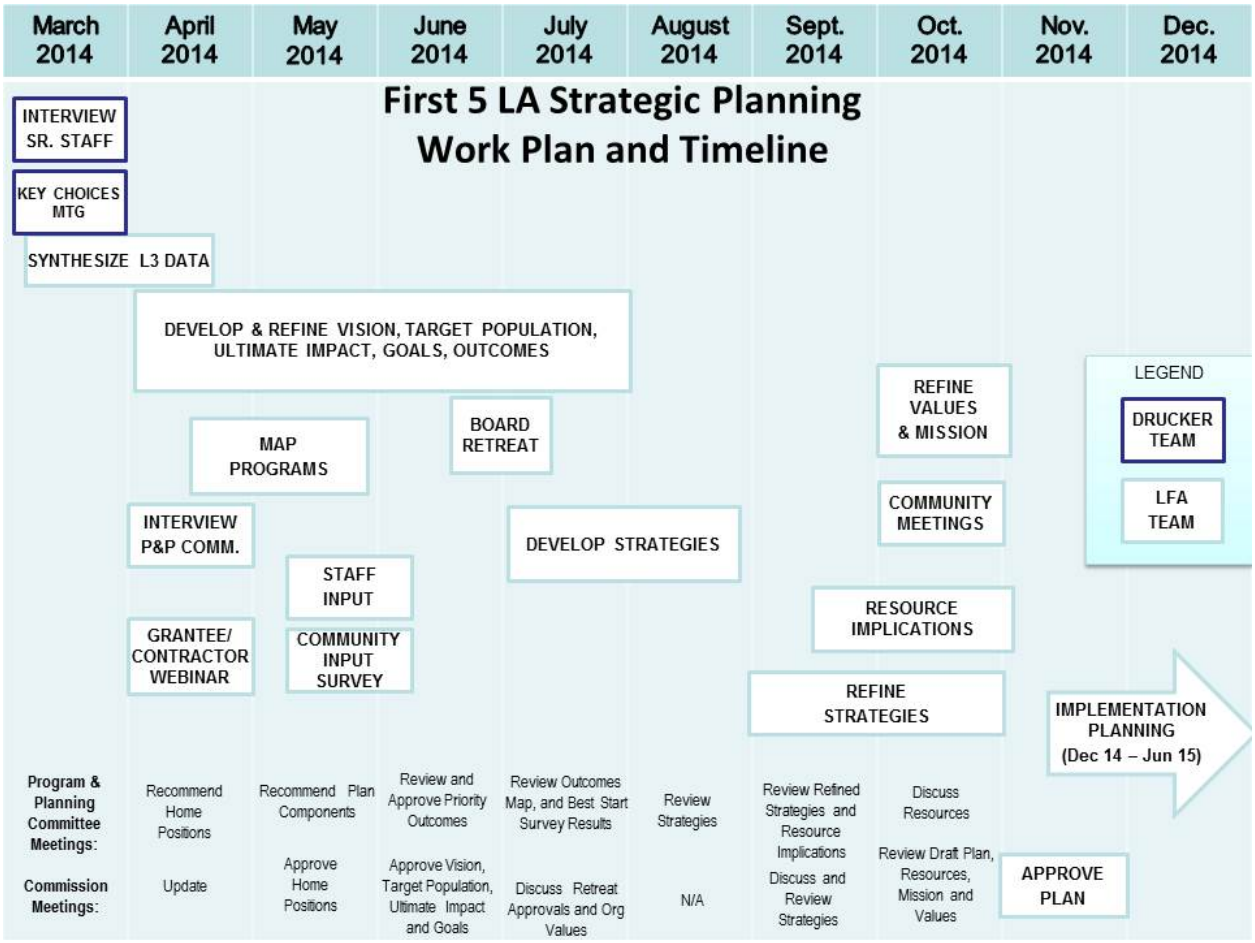
The 2015–2020 Strategic Plan was developed through a rigorous process that drew on the expertise, wisdom and contributions of a multitude of First 5 LA stakeholders. Initiated in March 2014, the process was driven by the Commission's Program & Planning Committee (which is responsible for leading all strategic planning efforts) and championed by both Commission and Program & Planning Committee Chairs.

The strategic planning process was led by the Office of Strategic Planning and Implementation, members of the First 5 LA Steering Committee and the consulting firm Learning for Action. This team facilitated monthly discussions with the Board at the regular Commission Meetings and the Program & Planning Committee Meetings to develop and refine each component of the Strategic Plan. Commissioners were engaged throughout the process, providing vital feedback on elements of the Plan.

In addition, multiple staff teams were assembled to support the strategic planning process:

- Strategic Planning Work Group: a cross-departmental assembly of staff representatives, who provided input regarding early components of the Strategic Plan and served as a vital communications conduit to all First 5 LA staff as the process unfolded; and
- Outcome Work Groups: guided the development of Strategies and related resource requirements to advance the outcomes. There was one group for each outcome identified in this Plan. Each group was comprised of 10–15 staff members.

Below is the time line depicting how the activities unfolded during this planning process:



The planning process consisted of the following major elements:

- **Key Choices**: In March 2014, at an all-day "Jump Start" session facilitated by consultants from the Claremont Graduate University Drucker School of Management in partnership with LFA, First 5 LA staff discussed, refined and prioritized the choices that First 5 LA must make as part of its planning for the future. The discussion was designed to illustrate the critical role that choices play in developing organizational strategy; to identify the major areas where choice by the Commission would need to be made to achieve greater focus, impact, and sustainability; and to see where there might be convergence that could help inform further discussion.
- Through conversations with the Commission, the LFA team facilitated the development of First 5 LA's **Strategic Imperative** and home positions on **Investment Guidelines** to set the stage for creating a Strategic Plan that will help the organization make tough choices, in particular, choices regarding First 5 LA's unique and highest value and, importantly, the activities the organization will *not* undertake.
- LFA completed a **Data Synthesis** in April 2014 that analyzed the results of the Listening, Learning and Leading effort (L3), the Accountability and Learning Report, the Prenatal to 5

Environmental Scan, the Long Term Financial Projection FY 2014-18, and other program and financial information.[17]

- Following the policy guidance provided by the Strategic Imperative and the Investment Guidelines, Commissioners reviewed proposals for several key components for the Strategic Plan including: a **vision statement**, **ultimate impact**, **goals** and **target population**. The proposed language sought to bring greater clarity to First 5 LA's existing statements or articulate a position when it did not exist — as was the case with the target population and ultimate impact components of the framework. The suggestions presented to Commissioners for discussion were informed by research, experience and best-practice examples from other county First 5's and strategic funders.
- LFA engaged Commissioners in a facilitated process to identify **outcomes** for each goal area. Staff and LFA presented to Commissioners additional criteria to facilitate discussion, including a review of the policy and funding landscape for each of these goal areas and an assessment of the availability of indicators to measure the proposed outcomes.
- To inform the selection of outcomes, LFA administered **Community Input Surveys** to staff, current and former grantees and contractors, Best Start Communities, and other stakeholders with the intent of gaining feedback about how the outcomes could be prioritized, what additional outcomes may be missing under each goal area and the ways that First 5 LA could potentially achieve these outcomes.
- At the June 30 Board retreat, Commissioners approved the outcomes and **priority focus areas**. Commissioners also adopted First 5 LA's **definition of systems change** to clarify that the efforts and outcomes related to policy change and community capacity-building are a part of how First 5 LA can pursue and achieve systems change.
- Work with staff continued in August and a set of **Strategies** was presented to the Commission on August 28. The Strategies are grounded in research on best practices from the field relative to each of the focus areas, a review of First 5 LA's previous experience in these areas, an examination of existing literature and environmental scans, including the Advancement Project's *ECE Landscape: Past and Potential Future Roles and Strategies*, and initial discussions with key stakeholders across the county working in these fields. The Strategies were evaluated against the Investment Guidelines described above.
- **Community Input Sessions**: First 5 LA convened community members throughout the County to share their vision and direction moving forward, and to engage community members in a discussion about how First 5 LA can partner with communities, initiatives, and/or organizations and leaders as they move toward implementation of the Strategic Plan.
- LFA and staff presented estimated **financial resources** available to First 5 LA for 2015–2020. Additionally, LFA and staff presented estimated resources required to support the plan's implementation.

Furthermore, the FY 2009–2015 Strategic Plan provided a foundation and starting point for the planning process, which also drew from the following inputs developed in 2013: the Building Stronger Families Framework; the Listening, Learning and Leading effort (L3); the Accountability and Learning Report; the Prenatal to 5 Environmental Scan; and the Long Term Financial Projection FY 2014–2018.[18]

[17] Additional data sources include: the *First 5 LA Brand Awareness and Perception Study Overview*; the *Best Start* inquiry; the *Birth Outcomes Exploratory Study*; the *Blue Ribbon Commission on Child Protection*; the *Early Childhood Education Landscape*; *Community Input*; and *LFA's Policy and Funding Landscape*.

[18] Additional data sources include: the *First 5 LA Brand Awareness and Perception Study Overview*; the Best Start inquiry; the *Birth Outcomes Exploratory Study*; the *Blue Ribbon Commission on Child Protection*; *the Early Childhood Education Landscape*; *Community Input*; and *LFA's Policy and Funding Landscape*.

The following table highlights key milestones that occurred throughout this strategic planning process:

Meeting Date	Action Taken	Item
April 10,2014	Endorsed	Strategic Imperative
May 8, 2014	Approved	Investment Guidelines
June 12, 2014	Approved	Ultimate Impact, Vision Statement, Target Population Statement, and Goals
June 30, 2014 (Retreat)	Approved	Outcomes and Priority Focus Areas
September 24, 2014	Endorsed	Programmatic Strategies
October 22, 2014	Endorsed	Range of Expenditures and Resources Available for 2015–2020 Strategic Plan

Appendix C: Research Basis and Stakeholder Engagement

There were many data sources consulted in preparation for launching First 5 LA's 2015–2020 strategic planning process. In addition, First 5 LA solicited opinions and perspectives from members of the community. This research basis and stakeholder engagement process provided the foundation for First 5 LA's strategic choices as outlined in the body of the Strategic Plan.

For the source documents, please visit the following weblinks:

- LFA's Data Synthesis: http://www.first5la.org/files/Ipad/4-24-14/Item-10.pdf
- F5LA Policy and Funding Landscape Analysis http://www.first5la.org/files/Ipad/6-23-14/Item-3.pdf
- Community Input: Contractors, Grantees, First 5 LA Staff, and Community Survey Results http://www.first5la.org/files/Ipad/6-23-14/Item-3.pdf
- Community Input: Best Start Communities Survey Results http://www.first5la.org/files/Ipad/8-28-14/Item-8.pdf

Los Angeles County Context

L.A. County is the most populous county in the United States, with 9,818,605 residents reported in the 2010 Census. L.A. County is projected to have approximately 650,000 under age 5.[19] The table below shows the L.A. County population by age and race/ethnicity for 2010 and projected for 2020.

Exhibit 2: L.A. County Population Projections by Age Category and Race/Ethnicity, 2010[20]

Race/Ethnicity	0-4	5-9	All ages
Hispanic/Latino	409,767	395,751	4,688,443
Asian/Pacific Islander	64,155	66,397	1,406,021
Black/African American	50,687	51,010	848,466
American Indian/Alaska Native	1,197	1,220	24,772
White	120,339	119,288	2,850,688
Total	**646,145**	**633,66**	**9,818,390**

Exhibit 3: L.A. County Population Projections by Age Category and Race/Ethnicity, 2020[21]

Race/Ethnicity	0-4	5-9	All ages
Hispanic/Latino	325,309	320,567	4,990,054
Asian/Pacific Islander	62,059	64,440	1,640,200
Black/African American	55,474	50,902	822,109
American Indian/Alaska Native	1,381	1,262	27,106
White	105,295	106,845	2,651,268
Total	**549,518**	**544,016**	**10,130,737**

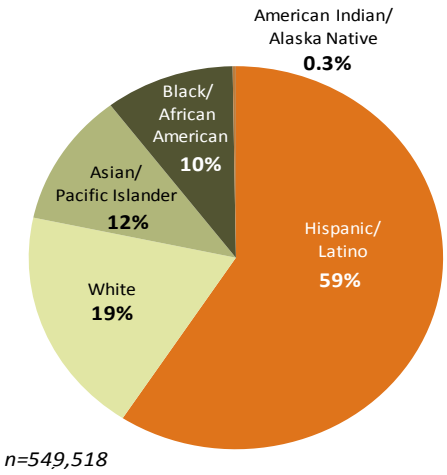
[19] Advancement Project. (June 2014). *ECE Landscape: Past and Potential Future Roles and Strategies*. Retrieved from http://www.first5la.org/files/Ipad/6-23-14/Item-10.pdf

[20] Myers, Dowell (December 2012). *Narrative of Demographic Futures in Los Angeles County: The Growing Importance of Children*. Population Dynamics Research Group, Sol Price School of Public Policy, University of Southern California.

[21] Myers, Dowell (December 2012). *Narrative of Demographic Futures in Los Angeles County: The Growing Importance of Children*. Population Dynamics Research Group, Sol Price School of Public Policy, University of Southern California.

As shown in Exhibit 4 to the right, the majority of children prenatal to age 4 in L.A. County in 2020 will be Hispanic/Latino (59%), followed by White (19%), Asian/Pacific Islander (12%), and Black/African American (10%). The L.A. County context has shifted in a variety of ways, including:

Exhibit 4: Population Distribution of Children prenatal to age 4 by race/ethnicity, L. A. County 2020



- **A decreasing aged 0-4 population means there will be fewer Angelenos entering the workforce.** The population of children aged 0–4 is declining in L.A. County and is expected to continue to decline through 2020. Given that very young children will continue to play an increasingly important role in the future workforce and as taxpayers, it is imperative that L.A. County children receive opportunities to continue to optimize their development and support to become contributing members of their communities.[22]
- **Low birthweight babies are increasing among African Americans and Asian Americans, putting these children at risk of ongoing health and developmental delays.** Between 2000 and 2010, low birthweight rates for African American babies increased from 12.1% to 13.3%, while rates for Asian American babies increased from 6.6% to 8.0% (the statewide average in 2010 for all babies was 6.8%). Children born at low birthweight are at a higher risk for developmental delays and other costly medical procedures that have long-term effects for children, their families, and publicly funded services and systems.[23]
- **Substantiated abuse and neglect is increasing for children prenatal to age 5, which negatively impacts a child's socio-emotional well-being, overall health, and school readiness.** Between 2000 and 2012, there has been an increase in the rate of substantiated child abuse and neglect in L.A. County among children prenatal to age 5. This trend is particularly worrisome because, at the state level, the rates of substantiated abuse and neglect among children prenatal to age 5 decreased in the same time period. Children experiencing abuse or neglect are more likely to experience substance abuse, depression, eating disorders, obesity, suicide, and sexual promiscuity.[24]
- **Third grade reading proficiency disparities remain for Latino and African American students, affecting their ability to acquire the skills needed to be competitive in today's economy.** While the rate of third grade students scoring at or above proficiency in reading rose 19 percentage points between 2003 and 2012, 53% of third graders are still not reading at grade level. The picture is less promising for subpopulations of children within L.A. County. [25]

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[22] Myers, D., Pitkin, J. ,*The Generational Future of Los Angeles: Projections to 2030, and Comparisons to Recent Decades* (2013), Population Dynamics Research Group, Sol Price School of Public Policy, University of Southern California. Retrieved from http://www.usc.edu/schools/price/research/popdynamics/futures/2013_Myers-Pitkin_LA-Projections.pdf

[23] California Department of Public Health, Center for Health Statistics, *Vital Statistics Section, Birth Statistical Master* Files; November 2012, http://www.apps.cdph.ca.gov/vsq/default.asp

[24] Needell, B., et al. (2013). *Child Welfare Services Reports for California*. Retrieved 6/27/2013, from University of California at Berkeley Center for Social Services Research website, http://cssr.berkeley.edu/ucb_childwelfare

[25] California Department of Education Assessment and Accountability Division, *2003-2012 STAR Results* retrieved from Dataquest http://dq.cde.ca.gov/dataquest/

L.A. Unified School District data from 2013 shows that only 34% of Latinos and 37% of African American students are scoring at or above third-grade reading proficiency.[26] These persistent disparities in reading proficiency matter because children who are not reading at grade level are more likely to fall behind in school and dropout of high school, and less likely to acquire the skills they need to be competitive in today's economy. Helping children be ready for school is a proven strategy for getting children on the right path to school success.

Policy and Funding Landscape Analysis

In June 2014, LFA conducted a Policy and Funding Landscape Analysis in order to identify key policies and funding developments and opportunities relevant to First 5 LA's goals and outcomes. LFA interviewed First 5 LA public policy staff and conducted additional research activities, including but not limited to: analysis of First 5 LA policy-related documents (e.g., Commission Meeting Summaries and P-5 Environmental Scan), research on the financial implications of federal and state policies and proposals, and aggregating trend data from the Foundation Center. The following provides a highlight of the key takeaways of this research:

Overall Takeaways:

- Policy and philanthropic trends project most new investments will be in the physical health goal area, followed by cognitive development and socio-emotional health.
- Policy analysis anticipates that California will maintain strong revenue streams for the coming 5–6 years, establishing an encouraging financial outlook for a variety of state-funded health and human services.

Below is a summary of findings from the Policy and Funding Landscape Analysis:

Physical Health

- Proposed and allocated funding measures have the most significant implications for the areas of obesity, nutrition, oral health and preventative services, including developmental screenings.
  - Last year, California opted to expand Medi-Cal under the Affordable Care Act (ACA), which will expand access to low-income Californians. Medi-Cal enrollment is expected to rise from 7.9 million before implementation to 11.5 million in 2014–15, covering about 30% of the state's population.
  - The Affordable Care Act (ACA) will increase federal support for preventative services, such as developmental screenings, breastfeeding promotion and obesity prevention practices.
  - The Governor's proposed 2014–2015 California state budget proposed to increase dental outreach activities for children 0 to 3 years old by $17.5 million; however, this increase will be somewhat offset by reductions in Medi-Cal pediatric dental care.
  - The Children's Health Advisory Board (CHAB) will develop a vision for children's health in California, making recommendations on improving child health systems, and setting goals and standards for children's health standards. The bill, AB 357, was chaptered on September 17, 2014, and will help improve the capacity of health systems.
  - Medi-Cal payments for teledentistry services will be authorized, which will expand access to oral healthcare and facilitate the Virtual Dental Home system of care. The bill, AB 1174, was passed on September 27, 2014.

[26] LA Compact. (2014). *Measures Report Executive Summary*. Retrieved from http://events.lachamber.com/sbaweb/events/evite/EDUCATION/Compact/Compact_Measures_ExecSummary.pdf

- The Governor's Office of Planning and Research may administer the Social Impact Partnership Pilot Program until 2020. This partnership will allow applicants to provide an alternative method for delivering state services to a defined population, which will support improved capacity of health systems. The bill, SB 593, was vetoed by the Governor in September 2014 and is awaiting the Senate's consideration of the Governor's veto during the next legislative session. A two-thirds vote of both houses is required to override the Governor's veto.
- The alignment between Medi-Cal and CalFresh reporting periods may be strengthened to streamline benefit delivery and ensure families' access to federally funded nutrition and health benefits. This bill, SB 1002, was vetoed by the Governor in September 2014 and is awaiting the Senate's consideration of the Governor's veto during the next legislative session. A two-thirds vote of both houses is required to override the Governor's veto.

- Prominent foundations in California and L.A. County focus on community health approaches, ACA implementation support and systems improvement

Socio-Emotional Health

- Within socio-emotional health, proposed policies emphasize home visiting programs as well as systems to detect and respond to developmental concerns.
  - The President's 2015 budget proposes to extend and expand evidence-based, voluntary home visiting programs by $15 billion in mandatory funds over 10 years.
  - The 2014–2015 California State Human Services budget contains a 4.5% increase for the Department of Developmental Services.
- Prominent foundations in California and L.A. County are not highly active in the area of socio-emotional health.

Cognitive Development

- Within cognitive development, proposed and allocated policy funding measures emphasize expanding access and quality of early childhood education.
  - Preschool for All, a voluntary federal-state partnership, will build upon and strengthen existing state systems to provide all low- and moderate-income 4-year-olds with high-quality, publicly funded preschool. The 2015 national budget proposes a 10-year, $75 billion commitment.
  - In 2014, California state legislators introduced SB 837, which would expand transitional kindergarten to serve all 4-year-olds in California. After the bill was amended to include only lower-income 4-year-olds,[27] the bill passed in Senate, but did not pass in Assembly.
    The bill's author, Senator Steinberg (currently acting as President pro tempore of the State Senate) is not eligible for reelection in 2014, but it is possible that other legislators will continue pursuing transitional kindergarten during the next legislative cycle.
  - In California, the Local Control Funding Formula (LCFF) provides schools with a base grant and a supplemental grant depending on the number of low-income students, English learners, and foster children they serve. At full funding, districts with all or nearly all high-needs students would receive upward of $3,000 per student above the base grant. The LCCF may lead to increases in early learning investments if school districts include early education in their Local Control Accountability Plans.
  - At the federal level, Preschool Development Grants, administered by the Department of Education, will help states, local education agencies, and local governments build the

[27] Four-year-olds who are eligible for free and reduced-price lunch, Cal-Fresh or Medi-Cal programs, or if their family's adjusted monthly income is at or below 70% of the state median income, adjusted for family size, and adjusted annually.

fundamental components of a high-quality preschool system or to expand proven early learning programs. $750 million is proposed nationwide for 2015.
  - The 2014–15 proposed state budget provides a 4% increase ($64 million) from the revised 2013–14 funding levels for childcare.
  - At the federal level, new regulations in the Child Care Development Fund and the potential reauthorization of the Child Care Development Block Grant could increase child care safety and quality requirements.
  - The Common Core State Standards will mean new accountability and assessment standards.
- Prominent foundations in California and L.A. County place moderate emphasis on ECE.

Stakeholder Engagement

First 5 LA engaged its stakeholders early in the planning process. Following a webinar to introduce grantees and contractors to the 2015–2020 strategic planning process, two separate surveys were administered to help inform First 5 LA's outcomes selection process. Once the programmatic strategies were developed, First 5 LA held five community input sessions across the county to share an update on the strategic planning process, share the vision and direction moving forward as well as key goals and outcomes, and hear from stakeholders how First 5 LA can better partner with the community as First 5 LA moves toward implementation.

Contractors, Grantees, First 5 LA Staff and Community Input Survey

The purpose of this survey was to solicit input from First 5 LA stakeholders on:

- Prioritization of Commissioner-identified outcomes and identification of additional outcomes for First 5 LA to consider.
- Potential ways that First 5 LA can focus its work.

Survey participants included current and former grantees and contractors, community members from L.A. County and First 5 LA staff. A total of 203 stakeholders provided input. Survey respondents were asked to prioritize a list of outcomes generated by the Commissioners for each goal area, and to share their ideas for how First 5 LA should focus its resources.

The three most highly rated outcomes for each goal area include:

Physical Health	Socio-Emotional Health	Cognitive Development
➲ Increased rate of healthy births	➲ Increased family protective factors	➲ Parent are active and equal partners in their child's learning
➲ Healthy weight	➲ Reduction in substantiated cases of child abuse and neglect	➲ Increased access to high quality ECE
➲ Improved capacity of the healthcare system	➲ Increased engagement in child's learning	➲ Improved child literacy

Survey respondents suggested focusing First 5 LA's work in the following ways:

- **Policy and Systems Improvement work should**:
  - Ensure families have access to prenatal and health care, educational resources and high quality ECE.
  - Support provider coordination and collaboration.

- Support screening and early assessment for children.

Stakeholders also suggested that First 5 LA's policy work should be data driven, informed by best practices, and advocate for campaigns that have strong community support/engagement components as well as initiatives to take advantage of federal and state programs and funding (e.g., ACA, Medi-Cal).

- **Families and Communities work should:**
  - Help ensure communities are safe.
  - Educate and empower parents/caregivers through increased skills and knowledge.

Stakeholders also suggested that First 5 LA support evidence-based programs such as home visitation models (Nurse-Family Partnership and Healthy Families America), Early Head Start/ Head Start, Parents as Teachers, and Triple P (Positive Parenting Program) that can help First 5 LA achieve its three goals. Furthermore, stakeholders shared that home visitation programs such as Welcome Baby and Select Home Visitation are effective starting points for First 5 LA's home visitation approach. Respondents also recommend scaling up Welcome Baby beyond Best Start communities and include a stronger prenatal component.

Best Start Communities Input Survey

A total of 343 community members completed the survey from the 14 Best Start Communities. The purpose of this survey was to solicit input from Best Start Community members on:

- The biggest concerns held by community members related to the physical health, socio-emotional health and cognitive development of children prenatal to age 5.
- The barriers or challenges community members believe stand in the way of children prenatal to age 5 being physically healthy, socio-emotionally healthy and reaching their maximum cognitive development potential.

The concerns and barriers shared by Best Start Community members were consistent throughout the 14 communities. Key concerns regarding children's prenatal to age 5 health and well-being included:

Physical Health:

- **Unhealthy lifestyle practices that lead to childhood obesity.** Community members reported a lack of exercise among young children and unhealthy eating habits as major concerns. Parents/caregivers are also concerned about the excessive number of fast food restaurants in their communities and lack of available fresh and nutritious foods.
- **Child abuse and neglect.** Survey respondents shared they are concerned about parents/caregivers who physically and emotionally abuse children. Domestic violence, other trauma and high stress experienced by parents/caregivers were noted as contributors to child abuse and neglect. Respondents also mentioned unhealthy parenting/caregiving behaviors, such as yelling at children or allowing them to play outside by themselves.
- **Asthma and respiratory problems.** Survey respondents registered concern about the high incidence of asthma amongst children in the community, particularly in locations like Wilmington, where pollution is prevalent (due to refineries being located nearby).
- **Oral health.** Some respondents mentioned that young children do not see the dentist.

Socio-Emotional Health:

- **Parents/caregivers do not provide sufficiently nurturing and enriching environments.** Survey respondents shared that parents/caregivers do not spend enough time with their children talking to them, reading and bonding.
- **Child abuse and neglect.** Multiple respondents mentioned the importance of preventing abuse. Additionally, some respondents noted that children are exposed to domestic violence.
- **Behavioral challenges among children.** Survey respondents expressed concern that many young children do not learn respectful behaviors such as sharing, and they report seeing behavioral issues that get in the way of children's healthy socio-emotional development. Respondents also noted that bullying is a problem in their communities.
- **Parents/caregivers face mental health issues.** Respondents were concerned that many parents/caregivers have untreated mental health issues like depression, as well as drug/alcohol abuse, which can get in the way of their ability to care for their children.

Cognitive Development:

- **Children are not ready for kindergarten.** Respondents mentioned a variety of factors, such as school quality and family involvement that do not support children's school readiness. Some respondents noted that children do not attend preschool consistently or, in some cases, have access to preschool services at all.
- **Children are not stimulated intellectually.** Respondents mentioned that children do not receive enough intellectual stimulation, such as being read to, interacting with each other and adults, learning through games and engaging in unstructured play. They also noted that kids are overly exposed to television and video games. Some survey respondents noted that young children in their communities exhibit speech delays, possibly because parents/caregivers do not communicate adequately with their children or read to them.

Best Start Community members also reported on barriers to children's prenatal to age 5 healthy development and well-being. These additional concerns cut across the First 5 LA goal areas. Examples include:

- **Community Safety.** Respondents noted that children are exposed to high levels of violence within neighborhoods, especially gang violence. Others noted the prevalence of environmental toxins, pollution and smog as main barriers to physical health.
- **Lack of Spaces for Children to Play.** Best Start Communities noted that there are not enough parks and other safe, green spaces for children to play and interact. Parks are unsafe due to violence and drug use, and they are often subject to vandalism.
- **Social Isolation and Discrimination.** Lack of communication and trust between neighbors was a common barrier. Respondents noted that there are not many community events, and they reported low levels of community involvement as well as spaces to meet and socialize. Discrimination — particularly against Latinos, immigrants, and people who do not speak English — was also identified as a barrier.
- **Parental Knowledge.** Respondents overwhelmingly named limited parent/caregiver knowledge as a barrier to children's well-being. In particular, they noted that parents/caregivers need education about: healthy lifestyle habits, supporting nurturing at-home learning environments, childhood development, financial literacy, and general parenting skills.
- **Awareness and Use of Resources.** Families in need often do not know where to look for help and are unaware of existing resources, such as clinics and community workshops. Parents/caregivers may be afraid to seek help, due to language barriers (i.e., program staff not speaking a family's native language), fear of agencies such as DCFS, concerns due to their immigration status or stigma surrounding mental health issues.
- **Language Barriers.** Many respondents reported barriers due to not understanding English, such as not being able to access services or fill out paperwork.
- **Basic Resources**. Many families have insufficient income to meet children's basic needs, due to low wages or unemployment. Healthy food is too expensive for many families to afford. For many families, child care is either unavailable or too expensive. Some participants noted that they cannot access programs due to a lack of transportation.
- **Lack of Time for Working Parents/Caregivers**. Parents/caregivers working multiple low-wage jobs often lack the time necessary to support their children's development at home (e.g., read to them, cook healthy meals) and/or attend parenting classes.

Community Input Sessions

First 5 LA hosted five community meetings throughout L.A. County in October 2014. The purpose of these meetings with First 5 LA stakeholders was to share what led the Commission to the decisions made to date in First 5 LA's 2015–2020 Strategic Planning process, First 5 LA's renewed vision and focus (where First 5 LA was in the process), and to hear from community members how First 5 LA can better partner and collaborate with them as First 5 LA moves toward implementation of the new Strategic Plan. Representing local community-based organizations, residents, parents/caregivers, Best Start partnerships, approximately 570 people attended the five regional meetings:

- October 2: David Gonzalez Park, Pacoima
- October 3: Chimbole Center, Palmdale
- October 7: Bell Community Center, Bell and Miller's Children Hospital, Long Beach
- October 8: Saint Sophia Cathedral, Los Angeles

Attendees provided many helpful comments highlighting components of First 5 LA's 2015–2020 Strategic Plan, including that the Plan:

- Provides more focus for First 5 LA's work going forward
- Puts parents/caregivers at the center
- Makes explicit that parent/family strengthening occurs in context of communities and systems
- Continues First 5 LA's place-based focus on Welcome Baby and community capacity building
- Recognizes First 5 LA's potential for larger, more sustainable impact via policy and systems change
- Focuses on quality early care and learning: access, QRIS, workforce, parent engagement
- Emphasizes the importance of partnership
- Provides transparency regarding First 5 LA's fiscal realities
- Incorporates learning from First 5 LA's 2013–14 L3 and other inputs, including parent voices

Some of the considerations provided by attendees included the request that First 5 LA develop language that is more understandable to parents/caregivers and residents, help connect parents/caregivers with existing resources and supports, and prioritize the policy change objectives.

Attendees also generated ideas to help inform the implementation of the 2015–2020 Strategic Plan, including emphasizing parents/caregivers as agents of impact given the role parents/caregivers play in supporting and engaging other parents/caregivers, recognizing First 5 LA's fiscal environment, and recommending that First 5 LA pursue new revenues to augment tobacco taxes. Leveraging was another theme, including leveraging existing systems and community resources to achieve broader impact and leveraging Best Start Communities' learning to inform and advance broader system and policy change.

Appendix D: Governance Guidelines

LEGEND:
✓ - Bylaws
✓ - Strategic Plan
✓ - Board Policy
✓ - Internal Policy

Below are the First 5 LA Governance Guidelines, as approved March 13, 2014:

Statement of Purpose

- The First 5 LA Board of Commissioners will make its decisions guided by the principles of transparency, financial responsibility and accountability, and adherence to the Commission's Strategic Plan.

Objectives

- Update and conform First 5 LA decision-making guidelines to reflect current organizational practice and best practices.
- ✓ Promote transparency and consistency in decision-making.
- ✓ ✓ Promote coordination, coherence and integration of First 5 LA investments.
- ✓ ✓ Ensure accountability for First 5 LA's declining revenues.
- ✓ ✓ Establish Commission expectations for contractors and grantees that they not expect First 5 LA to be a permanent source of funding for programs and services.
- ✓ Maintain Commission flexibility to respond to significantly changed circumstances and emergencies by authorizing exceptions to the Governance Guidelines via a vote of 7 of 9 of the voting members of the Commission.

Governance Categories

Process

1. ✓ Sequencing of action items. Agenda items requiring Commission action will first be introduced as information at a full Commission meeting prior to action at a subsequent meeting. Staff presentations will be provided and public comment received in one meeting, with referral to appropriate Committee(s) for further discussion. Non-substantive issues will return to the full Commission on the Consent calendar; substantive issues will be agendized for further Commission discussion pre-action. Public comment will be

incorporated for both Consent and non-Consent action items.

✓ 2. Staff presentations. Staff presentations on Commission agenda items will precede public comment.

Fiscal Accountability

✓ 3. Long-term financial projection. At least annually, the Board will review and adopt the next five-year financial projection that represents estimated five-year trends of First 5 LA expenditures, revenues, and, if applicable, staff recommendations regarding the re-classification of unexpended funds.

✓ ✓ 4. "Paygo"*. Board decisions that have a fiscal impact will require identification of the funding source: e.g., "assigned" funding (per the current Strategic Plan), "committed" (per previous Board-approved allocations) or "unassigned" funds (operations and Reserve). Staff will present to the Board a five-year spending projection for all service-related investments with a fiscal impact, prior to Board action. Committed funds from an approved allocation cannot be redirected to a different, unintended purpose.

✓ ✓ 5. Sustainability*. It is the Commission's expectation that successful applicants for First 5 LA grant support will be able to sustain project efforts beyond the contract period and First 5 LA funds. As a condition of funding, applicants must provide a Sustainability Plan, including sustainability goals, other (anticipated) sources of funding, and action steps. To inform Plan development, First 5 LA will provide specific program outcomes and objectives expected to be sustained and examples that reflect a continuum of possible approaches and recognize the diversity of potential applicants (i.e., size of investment, type of program, capacity of applicant). Sustainability provisions will be included in First 5 LA solicitations, scoring tool and performance evaluation, unless the Executive Director finds such provisions not practical or consistent with a particular grant program and reports that finding and its bases to the Commission prior to the time the solicitation is issued.

✓ ✓ 6. Leveraging*. It is the Commission's expectation that successful applicants for First 5 LA grant support will identify opportunities to leverage First 5 LA funding to support the scope, quality and sustainability of program activity. As a condition of funding, applicants will report other financial resources they have secured for use in the project other than the First 5 LA funds requested. In addition, for multiyear funding, applicants will provide a detailed description demonstrating incremental increases in leveraging

consistent with First 5 LA determined benchmarks. Applicants not able to secure leveraged resources at the time of submission will provide a plan to acquire these funds during the project term. Where appropriate, First 5 LA may establish milestone-based funding based upon progress in meeting financial and/or programmatic benchmarks. Leveraging provisions will be included in First 5 LA solicitations, the scoring tool and performance evaluation, unless the Executive Director finds such provisions not practical or consistent with a particular grant program and reports that finding and its bases to the Commission prior to the time the solicitation is issued.

✓ ✓ ✓ 7. Expiration of contracts/grants. Each First 5 LA contract/grant will have an expiration date. Multiyear First 5 LA services-related investments will end pursuant to the time stated in the original allocation or grant award. The Commission is under no obligation to continue funding beyond the initial contract term. Should future requests be forthcoming after the contract term is over, these requests will be evaluated based on the 2015–2020 Strategic Plan criteria (see below). Staff will provide an annual Board update each spring on expiring grants and contracts.

Strategic Planning (2015–2020)

✓ 8. Decision-making document. The Strategic Plan will represent a decision-making document that focuses First 5 LA's strategic direction, aligns the organization's efforts and activities, and clarifies its intended impact.

✓ 9. Alignment of "legacy" investments (from previous Strategic Plans) with 2015–2020 Strategic Plan. Prior Strategic Plan initiatives must expire pursuant to their terms or be clearly aligned with the 2015–2020 Strategic Plan criteria (see below).

✓ ✓ 10. Criteria for new initiatives/programs. To be included in the new Strategic Plan, initiatives/programs must include an analysis of each of the following criteria:

- Alignment with Strategic Plan outcomes, objectives and strategy.
- Clearly defined and measureable outcomes and performance metrics.
- Evidence of or potential for effectiveness relative to outcomes and metrics identified.
- A budget and fiscal impact analysis, including a spending projection for at least five years.

- Realistic implementation time line.
- Evidence of or potential for sustainability of results.
- Evidence of or potential for scalability, if scalability is an intended outcome.

The appropriate Board Committee will review such requests, make findings and provide a recommendation to the full Commission.

✓ ✓ ✓ * **Definitions:**

Guideline #4: "Pay Go"

- Assigned: Funds available for use within the parameters set by the current Strategic Plan. For example, under the 2009–2015 Strategic Plan, funds would be available for use within the guidelines of 30–45% for Countywide Activities, 45–60% for Place-Based Activities, 5% for Research and Evaluation, and 5% for Administration.
- Committed: Funds have been set aside by the Commission for a specific purpose via Resolution. This can include either annual appropriations or multi-year allocations approved by the Board. For example, in FY 2010–11 the Board approved a $7.5 million multiyear investment in the Healthy Food Access initiative. These funds remain in Committed unless the Commission takes action to redirect the funds for other purposes via Resolution. In contrast, for a zero-based investment, such as Public Education, only the annual FY 2013–14 appropriation approved by the Commission of $2.3 million is shown as Committed, because this investment does not have an approved multiyear allocation; any spending in future fiscal years would come from Assigned assuming sufficient funds were available.
- Unassigned: Funds have been designated for First 5 LA operations (via the annually approved fiscal year Operating Budget) and the Fund Balance Reserve, which is calculated annually as 25% of the total fiscal year budget approved by the Board in June.

Guideline #5: Sustainability

- The ability to maintain programming and its impact on the well-being of children and families after the expiration of First 5 LA funds.

Guideline #6: Leveraging

- Additional funding that is awarded and/or accessed as a result of First 5 LA funding (distinct from existing funding).

Appendix E: Building Stronger Families Framework

In June 2013, the First 5 LA Board of Commissioners endorsed the Building Stronger Families Framework (BSFF) in order to provide more focus and clarity for Best Start. The BSFF asserts that if families are strong and communities support families to succeed, then children will be healthy, safe and ready for school. The BSFF is grounded in family Protective Factors and anchored in six core results:

Building stronger families:

- Family capacities – knowledgeable, resilient and nurturing parents/caregivers
- Social connections – families participating in positive social networks
- Concrete supports – access to services and supports in times of crisis

Communities that support families to succeed:

- Coordinated services and supports that meet families' needs
- A shared vision and collective action to strengthen families
- Social networks and safe spaces or recreation and interaction

Strong families are those that support and promote optimal child well-being. Research and evidence-based practices have identified key characteristics of a "strong family." These characteristics come from observing families that thrived despite many challenges.

These characteristics, which relate to parents/caregivers and expectant parents, are also known as family strengthening Protective Factors, which are:

- Parental resilience
- Social connections
- Concrete support in times of need
- Knowledge of parenting and child development
- Social and emotional competence of children

When present, these factors are tied to child health, safety and school readiness.

The diagram (Figure 2) demonstrates the relationship of the six core results to supporting families within communities.

Figure 2: Building Stronger Families Framework

Appendix F: Investment Guidelines and Conditions for Deviation

These Investment Guidelines represent policy guidance the Commission approved to inform investment decisions for the 2015–2020 Strategic Plan. The "home positions" articulated below express the organization's point of view about how and where it can have the most impact. To enable the Commission to address unforeseen circumstances or emerging needs, conditions under which it would consider deviating or moving away from its stated home position were identified. The following table summarizes these Commission-directed policy guidelines.

Investment Guideline	Recommended Home Position	Condition for Deviation
Upstream (Prevention) ↔ Downstream (Intervention)	The activities First 5 LA supports will generally fall on the upstream side of the continuum.	▪ When support of downstream activity is indirect, for example, through policy change, systems improvement or capacity building for providers, working on the downstream side of continuum ▪ When activity includes an upstream component that engages and builds the capacity of the family or community to address the downstream problem
Direct Services ↔ Systems and Policy Change	The activities First 5 LA supports will primarily fall on the systems and policy change side of the continuum.	▪ When support of direct service has significant potential to support additional children and families in L.A. County in a way that advances scale/replication or being incorporated into policy ▪ When direct service focuses on upstream issues/conditions and is delivered in a manner that builds a community's capacity to support children and their families

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Investment Guideline	Recommended Home Position	Condition for Deviation
Going Broad ↔ Going Deep	The activities First 5 LA supports will generally seek to have a broad impact, affecting large numbers of people.	First 5 LA could fund intensive efforts targeting high-risk and high-need communities only when the results can be used to drive broader systems change and inform policy.
Individual Focus ↔ Family/Community Focus	Activities that First 5 LA supports must always include components to strengthen families and, whenever possible, should include components to improve community capacity.	First 5 LA will ensure that all future investments include some level of family engagement and will prioritize efforts that build the capacity of communities to support children and their families. Any deviation would be only be considered when the family or caregiver cannot guarantee the safety of a child.
Growing Local Models ↔ Supporting Evidence-Based Models	First 5 LA will identify and scale evidence-based practices to achieve its strategic goals and outcomes.	▪ First 5 LA could consider best or promising practices based on available evaluation information, staff knowledge and community experience in cases where there are not evidence-based practices available ▪ Such models must have the potential to achieve community or systems-level impact (vs. individual impact) and/or help inform policy change
Go It Alone ↔ Start with Partnership	First 5 LA will engage partners in sustainability and scale at the earliest possible stage of designing and engaging in any given approach to impact.	First 5 LA may consider making a lead investment — with the intention to cultivate partners as early in the design and implementation process as possible — if efforts to identify potential partners are unsuccessful, or there is an urgent need with a unique opportunity to contribute to significant impact on strategic goals and outcomes.

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Appendix G: Strategy Descriptions

Families

Increased family protective factors

Priority Focus Area:

- Increased Family Protective Factors:
  - Parent/caregiver resiliency;
  - Social connections;
  - Knowledge of parenting and child development
  - Capacity to provide enriching, structured and nurturing environments for their children; and
  - Access to concrete supports in times of need

Strategy:

Lead the testing, modification and scaling up of evidence-based practices and programs that work directly with parents/caregivers to increase family Protective Factors, with a primary focus on Welcome Baby and targeted home visiting models

Why This Strategy:

A child's success in school and life starts from the earliest moments — before birth and at home with his or her parents/caregivers. Therefore, supporting the early care and learning of children means starting with parents/caregivers and ensuring they have the skills and supports they need to support their child's optimal development. When these skills and supports — known as the Protective Factors — are present, parents/caregivers are able to create nurturing, responsive, stable relationships and learning environments for their children, and child outcomes improve.

Home visiting programs can effectively build the Protective Factors by engaging parents/caregivers in their child's development at the earliest stages. High-quality home visiting programs have been shown to make a positive difference for children and families on a range of outcomes, including child health and development, school readiness and parent/caregiver employment, as well as prevention of child abuse and neglect.[28] When quality programs are properly implemented, they lead to increased family self-sufficiency, lower health care costs and reduced need for remedial education. For every dollar spent on these efforts, at least $2 in future spending is saved.[29]

What We Will Do:

First 5 LA will increase the Protective Factors and support the parent/caregiver-child relationship by continuing implementation of Welcome Baby and intensive home visiting programs. Welcome Baby represents a significant First 5 LA investment in enhancing the child-parent/caregiver relationship and the health, safety and security of children and their families. Through Welcome Baby, families are referred to an intensive home visiting program for additional services, if required. First 5 LA will build on the Commission's experience implementing Welcome Baby and intensive home visiting programs to directly support families before and after children are born.

Welcome Baby and the intensive home visiting programs directly reflect First 5 LA's focus on

[28] Avellar, S., Paulsell, D., Sama-Miller, E., Del Grosso, P. (September 2013, Revised June 2013). *Home Visiting Evidence of Effective Review: Executive Summary*. Office of Planning, Research and Evaluation. Retrieved from http://homvee.acf.hhs.gov/HomVEE_Executive_Summary_2013.pdf

[29] The PEW Charitable Trusts. (January 2014). *Home Visiting Family Support Programs: Benefits of the Maternal, Infant, and Early Childhood Home Visiting Program*. Retrieved from http://www.pewtrusts.org/~/media/legacy/uploadedfiles/pcs_assets/2014/Home20Visiting20Factsheet20January202014pdf.pdf?la=en

supporting parents/caregivers, grounded in the Center for the Study of Social Policy's Strengthening Families™ approach and Protective Factors Framework. Strengthening Families emphasizes the importance of nurturing and responsive relationships with caregivers.[30] The Commission's investment in home visiting provides an opportunity to work directly with families in a manner that meets the families' unique needs.

Essential complements to Welcome Baby and intensive home visiting programs are a robust research, policy and advocacy agenda to assess the effectiveness of these home visiting investments and to marshal public and private support for home visiting strategies that increase Protective Factors and extend their reach to all L.A. County families with young children.

Below are example activities illustrating how First 5 LA will advance this strategy across the investment areas:

Investment Areas and Example Anchor Activities	
	Fund efforts to collect data to measure Welcome Baby impact and Select Home Visiting outcomes. Expand the body of evidence around the impact of the Welcome Baby and outcome associated with Select Home Visiting investments. Maintain a level of investment to be determined in Welcome Baby and Select Home Visiting.
	Advocate for public and private investments in Welcome Baby and evidence-based targeted intensive home visiting programs.
	Utilize communication strategies to increase countywide awareness and knowledge about the impact of the Welcome Baby and evidence-based targeted home visiting models.

Implications:
First 5 LA will build upon its current investment in home visiting services by funding implementation of Welcome Baby and the Select Home Visiting programs, but will not fund large-scale implementation of other direct service programs

[30] Center for the Study of Social Policy. *The Protective Factors Framework*. Retrieved from http://www.cssp.org/reform/strengthening-families/the-basics/protective-factors

Priority Focus Area:
Improved capacity of ECE- and health-related providers to engage parents/caregivers in supporting their child's development

Strategy:
Pilot and/or promote the scaling of evidence-based parent/caregiver-engagement models that increase family protective factors in ECE and health-related settings

Why This Strategy:
Parent/caregiver engagement is foundational to increasing family Protective Factors. Engagement occurs when there is an ongoing, reciprocal, strengths-based partnership between families and their children's providers. It is crucial that programs implement strategies for developing partnerships with families.[31] A growing body of research suggests that meaningful engagement of families in their children's early learning supports school readiness and later academic success.[32] It is essential that ample opportunities exist for parents and caregivers to productively interact with the organizations and systems that impact them and their children, as well as to utilize their growing knowledge about their child to influence the informal and formal supports and services provided.

What We Will Do:
First 5 LA will partner with others to impact systems of services and supports to better engage parents/caregivers in fostering their child's early learning and healthy development.

Specifically, the Commission seeks to invest in and support the research, development and advocacy of programs that engage parents/caregivers to increase Protective Factors. In order to better meet the diverse needs of L.A. County's young children and their families, the Commission seeks to support programs that have demonstrated effects on the Protective Factors in a diversity of target populations, modalities and settings. First 5 LA will replicate components of the Research and Evaluation approach applied to Welcome Baby on a smaller scale to expand the evidence regarding what programs are effective at building the Protective Factors in ECE and health-related settings. In addition, First 5 LA will conduct limited pilot testing of evidence-based parent engagement programs within ECE and/or health-related setting within Best Start Communities.

A key component of this work will be the identification of and broad agreement on how program success will be measured and ensuring that baseline data is developed and available for programs to utilize in planning and implementation. In order to assess progress toward desired results and improvements in our specified outcome areas, it is essential to collect data at multiple points in time. First 5 LA also has an opportunity to be a promoter of this work through broad communication efforts at all stages, as well as be a broker of relationships between providers, potential funders and evaluators.

Recognizing the contribution the Strengthening Families approach and Protective Factors Framework can make for the long-term well-being of children and their families, First 5 LA sees an opportunity to partner with County departments and other organizations that serve children and families to deliver their programs and services utilizing this approach and to ensure that the workforces serving families implement quality programs. By supporting County departments and organizations to integrate and effectively promote the Protective Factors, First 5 LA will impact the quality and quantity of programs and practices that strengthen families and develop providers' skills.

[31] Henderson, A.T. & Mapp, K.L.. (2002). *A New Wave of Evidence: The Impact of School, Family, and Community Connections on Student Achievement*. Southwest Educational Development Lab.
[32] Halgunseth, L.C., Peterson, A., Moodie, S, Stark, D.S. (2009) *Family Engagement, Diverse Families, and Early Childhood Education Programs: An Integrated Review of the Literature.* National Association for the Education of Young Children and Pre-K Now. Retrieved from http://www.naeyc.org/files/naeyc/file/research/FamEngage.pdf

Below are example activities illustrating how First 5 LA will advance this strategy across the investment areas:

Investment Areas and Example Anchor Activities	
	Fund efforts to collect data to better measure family Protective Factors. Partner with others to expand the body of evidence around what works for parent engagement, education and empowerment programs within ECE settings and health-related systems. Limited pilot testing of evidence-based parent engagement programs in ECE settings and health, mental health and substance abuse service systems within Best Start Communities.
	Advocate for increased public and private investments in proven programs that demonstrate successful parent engagement in ECE settings and health, mental health and substance abuse service systems.
	Utilize communication strategies to increase countywide awareness and knowledge about the importance of family Protective Factors, as well as what works to promote them within the ECE and Health Sectors (drawing on Best Start Community experience).
	Partner with county agencies to adopt policies and practices that are proven effective in building family Protective Factors (e.g., integration into county systems, contracts and services). Support the incorporation of Protective Factors into the practice of ECE- and health-related providers.
	Pilot training curricula on the application and integration of the family Protective Factors with county- and community-based agencies working with First 5 LA's targeted population.

Implications:
First 5 LA's strategic direction prioritizes policy, advocacy and coalition building to achieve broad impact. First 5 LA will, therefore, focus on efforts to demonstrate the effectiveness of programs and models, but will not fund large-scale implementation of services.

Communities

Increased community capacity to support and promote the safety, healthy development and well-being of children prenatal to age 5 and their families

Priority Focus Area:
Community members have a shared vision and act collectively to improve the policies, services and environments that impact families

Strategy:
Convene and create opportunities for collaboration among parent/caregivers, residents, organizations and institutions across multiple sectors within the Best Start Communities to work together to achieve the core results of the Building Stronger Families Framework (BSFF).

Why This Strategy:
Just as children thrive in the context of strong families, families thrive in the context of neighborhoods and communities that support parents/caregivers' ability to raise their children, providing them with the support, services and opportunities they need. Families themselves build the Protective Factors, but the neighborhoods and communities in which they live provide the context and opportunities for parents/caregivers to strengthen their capacity, build social connections and access concrete supports. Simply put, place matters. If communities are unable to support families in their child's development, or create barriers, children's outcomes are negatively impacted. Focusing on the places in which families live and building the capacity of communities can create and sustain thriving and healthy environments for all children.

The political and social environments in L.A. County and nationally are conducive for investment in place-based community engagement and mobilization. Several efforts — e.g., Health Neighborhoods, Promise Neighborhoods, Building Healthy Communities — are underway and present an opportunity to promote mutually reinforcing activities to maximize the results we seek for young children and their families.

What We Will Do:
Because place matters in the lives of families and children, First 5 LA will continue its commitment to the 14 Best Start Communities through implementation of the BSFF (see Appendix E). The BSFF seeks to strengthen the Protective Factors through a community capacity building approach. We will strengthen the capacity of the communities to support families and build parent/caregiver participation within their community.

Community capacity, in this sense, refers to the ability of a broad range of stakeholders, including parents/caregivers and residents, to work together to generate a shared vision and action plan to strengthen family Protective Factors by improving the structures, policies and practices within communities that impact families with young children. This strategy, then, represents the first BSFF community core result, which is to engender a shared vision and promote collective action to identify barriers and gaps as well as mobilize assets, and resources to ensure that communities support families to succeed. This builds social capital by promoting and supporting formal and informal networks that link individuals, groups, organizations and resources otherwise unknown to each other.

A place-based approach to community capacity building provides opportunities for focused and strategic mobilization of First 5 LA and community resources (financial, human and social capital). Therefore, this strategy will be implemented within the 14 Best Start Communities with particular

emphasis on engaging parents/caregivers and residents, civic and organizational leaders, grantmakers and others to achieve the core results of the BSFF.

Below are example activities illustrating how First 5 LA will advance the strategy across the investment areas:

Investment Areas and Example Anchor Activities

	Support research and evaluation activities to build collective knowledge about what works in community capacity building to improve outcomes for families and communities.
	Partner with other public and private funders to increase investment in the services, supports and environments that impact families.
	Strengthen the capacity of Best Start Community Partnerships to engage a broad range of stakeholders (including parents/caregivers and residents) within each Best Start Community to achieve the core results of the Building Stronger Families Framework.
	Implement strategic communications activities within and across Best Start Communities to broaden participation in efforts that support families with children prenatal to age 5.

Implications:
First 5 LA will continue its community capacity building investment with Best Start to implement the BSFF. The focus will be on supporting formal or informal resident groups and associations within the 14 Best Start Communities. First 5 LA will not fund direct services through this funding stream.

Priority Focus Area:
Communities have ECE- and health-related supports that meet family needs.

Strategy:
Convene and strengthen the capacity of ECE-and health-related organizations and institutions to improve services and supports within the Best Start Communities.

Why This Strategy:
The systems through which services and supports are financed, organized and delivered can help or hinder the ability of parents/caregivers to build the Protective Factors, particularly access to concrete support in times of need. When parents/caregivers seek help, it should be provided in a way that is coordinated and in partnership with families. According to the Center for the Study of Social Policy, "access to concrete support in times of need must be accompanied by a quality of service coordination and delivery that is designed to preserve parents/caregivers' dignity and to promote their and their family's healthy development, resilience, and ability to advocate for and receive needed services and resources." Therefore, results for families — and, ultimately, child well-being — are shaped by communities' ability to assure access to high-quality services, supports and opportunities.

Community capacity building plays an important role in both strengthening families and increasing the effectiveness of the service delivery system and resources designed to foster optimal child development and well-being. The emphasis on early care and education (ECE) as well as health-related services and supports is consistent with feedback from various stakeholders and represents an opportunity to align strategies across outcome areas. ECE and health-related providers are supporting many of the same families, but may operate independently or in silos. This perpetuates structural and procedural barriers that may make access to services too complex and challenging for families to navigate.

Additionally, parents/caregivers must be active participants in building the community's capacity to support families, not passive recipients of services. Parents/caregivers who have access to data are better able to understand the challenges or barriers existing in their communities. Data and information can also help parents/caregivers make better-informed decisions about ECE and health-related services and supports in their communities and become better advocates for the resources they need.

What We Will Do:
First 5 LA will work to strengthen families by increasing the effectiveness and coordination of service delivery systems to ensure families have the skills, knowledge and resources they need to support their child. This strategy supports the second BSFF community core result. First 5 LA will support the integration of the Protective Factors within the ECE and health-related services systems in three ways:

- Convene local organizations to share resources, lessons learned and best practices. The intent is to promote alignment of the fundamental components of a system of services in order to improve quality and the method by which services are provided.
- Build the capacity of ECE and health-related service providers to support families in a way that build their Protective Factors.
- Support and convene parents/caregivers and residents within Best Start Communities to utilize data in a way that helps them advocate for greater investments and make informed decisions about ECE and health-related services and supports.

First 5 LA recognizes the importance of partnership to the success of this work. We will join local funding collaboratives to help define specific opportunities where funders, community agencies and others can collaborate and leverage to achieve mutually desired outcomes for young children. This approach provides an opportunity for First 5 LA to be a more effective partner with parents/caregivers, organizations, institutions and other stakeholders to improve the quality and

delivery of services and supports available to families within the Best Start Communities.

Below are example activities illustrating how First 5 LA will advance the strategy across the investment areas:

Investment Areas and Example Anchor Activities

	Convene local ECE and health-related service providers and organizations to build relationships, increase awareness of available services, and share learning and best practices about quality services and supports for families. Provide capacity building assistance to ECE and health-related providers in Best Start to improve delivery of services and supports.
	Convene parents/caregivers and residents within the Best Start Communities to build their knowledge and skills to utilize data to advocate for greater investment in and make informed decision about the utilization of ECE and health-related services and supports.

Implications:

First 5 LA will support convening and data sharing amongst parents/caregivers, residents and local ECE and health-related service providers in order to strengthen their capacity to increase the Protective Factors for families within the 14 Best Start Communities; direct services will not be funded through this strategy.

Priority Focus Area:
Communities have physical places and spaces that promote healthy living and encourage interaction.

Strategy:
Convene and strengthen the capacity of existing advocacy groups to work with communities to create new or improved physical spaces and places for families and children prenatal to age 5 with a priority focus on Best Start Communities.

Why This Strategy:
According to the Center for the Study of Social Policy, "constructive and supportive social connections help buffer parents/caregivers from stressors and support nurturing parenting behavior and promote secure attachments in young children." Parents/caregivers need opportunities to develop positive, meaningful and lasting connections with others, and these opportunities are often influenced by the built environment. Parents/caregivers, residents and other stakeholders in the Best Start Communities have consistently highlighted the lack of safe, accessible places and spaces to promote physical health and social connection, particularly for families that are socially isolated.

Therefore, this strategy emphasizes availability of and access to places and spaces that promote healthy living and encourage social interaction. Opportunities exist to maximize impact in this area by partnering with existing advocacy groups. These groups not only advocate for physical spaces but also work with communities to promote sustained investment and commitment by civic leaders and other stakeholders who influence resources for new and/or improved physical places and spaces.

What We Will Do:
First 5 LA will connect existing, open-space advocacy groups with parents/caregivers and other stakeholders actively engaged in Best Start as well as the broader community. If successful, these advocacy efforts may have impact beyond the Best Start Communities. Moreover, through countywide communication efforts, First 5 LA can increase awareness of the importance of safe places and spaces as an important community resource to help strengthen families.

Below is an example activity illustrating how First 5 LA will advance this strategy:

Investment Area and Example Anchor Activity

Support public space advocates to work with Best Start Communities to increase local and external resources to create and improve physical places and spaces for children prenatal to age 5.

Implications:
First 5 LA will prioritize the support of public space advocates to engage with Best Start Communities to increase physical places and spaces for children prenatal to age 5 rather than providing direct funding for capital improvement projects.

Early Care and Education

Increased access to quality early care and education

Priority Focus Area:
Improved access to affordable, quality, sustainable early care and education, particularly among high-risk populations.

Strategy:
Advocate for greater public investment in quality early care and education, with a focus on both infant/toddler care and preschool

Why This Strategy:
A child's early learning is critical to their success in school and beyond. Over half of L.A. County's third graders are not achieving grade-level proficiency in reading.[33] However, research shows that proficiency in reading by the end of third grade positions students well for success later in school.[34] Children living in low-income communities of color are more likely to be underprepared for kindergarten and to experience lower school achievement, and have the least access to high-quality early care and education (ECE).[35] Children who participate in high-quality ECE are more likely to have higher socio-emotional skills, school readiness and later academic achievement.[36] Providing children with access to high-quality early learning is a public responsibility, as it plays a significant role in the future academic and career success of children.

In order to truly expand access to high-quality, affordable and sustainable ECE, there must be a focused effort to increase public funding in L.A. County. In Los Angeles, there is great need for additional center and family child care programs throughout L.A. County. There are approximately 650,000 children in L.A. County under age 5.[37] Only 2.4% infants/toddlers and 41.3% of 2–4 year olds have access to licensed center care, and 11.4% under 5 have access to licensed family child care.[38]

Investing in quality ECE can actually save society a significant amount of money — up to $7.10 return on investment.[39] A 2013 study estimated the budgetary impact of providing quality preschool to all eligible children under 200 percent of the federal poverty level.[40] Using data from New Jersey's

[33] California Department of Education Assessment and Accountability Division. (August 2012). *2003-2012 STAR Results*. Retrieved from http://dq.cde.ca.gov/dataquest
[34] Annie E. Casey Foundation. (2010). *Early Warning! Why Reading by the End of Third Grade Matters.* Retrieved from http://www.aecf.org/resources/early-warning-why-reading-by-the-end-of-third-grade-matters/
[35] Karoly,L.A., Ghosh-Dastidar, B., Zellman,G.L., Perlman, M. and Fernyhough, L. (2008). *Prepared to Learn: The Nature and Quality of Early Care and Education for Preschool-Age Children in California*. RAND Corporation. Retrieved from http://www.rand.org/pubs/technical_reports/TR539.html
[36] Vandell, D.L. et al. (2010). Do effects of early childcare extend to age 15 years? Results from the NICHD Study of Youth Development. Child Development, 81 (3), 737-56. Retrieved from http://nieer.org/publications/latest-research/do-effects-early-child-care-extend-age-15-years-results-nichd-study
[37] Advancement Project. (June 2014). *ECE Landscape: Past and Potential Future Roles and Strategies*. Retrieved from http://www.first5la.org/files/Ipad/6-23-14/Item-10.pdf
[38] Advancement Project. (June 2014). *ECE Landscape: Past and Potential Future Roles and Strategies*. Retrieved from http://www.first5la.org/files/Ipad/6-23-14/Item-10.pdf
[39] Reynolds, A.J., Temple, J.A., Robertson, D.L., Mann, E. (2001). *Long term effects of an early childhood intervention on educational achievement and juvenile arrest*. Journal of the American Medical Association, 285 (18). Retrieved from http://www.ccfc.ca.gov/pdf/help/chicago_cpc_jama.pdf
[40] Barnett, W. S. (2013). *Expanding Access to Quality Pre-K is Sound Public Policy.* National Institute for Early Education Research. Retrieved from http://nieer.org/sites/nieer/files/Why%20expanding%20quality%20PreK%20is%20a%20sound%20public%20policy.pdf

Abbott preschool program to estimate potential decreases in grade repetition and special education, the study projected that by 2030, California would save an estimated $1,197,043,751.[41]

What We Will Do:

To support the school readiness of children across L.A. County, First 5 LA will work to improve policies and systems to increase the number of affordable and sustainable child care programs. For the purpose of the 2015–2020 Strategic Plan, access to ECE programs is defined as the availability of quality spaces that serve children under the age of 5. While there are a number of factors that impact a family's access to ECE, including cost, location, a provider's schedule, and the provider's ability to meet a family's cultural and linguistic needs, the focus of this strategy is on increasing the number of quality, affordable and sustainable spaces within geographic regions of L.A. County experiencing the greatest disparity between the number of children under the age of 5 and the number of licensed center-based and family child care spaces.

Increasing public funding is a major challenge and one that takes the collective effort and will of multiple stakeholders. To do this, First 5 LA will advocate at the local, state and national level for more resources for ECE — for infants/toddlers as well as preschool-aged children — to improve the availability of affordable programs. Recognizing the power of data and partnership, First 5 LA will also collaborate with others to develop and implement a kindergarten readiness assessment. Data from this assessment can help inform and drive ECE policy, fiscal and systems change.

First 5 LA is uniquely positioned to partner with other funders and stakeholders to enhance current public funding streams and explore the creation of new funding streams for ECE in L.A. County as well as the state.[42] Through this strategy, First 5 LA will engage multiple stakeholders, including, but not limited to, city and county government, schools districts and school boards, and state and federal policymakers.

Below are example activities illustrating how First 5 LA will advance the strategy across the investment areas:

Investment Areas and Example Anchor Activities

	Partner with others to identify or develop and implement a kindergarten readiness assessment in L.A. County that can be used as a platform to advocate for policy, fiscal and systems change.
	Advocate for greater public funding for child care subsidies, a higher reimbursement rate that covers the actual cost of infant and toddler care as well as preschool, and greater school district investments in ECE.

Implications:

First 5 LA's strategic direction prioritizes policy, advocacy and coalition building to achieve broad impact, rather than on directly funding ECE spaces.

[41] Barnett, W. S. (2013). *Expanding Access to Quality Pre-K is Sound Public Policy.* National Institute for Early Education Research. Retrieved from http://nieer.org/sites/nieer/files/Why%20expanding%20quality%20PreK%20is%20a%20sound%20public%20policy.pdf

[42] Advancement Project. (June 2014). *ECE Landscape: Past and Potential Future Roles and Strategies*. Retrieved from http://www.first5la.org/files/Ipad/6-23-14/Item-10.pdf

Priority Focus Area:
Improved quality of ECE services through increased provider capacity

Strategy:
Support implementation of a uniform Quality Rating and Improvement System (QRIS) within L.A. County in order to build the evidence base to support advocacy and policy change.

Why This Strategy:
Research shows that ECE programs that provide nurturing and stimulating teacher-child interactions in enriching environments promote children's positive development and learning and prepare them for school.[43] Unfortunately, many ECE programs (especially those serving low-income children) are not of sufficient quality to improve children's school readiness and later school success.[44]

A Quality Rating and Improvement System (QRIS) is a tool for systems reform focused on improving the quality of ECE settings. According to the QRIS National Learning Network, 45 states including the District of Columbia have launched or are piloting a QRIS.[45] California and Florida are the only two states implementing a regional, rather than statewide, approach to QRIS.[46] QRIS increases the quality of ECE by:

- using a uniform set of criteria, graduated by level of quality, to assess and rate programs;
- linking QRIS ratings and standards to professional development activities (such as training and coaching) and financial supports (such as grants, bonuses, differential reimbursements); and
- communicating the quality of programs to parents/caregivers so that they can make informed ECE program choices

In October 2013, the L.A. County Chief Executive Office produced a feasibility report on a countywide child care rating system, which highlighted the importance of establishing a comprehensive QRIS in the county, educating parents/caregivers about the quality of child care programs, and working on state legislation.[47] Currently, L.A. County has three Quality Rating and Improvement Systems (Steps to Excellence Program, LAUP, and Race to the Top Early Learning Challenge). As currently implemented, these systems serve less than five percent of child care providers and are not funded highly enough for sustained, long-term quality improvement. Additionally, infants and toddlers are not widely served by QRIS rated programs.[48]

What We Will Do:
Through this strategy, First 5 LA will focus on improving the quality of ECE programs by working with partners to support the implementation of a uniform QRIS for L.A. County. As part of this uniform QRIS, First 5 LA will also support efforts to disseminate rating information to parents/caregivers who are making decisions about ECE for their children. Additionally, First 5 LA will advocate at the state level for development and support of a statewide rating system.

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[43] Karoly, L. A. (2009). *Preschool Adequacy and Efficiency in California: Issues, Policy Options, and Recommendations*. RAND Corporation. Retrieved from http://www.rand.org/pubs/monographs/MG889/

[44] Karoly, L. A. (2009). *Preschool Adequacy and Efficiency in California: Issues, Policy Options, and Recommendations*. RAND Corporation. Retrieved from http://www.rand.org/pubs/monographs/MG889/

[45] QRIS National Learning Network. (August 2014). *Current Status of QRIS in States*. Retrieved from http://qrisnetwork.org/sites/all/files/maps/QRIS%20Map,%20QRIS%20National%20Learning%20Network,%20www.qrisnetwork.org%20[Revised%20August%202014].pdf

[46] QRIS National Learning Network. (August 2014). *Current Status of QRIS in States*. Retrieved from http://qrisnetwork.org/sites/all/files/maps/QRIS%20Map,%20QRIS%20National%20Learning%20Network,%20www.qrisnetwork.org%20[Revised%20August%202014].pdf

[47] County of Los Angeles. (October 2013). *Feasibility Report on a Countywide Child Care Rating System.* Retrieved from http://ceo.lacounty.gov/ccp/pdf/Child%20Care%20Rating%20System-1%20bm-10-18-13.pdf

[48] Advancement Project. (June 2014). *ECE Landscape: Past and Potential Future Roles and Strategies*. Retrieved from http://www.first5la.org/files/Ipad/6-23-14/Item-10.pdf

It is timely for First 5 LA to partner with county agencies and others in the field to establish a uniform QRIS, especially given additional state and federal support, including $50 million for a QRIS Block Grant in the Governor's 2014–15 state budget. Such support highlights the importance of QRIS in improving the quality of child care programs. Additionally, First 5 LA is uniquely positioned given its current relationships with agencies implementing QRIS in L.A. County, as well as other critical partners and stakeholders.

Below are example activities illustrating how First 5 LA will advance the strategy across the investment areas:

Investment Areas and Example Anchor Activities

	Partner with other funders to support implementation of a QRIS that is accessible and easily understood by parents/caregivers, providers and the public to drive broader systems and policy change, with a priority focus on Best Start Communities.
	Advocate for a statewide uniform QRIS.
	Collaborate with stakeholders to pilot efforts, including technology-based platforms, that increase the accessibility and availability of QRIS information for use by parents/caregivers, so they are aware of what the ratings mean and use QRIS to inform their ECE decisions, with a priority focus on Best Start Communities.

Implications:
Through the work of this strategy, First 5 LA will not develop a new QRIS. First 5 LA's work regarding QRIS will focus on licensed child care providers, building off of the current practice of the three existing QRIS models. First 5 LA will not directly fund QRIS participation for all licensed providers in the county.

Priority Focus Area:
Improved quality of ECE services through increased provider capacity

Strategy:
Strengthen the professional development system for early care and education providers

Why This Strategy:
A skilled workforce is essential to providing high-quality ECE.[49] However, research suggests that many early educators in California lack the requisite knowledge and skills to effectively support young children's development and learning.[50] This is the case despite more than a decade of significant local, state and federal investment in workforce development activities. Some experts point to the significant mismatch between the consumer expectations for early educators and the quality and relevance of available preparation.[51]

Early educators need high-quality pre-service and in-service professional development opportunities. Intensive, well-designed professional development focused on improving evidence-based teaching strategies can improve early educators' practice and lead to positive child outcomes.[52] The California Department of Education has developed the California Early Learning and Development System (CELDS), which includes the Early Childhood Educator Competencies (ECECs) and Early Learning Foundations (ELFs). The ECECs articulate the professional knowledge, skills and dispositions required for high-quality care and education for young children.[53] However, there is a lack of alignment across qualifications, competencies and workforce preparation.[54]

The need for an improved professional development system is further motivated by the quality shortfalls substantiated in recent studies. These shortfalls include the ability of the workforce to provide children with the instructional support needed for the age-appropriate language development and reasoning skills that are linked to later success in school and limited formal training in working with dual language learners.[55] Such findings suggest the need to systematically integrate both competencies and essential focus areas related to the latest brain research, language acquisition, with emphasis on dual language learners, cultural and economic diversity and family engagement.[56]

There is also significant momentum around workforce development improvement given a number of statewide and national efforts focused on the qualifications of the ECE workforce (e.g., adoption of an ECE credential, Curriculum Alignment Project, revisions to the Child Development Permit Matrix, Race to the Top Early Learning Challenge Grant and the Head Start Act).

What We Will Do:

[49] Hatfield, B., Hamre, B., LoCasale-Crouch, J., Pianta, R. C., Downer, J., Burchinal, M., & Howes, C.(2012). *Teacher characteristics influence responsiveness to a course and a consultancy focused on effective teacher-child interactions*. Paper accepted for presentation at the Society for Research on Educational Effectiveness Annual Spring Conference, Washington, D.C.
[50] Karoly, L. (2012). *A Golden Opportunity: Advancing California's Early Care and Education Workforce Professional Development System*. RAND Corporation. Retrieved from http://www.rand.org/pubs/monographs/MG1188.html
[51] Whitebook, M. and Ryan, S. (2011). Degrees in context: *Asking the right questions about preparing skilled and effective teachers of young children*. Preschool Policy Brief, Issue 22. National Institute for Early Education Research.
[52] Hatfield, B., Hamre, B., LoCasale-Crouch, J., Pianta, R. C., Downer, J., Burchinal, M., & Howes, C.(2012). *Teacher characteristics influence responsiveness to a course and a consultancy focused on effective teacher-child interactions*. Paper accepted for presentation at the Society for Research on Educational Effectiveness Annual Spring Conference, Washington, D.C.
[53] California Department of Education. *California Early Childhood Educator Competencies.* Retrieved from http://www.cde.ca.gov/sp/cd/re/ececomps.asp
[54] Advancement Project. (June 2014). *ECE Landscape: Past and Potential Future Roles and Strategies*. Retrieved from http://www.first5la.org/files/Ipad/6-23-14/Item-10.pdf
[55] Karoly, L. (2012). *A Golden Opportunity: Advancing California's Early Care and Education Workforce Professional Development System*. RAND Corporation. Retrieved from http://www.rand.org/pubs/monographs/MG1188.html
[56] Whitebook, M. and Ryan, S. (2011). Degrees in context: *Asking the right questions about preparing skilled and effective teachers of young children*. Preschool Policy Brief, Issue 22. National Institute for Early Education Research.

First 5 LA will improve the system of professional development so that ECE providers have strong skills and the knowledge necessary to help young children get ready for school. To do this, First 5 LA will support efforts to align the training and education provided to ECE professionals with state standards such as the ECECs and ELFs. Additionally, First 5 LA will continue efforts to pilot the ECE Workforce Registry. The ECE Workforce Registry is designed to track and promote the education, training and experience of the ECE workforce, and can provide useful data to support further professional development improvements.[57]

Bolstering the system that prepares, educates, and trains ECE providers has the potential to have a broad and lasting impact for years to come. First 5 LA is well positioned to play a significant and influential role to affect change in this area given existing relationships with key stakeholders as well as current investments in local and statewide efforts to impact the system.

Below are example activities illustrating how First 5 LA will advance the strategy across the investment areas:

Investment Areas and Example Anchor Activities

	Provide resources and support to integrate and align professional development provided through the formal education system (e.g., credit-bearing courses in a postsecondary institution that could lead to a degree) with stated Early Childhood Educator Competencies (ECECs) and Early Learning Foundations (ELFs). Provide resources and support to integrate and align professional development provided outside the formal education system (e.g., noncredit-bearing professional development) with stated Early Childhood Educator Competencies (ECECs) and Early Learning Foundations (ELFs).
	Continue to pilot the ECE Workforce Registry.

Implications:
Focusing our work to improve the system that prepares, educates and trains ECE providers allows First 5 LA to have broad and sustainable impact to support the ECE workforce, and is in alignment with First 5 LA's strategic direction. Through this strategy, First 5 LA will not directly fund the provision of professional development for the ECE workforce outside of QRIS (see previous strategy).

[57] Early Care and Education Workforce Registry. Retrieved from https://www.caregistry.org/

Health, Mental Health and Substance Abuse Services Systems

Improved capacity of health, mental health and substance abuse services systems to meet the needs of children prenatal to age 5 and their families

Priority Focus Area:
Increased effectiveness and responsiveness of screening and early intervention programs across health, mental health and substance abuse services systems

Strategy:
Advocate for policy and practice changes to support efforts to improve coordination and functioning of developmental screening, assessment and early intervention programs

Why This Strategy:
Timely screening and early intervention are important to a young child's healthy development. While developmental screenings by primary care providers are covered by the Affordable Care Act, there are still many challenges that parents/caregivers face when trying to navigate the complex systems that support the developmental care of their young children. One of the first challenges a parent/caregiver may face is being provided a developmental screening. As of 2007, in L.A. County, only 21.8% of children prenatal to age 5 had received a developmental screening (compared to 24.8% in California), and 56.3% of parents had never been asked if they had a concern about their child's development by their provider (compared to 52.8% in California)[58]. The American Academy of Pediatrics recommends developmental screenings to be provided at 9, 18, and 24 or 30 months.[59] Additionally, autism-specific screening is recommended for all children at the 18- and 24-month visit.

There is a variety of settings where a developmental screening may take place, including the office of a primary care provider or an ECE center. Once a child is screened and a potential risk for developmental delay is identified, a parent/caregiver may experience challenges in accessing a full developmental evaluation, which is the primary tool utilized to determine eligibility for interventions and/or services. Two separate systems exist, which provide developmental services to children dependent upon their age. Children under the age of 3 receive developmental services at a Regional Center via the California Early Start Program, and children ages 3 to 5 years old may receive services through their local school district or through the Regional Center, depending on eligibility. The difficulty in coordinating a child's care is a result of the multiple entry points into the system and the lack of coordination between existing service providers. Further, the service pathways and providers do not routinely share data. The lack of systemic care coordination and data-sharing presents a navigation challenge for parents/caregivers, and may impede a child's ability to access critical intervention services.

[58] UCLA Center for Health Policy Research, AskCHIS, Main Topic: Risk of Developmental Delays, Population: 0-5 (2007). Retrieved from http://ask.chis.ucla.edu/main/DQ3/output.asp?_rn=7.712954E-02
[59] Centers for Disease Control and Prevention, Developmental Screening and Monitoring. Retrieved from http://www.cdc.gov/ncbddd/childdevelopment/screening.html

What We Will Do:

Based on these challenges, First 5 LA will focus on supporting efforts to promote, from a systems perspective, improved coordination of care for children in relation to developmental delays. This includes the entire continuum of care — from the initial recruitment to screening to referral to the needed interventions and/or services. First 5 LA will bring together key stakeholders from health-related and ECE systems to ensure an ongoing dialogue, identify barriers/gaps, and support efforts to improve systems coordination and child access to screening and follow-up services.

Furthermore, First 5 LA will apply a health systems change approach to improving the system of developmental care for children in L.A. County as it relates to provider outreach and training. Some of the basic elements of this approach include taking systems improvements that have shown positive results in different provider communities and scaling them more broadly to various provider platforms, which may include county entities, professional associations and federally qualified health centers. This approach takes improvements in policy and practice that have been evidenced on a limited scale, and drives their spread on a larger scale.

Below are example activities illustrating how First 5 LA will advance the strategy across the investment areas:

	Investment Areas and Example Anchor Activities
	Advocate for policy and practice changes that improve coordination and collaboration of developmental screening and early intervention programs within the health and education-related systems.
	Convene and leverage relationships with relevant partners (Department of Public Health, Department of Mental Health, Department of Children and Family Services, regional centers, school districts) to support efforts to achieve effective care coordination and referral systems. Support the integration and sharing of data.
	Outreach and train providers to improve systems-level service delivery in settings where young children and their families receive care.

Implications (i.e., what will First 5 LA not do?):

First 5 LA will focus on activities that contribute to coordinating existing services and programs more effectively, and driving evidenced-based improvements in provider training to scale through various platforms. First 5 LA will not fund direct services unless they have the potential to lead to policy/practice change and service delivery system improvement.

Priority Focus Area:
Improved capacity of health, mental health, and substance abuse services providers to deliver trauma-informed care to children prenatal to age 5 and their families

Strategy:
Identify and promote best practices around trauma-informed care that improve the service delivery system for children prenatal to age 5 and their families

Why This Strategy:
To ensure all children prenatal to age 5 reach their maximum health potential, it is important that First 5 LA's efforts identify and limit the influence of those factors that are known to impede healthy child development. One of the most pervasive and damaging of those negative influences is the impact of trauma and chronic adversity. Children who experience trauma such as abuse, neglect, loss, terrorism and disasters, or chronic adversity such as persistent poverty, community and family violence, homelessness, parental substance abuse and maternal depression are often at high risk of experiencing "toxic stress."[60]

Both risk and Protective Factors impact the development of a child's stress response system. Risk factors associated with child maltreatment include factors such as social isolation of families; lack of caregiver understanding of the child's needs and child development; caregiver history of domestic abuse; poverty and other socioeconomic disadvantages; substance abuse; and caregiver stress and distress, including depression and other mental health conditions. Protective Factors that protect against child maltreatment in contrast include a supportive family environment; nurturing caregiver skills; stable family relationships; access to healthcare and social services; and caring adults outside the family who serve as role models or mentors.[61] Research on stress and resilience demonstrates that a positive and secure attachment with at least one caring adult can serve as a protective function for children and can actually buffer the negative impact of toxic stress on the child's developing brain.[62]

This safe, loving and nurturing relationship can be strengthened through the promotion of the Protective Factors in the systems that families interact with. Trauma Informed Care is an organizational structure and treatment framework that involves understanding, recognizing, and responding to the effects of all types of trauma. Trauma Informed Care also emphasizes physical, psychological and emotional safety for both consumers and providers, and helps survivors rebuild a sense of control and empowerment.[63] "Trauma-informed" systems, organizations and programs have the following characteristics: (1) an acknowledgement of the widespread impact of trauma and a collective understanding of the potential paths for healing; (2) a recognition of the signs and symptoms of trauma in staff, clients and others involved with the system; and (3) a culture that fully integrates knowledge about trauma into policies, procedures, practices and settings. This strategy focuses on supporting health-related systems to shift their culture to one that is trauma-informed — recognizing the prevalence of trauma and instituting policies, practices and procedures that fully integrate knowledge of trauma.[64]

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[60] Shonkoff, J.P., Garner, A. S.. (2011). *The Lifelong Effects of Early Childhood Adversity and Toxic Stress*. Journal of the American Academy of Pediatrics, Issue 10.1542, 2011-2663. Retrieved from http://pediatrics.aappublications.org/content/early/2011/12/21/peds.2011-2663.full.pdf+html

[61] Hodas, Gordon R.(February 2006). *Responding to Childhood Trauma: The Promise and Practice of Trauma Informed Care*. Pennsylvania Office of Mental Health and Substance Abuse Services.

[62] Werner, E. E. (2000). Protective Factors and Individual Resilience. In J.P. Shonkoff and S.J. Meisels (eds), *Handbook of Early Childhood Intervention* (pp. 115-132). New York, NY: Cambridge University Press

[63] SAMHSA National Center for Trauma-Informed Care (NCTIC) (2011). *Trauma-Informed Approach and Trauma-Specific Interventions*. Retrieved from http://www.samhsa.gov/nctic/trauma-interventions

[64] Blanch, A.. (September 2012). *SAMHSA's National Center for Trauma-Informed Care*. Retrieved from http://www.nasmhpd.org/docs/NCTIC/NCTIC_Marketing_Brochure_FINAL.pdf

What We Will Do:

First 5 LA is new to this field, and the Commission's work will initially involve collaboration with experts to learn about the impact of trauma on a child's development and the gaps in service providers' ability to respond to families affected by trauma. From this work, First 5 LA will develop an action plan to build and promote the capacity of health-related providers and systems to realize, recognize and respond to families and their young children who have experienced trauma in their lives.

Below are example activities illustrating how First 5 LA will advance the strategy across the investment areas:

Investment Areas and Example Anchor Activities

Convene a learning community of experts and key partners[65] to define and identify the scope and impact of trauma-informed care for children prenatal to age 5 and their families.

Conduct an environmental scan[66] to identify key partners, gaps and opportunities to improve provider capacity to deliver trauma-informed care to children prenatal to age 5 and their families.

Develop an action plan informed by the learning community and environmental scan to improve capacity of service delivery systems to provide trauma-informed care to children prenatal to age 5 and their families.

Implications:

First 5 LA will partner with others to will on activities that contribute to addressing the gaps and opportunities to improve the capacity of service delivery systems to provide trauma-informed care to families and young children, rather than scaling up or directly funding innovative programs on our own.

[65] Examples of providers that work with children and their families who may have experienced trauma include L.A. County Department of Public Health [Child Health and Disability Prevention Program (CHDP), Substance Abuse Prevention and Control (SAPC)]; Los Angeles County Medical Association (LACMA), Department of Children and Family Services (DCFS) [Young Children in Care Strategic Planning Committee]; Department of Mental Health [Children's System of Care]; Office of Child Protection; law enforcement [sheriff department, jails, district attorney's office]; federally qualified health centers (FQHCs); community health clinics; community-based organizations; advocacy/policy organizations; City of Pasadena Health Department; City of Long Beach Health Department.

[66] Include analysis of challenges faced by the Antelope Valley: lack of mental health services, less qualified professionals, and transportation challenges. Address how trauma-informed care can impact First 5 LA's other outcome areas (ECE, Families, Communities). Children's Data Network can possibly provide data on the prevalence of trauma in and across different systems.

Appendix H: Monitoring, Evaluation and Learning Framework Example Questions

This section provides illustrative examples of the types of questions First 5 LA's new Monitoring, Evaluation and Learning Framework may consider. These questions will be tailored and customized during the implementation planning phase.

Performance Measurement

Performance measurement analyzes the extent to which strategies or programs have been implemented as planned. The following are examples of the types of questions First 5 LA's performance measurement work may address:

- What has been the extent and nature of First 5 LA's investments and efforts in each strategy?
- How many parents/caregivers and children prenatal to age 5 has First 5 LA reached?
- What is the demographic and risk profile of the population served by First 5 LA?
- What aspects of the systems of services and supports that First 5 LA aims to affect has First 5 LA reached?
- What is the nature and type of work First 5 LA did to support and improve systems?
- To what extent has First 5 LA implemented its work according to the principles and practices of its strategic direction, focus and investment guidelines?

Outcome Evaluation

Outcome evaluation will focus on measuring the changes experienced by children prenatal to age 5, parents/caregivers, communities and systems. The following are examples of the types of questions First 5 LA's outcome evaluation work may address:

- To what degree have parents/caregivers engaging in First 5 LA-supported efforts experienced the expected outcomes?
- To what degree have children prenatal to age 5 engaging in First 5 LA-supported efforts experienced the expected outcomes?
- To what degree has community capacity within Best Start Communities increased to support and promote the safety, healthy development, and well-being of children prenatal to age 5 and their families?
- To what degree have local health, mental health and substance abuse systems improved their capacity to meet the needs of children prenatal to age 5 and their families?
- To what degree have children prenatal to age 5 and their families experienced increased access to quality ECE?

Population-Level Monitoring

For each of First 5 LA's goal areas, population-level indicators will be developed to monitor trends over time. Monitoring these trends is not about claiming causal attribution to First 5 LA if changes

in indicators are seen over time, rather this monitoring work is part of an effort to monitor the landscape and make any adjustment in strategy as indicated by external changes. A few *illustrative* examples of community indicators that may be monitored include:

- A decrease in the rate of substantiated child abuse and child abuse referrals
- An increase in the rate of breastfeeding
- An increase in the number of women receiving early prenatal care
- An increase in the number of licensed ECE sites
- An increase in the number of early childhood education providers who attain degrees related to the early childhood field
- An increased access to safe spaces

Note that when determining measures for parent-child outcomes, the evaluation approach will be differentiated based on whether the services and programs provided are evidence-based or a promising practice. In this new Strategic Plan, First 5 LA explicitly identified some strategies that will be evidence based, and funding and focusing these evaluations will be on fidelity measures and tracking progress towards interim outcomes, as more intensive evaluation is not needed given that these interventions have been tested elsewhere. For promising practices — where the intent is to elevate the level of evidence available that speaks to this practices' promise — thereby supporting this practice becoming an evidence-based model, this evaluation work may require a more significant level of investment. One example of First 5 LA working on developing the evidence base of a promising model is with Welcome Baby and its work to generate more comprehensive data on families in L.A. County.

first 5 la
Giving kids the best start

Memo

To: Board of Commissioners

From: Linda Vo, Board Secretary

Copies to: Kim Belshé, Executive Director; Armando Jimenez, Director, Research & Evaluation

Date: May 12, 2016

Subject: Board Communication Survey Findings

In an effort to effectively support Commissioners in their governing role, First 5 LA staff sent out a survey on March 18, 2016 to the First 5 LA Board of Commissioners to solicit feedback on Board-related information, materials, communications, as well as Board learning and development. Staff worked with the Executive Committee to develop the survey that contains a number of statements regarding Board communication. For each survey statement, Commissioners were given the opportunity to agree or disagree, as well as give comments. Staff plans to use the findings from this survey to ensure that communication with the Board is done in a timely manner and in a format that effectively supports Commissioners' governance responsibilities.

As of today, 16 out of 17 (94%) Commissioners have completed the survey; responses were recorded anonymously. There were a total of 29 questions that Commissioners were asked to complete. Although most questions were completed, it should be noted that not all questions were answered by all respondents.

KEY FINDINGS:

Meeting Materials
Overall, Commissioners agree that the current mechanisms (e.g. Memos, PowerPoints, Executive Director's (ED) report) around Communication are very useful and sent in a timely manner in advance of meetings, with an average of 83% of respondents in agreement. With an outstanding response rate of 100%, respondents agreed the ED Highlights on the ED report is an informative and useful resource for Commissioners. A few Commissioners did comment presentations could be condensed to allow more time for Board feedback and discussion. There was also a comment that the ED report was too lengthy and provided too much background information.

First 5 LA Website
Findings currently show that Commissioners primarily use First 5 LA's website to access meeting materials (71%). Less than half of Commissioners use the website to access other information such as the Bylaws and Governance Guidelines. Based on Commissioners comments, the website is not as intuitive or easy to navigate to access other pertinent information, which could attribute to why almost half of respondents neither agreed nor disagreed or simply disagreed that information (e.g. staff contact, Commissioner contact) is easy to find on First 5 LA's website. Having a dedicated Commissioner portal, that is easy to navigate, could help Commissioners and is desired by 93% of

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CHIEF OPERATING OFFICER
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respondents. Commissioners would also like additional information via First 5 LA website on early care and education, child development and First 5 LA's Legislative Agenda and updates, with an average of 83% of respondents in agreement.

Board & Committee meetings
Commissioners were queried about monthly Board meetings that currently run for three hours and 78% of respondents agreed that the length of Board meetings is long enough to ensure effective governance. 86% of respondents are in agreement that Committee meetings are helpful in preparing for Commission meetings. 42% of Commissioners agreed they would attend other Committee meetings they are not assigned to, if permitted.

Board Learning Development
As part of Board development, First 5 LA currently dedicates time at every Commission and Special Commission/Program & Planning Committee meeting for Board learning opportunities. According to survey findings, 93% of respondents agreed that it is very important for First 5 LA to allocate time for Board learning and development that would strengthen and deepen Commissioners' understanding of the early childhood development field and the work of First 5 LA. Listed in order of most to least important, Commissioners would like to learn more about the following topics as part of Board learning opportunities: Policy and Advocacy; Health-Related Systems, Early Care and Education Systems; Communities; Families; Field of Philanthropy, and Monitoring and Evaluation, & Learning.

The three mechanisms through which Commissioners prefer Board learning opportunities to be offered are at Board meetings (64%), First 5 LA Brown Bag lunches (57%) and First 5 LA workshops (36%). Commissioners prefer that the frequency of these opportunities be on an as needed basis or quarterly, with 83% and 73% in agreement, respectively.

New Board Orientation
Note: Only Commissioners appointed on or after August 2013 (8 Commissioners) should have completed this section, yet we received a total of 10 respondents.

Overall, 70% of respondents agreed that they received adequate orientation to their role and responsibilities as a Board member, and on average, 73% felt they received sufficient information in the following areas: First 5 LA's Critical Strategic Issues, Long Term Financial Projection, Strategic Plan 2015-20, and Conflicts of Interest. With regards to Bylaws, only 40% agreed they received sufficient information to provide new Commissioners context of First 5 LA's work. Some recommendations made were to include relevant press that may have occurred within the month of the orientation and to discuss more on Committee Structure and board expectations.

Method and Frequency of Communication
In summary, most respondents (68% ranked as first and second choice) preferred to receive information via Board Meetings and emails, consistent with First 5 LA's current approach.

Administration and Staff Support
Based on responses received, 79% agreed that communication between the Board Secretary and Executive Department is strong and clear, with a slightly lower agreement between the Board and Senior Management team at 63%. In addition, 93% of respondents felt that the Board Secretary support during Commission and Committee meetings ensured for smooth meetings, with 78% in agreement on IT providing the same support.

CONCLUSION AND NEXT STEPS:
Overall, respondents feel that Board-related information, meeting materials, communications, as well as Board learning and development is done in a timely manner and in a format that effectively supports Commissioners' governance responsibilities. Nonetheless, the survey did uncover some areas that have room for improvement (e.g. First 5 LA Website; Executive Director's report; Board

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Learning Development; New Board Orientation). Staff will use these findings to help further refine the mechanisms through which communication is shared with Commissioners. For example, Staff is currently working on a new format for the Executive Director's report, the findings from this survey are timely and will ensure something like the ED report, will become an even more useful and informative resource for Commissioners.

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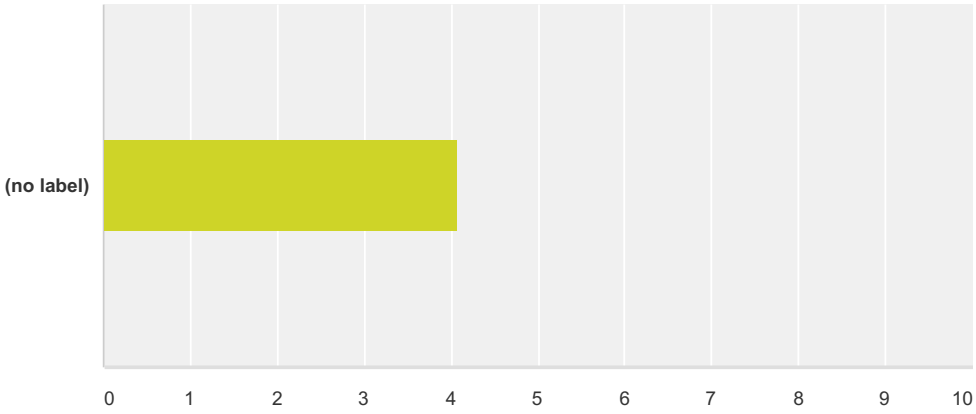
Q1 Meeting agendas and materials are received in time for adequate advance review.

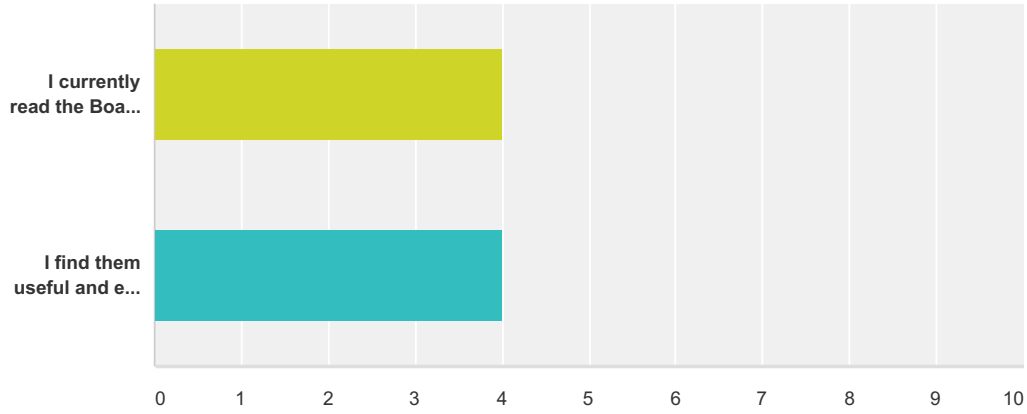
Answered: 15 Skipped: 0



	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Total	Weighted Average
(no label)	**33.33%** 5	**46.67%** 7	**13.33%** 2	**6.67%** 1	**0.00%** 0	15	4.07

Q2 Board memos

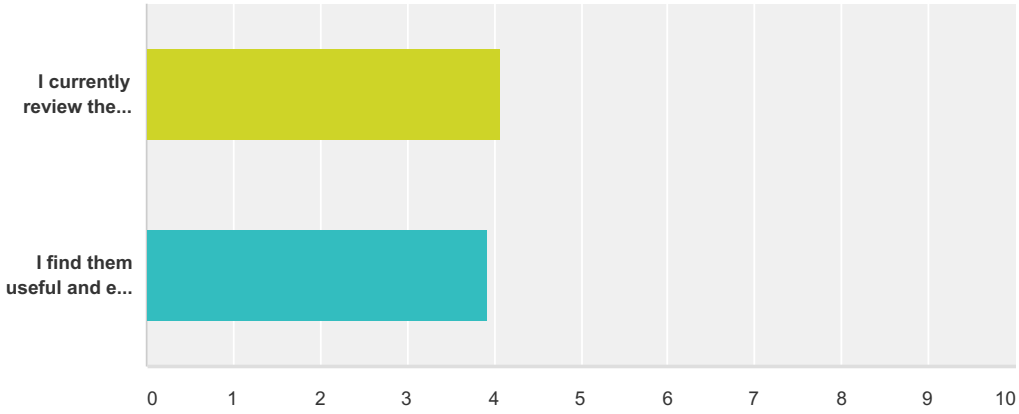
Answered: 15 Skipped: 0



	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A	Total	Weighted Average
I currently read the Board memos	**14.29%** 2	**71.43%** 10	**14.29%** 2	**0.00%** 0	**0.00%** 0	**0.00%** 0	14	4.00
I find them useful and easy to read and provide the necessary information and context needed to understand the item or action being sought	**7.14%** 1	**78.57%** 11	**7.14%** 1	**0.00%** 0	**0.00%** 0	**7.14%** 1	14	4.00

Q3 PowerPoints

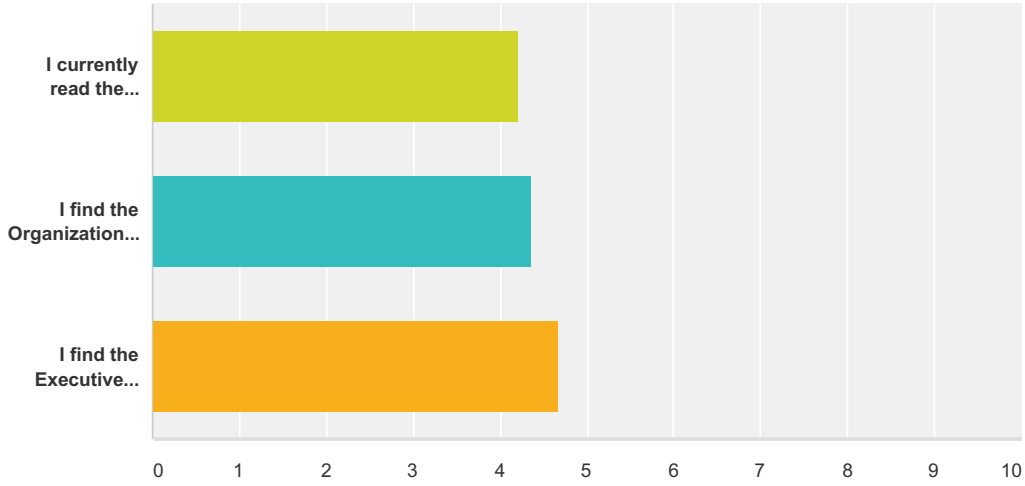
Answered: 15 Skipped: 0



	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A	Total	Weighted Average
I currently review the PowerPoints	**33.33%** 5	**46.67%** 7	**13.33%** 2	**6.67%** 1	**0.00%** 0	**0.00%** 0	15	4.07
I find them useful and easy to follow and provide the necessary information and context needed to understand the item or action being sought	**23.08%** 3	**46.15%** 6	**30.77%** 4	**0.00%** 0	**0.00%** 0	**0.00%** 0	13	3.92

Q4 Executive Director's Report

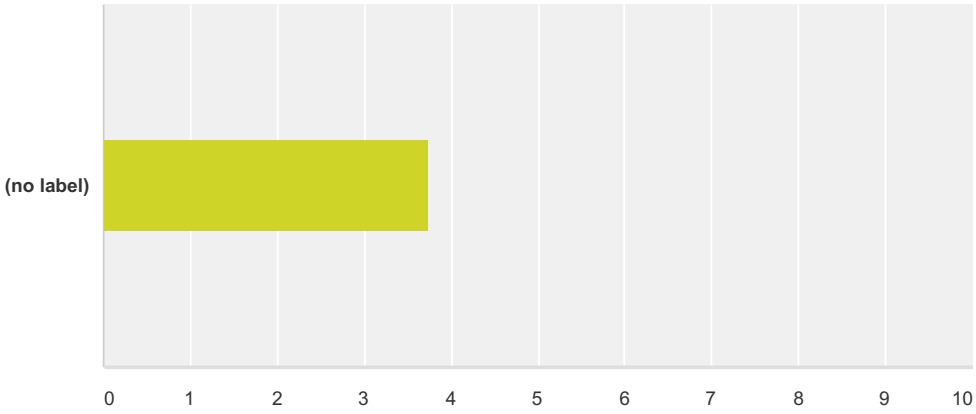
Answered: 15 Skipped: 0



	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A	Total	Weighted Average
I currently read the Executive Director's Report.	**35.71%** 5	**57.14%** 8	**0.00%** 0	**7.14%** 1	**0.00%** 0	**0.00%** 0	14	4.21
I find the Organization-Wide Activity Highlights useful and informative.	**42.86%** 6	**50.00%** 7	**7.14%** 1	**0.00%** 0	**0.00%** 0	**0.00%** 0	14	4.36
I find the Executive Director's Highlights useful and informative.	**66.67%** 8	**33.33%** 4	**0.00%** 0	**0.00%** 0	**0.00%** 0	**0.00%** 0	12	4.67

Q5 Meeting agendas provide a good balance between staff presentation and discussion.

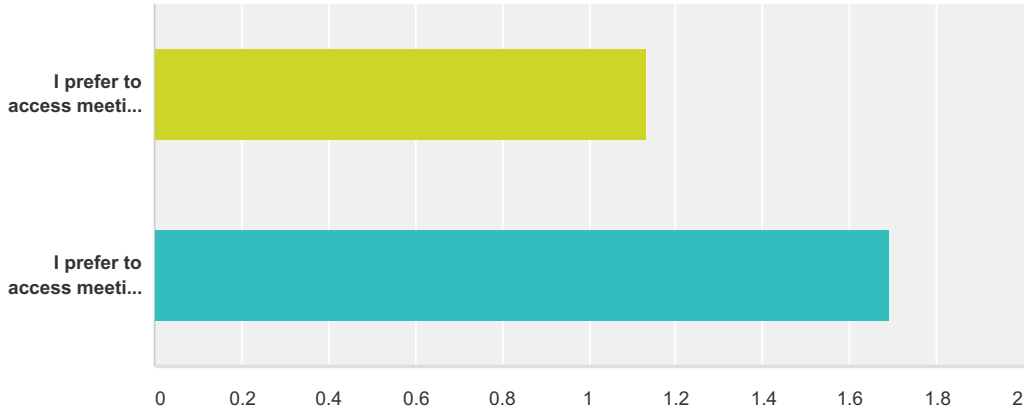
Answered: 15 Skipped: 0



	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A	Total	Weighted Average
(no label)	**13.33%** 2	**60.00%** 9	**13.33%** 2	**13.33%** 2	**0.00%** 0	**0.00%** 0	15	3.73

Q6 For both items below, please respond with a yes or no.

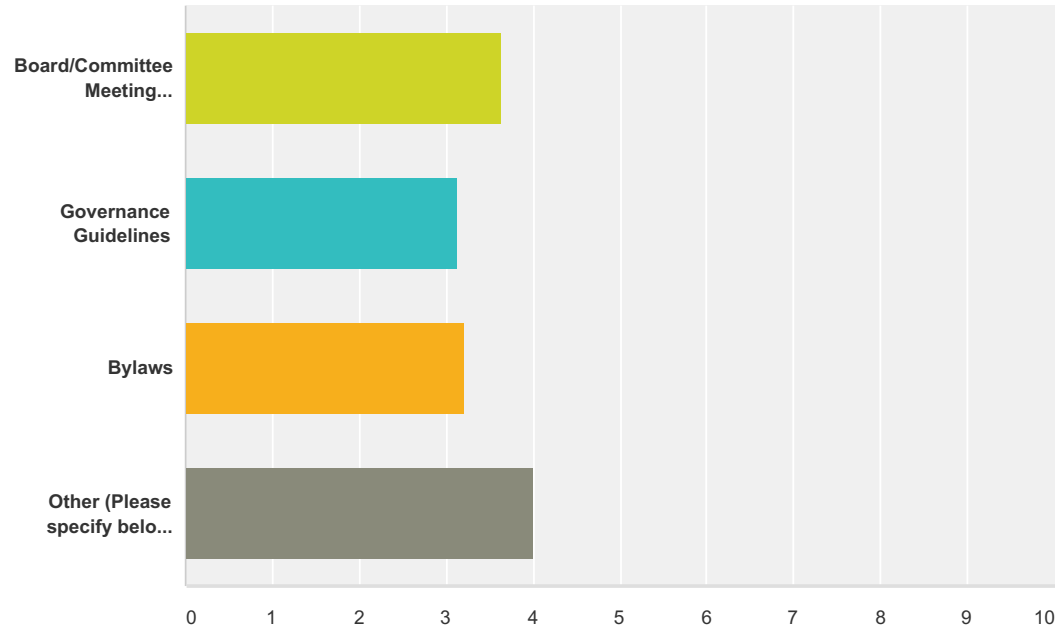
Answered: 15 Skipped: 0



	Yes	No	Total	Weighted Average
I prefer to access meeting materials electronically.	**86.67%** 13	**13.33%** 2	15	1.13
I prefer to access meeting materials via hard copies.	**30.77%** 4	**69.23%** 9	13	1.69

Q7 I use the First 5 LA website to access the following information:

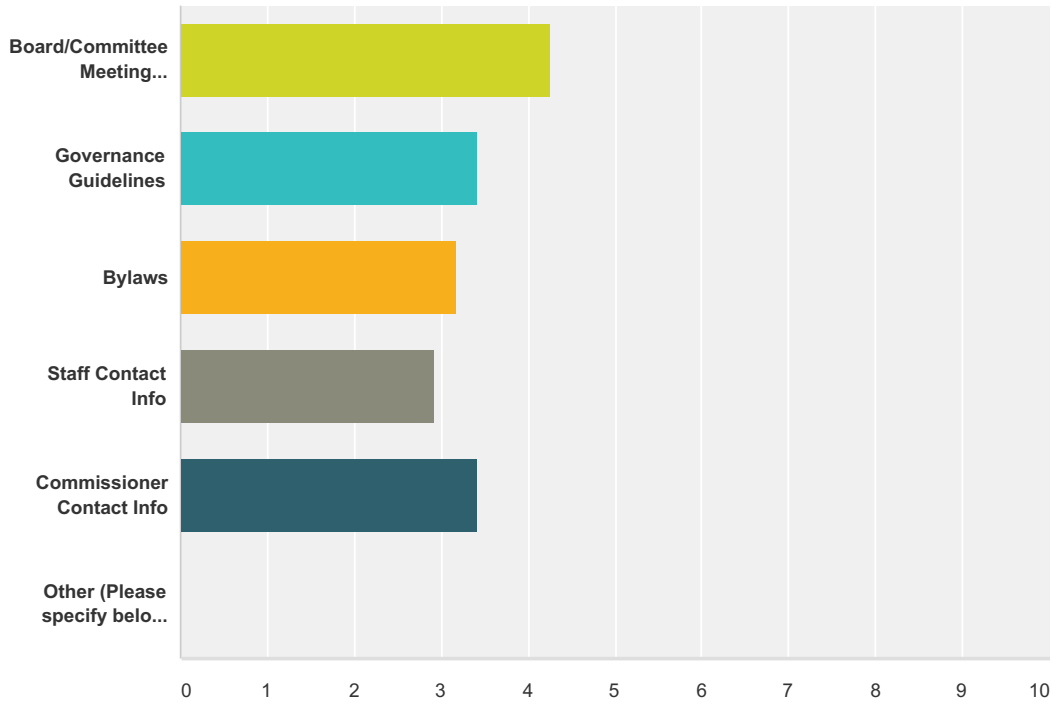
Answered: 14 Skipped: 1



	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A	Total	Weighted Average
Board/Committee Meeting Materials	**21.43%** 3	**50.00%** 7	**0.00%** 0	**28.57%** 4	**0.00%** 0	**0.00%** 0	14	3.64
Governance Guidelines	**14.29%** 2	**14.29%** 2	**42.86%** 6	**28.57%** 4	**0.00%** 0	**0.00%** 0	14	3.14
Bylaws	**14.29%** 2	**21.43%** 3	**35.71%** 5	**28.57%** 4	**0.00%** 0	**0.00%** 0	14	3.21
Other (Please specify below in additional comments)	**28.57%** 2	**14.29%** 1	**0.00%** 0	**14.29%** 1	**0.00%** 0	**42.86%** 3	7	4.00

Q8 The following information is easy to find on the First 5 LA website:

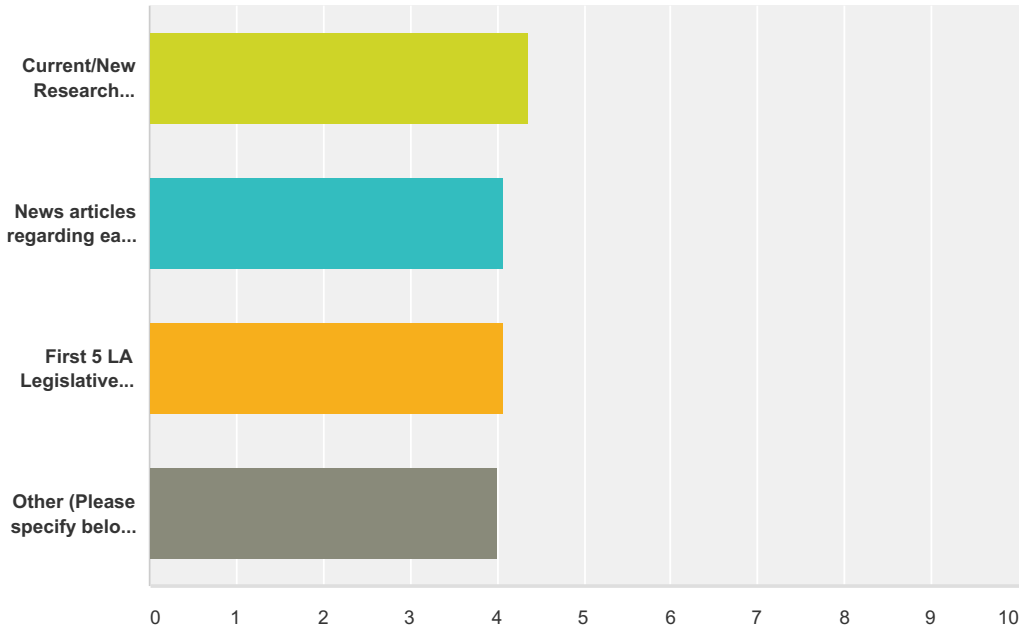
Answered: 14 Skipped: 1



	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A	Total	Weighted Average
Board/Committee Meeting Materials	**35.71%** 5	**35.71%** 5	**14.29%** 2	**0.00%** 0	**0.00%** 0	**14.29%** 2	14	4.25
Governance Guidelines	**7.14%** 1	**35.71%** 5	**28.57%** 4	**14.29%** 2	**0.00%** 0	**14.29%** 2	14	3.42
Bylaws	**14.29%** 2	**7.14%** 1	**42.86%** 6	**21.43%** 3	**0.00%** 0	**14.29%** 2	14	3.17
Staff Contact Info	**7.14%** 1	**14.29%** 2	**28.57%** 4	**35.71%** 5	**0.00%** 0	**14.29%** 2	14	2.92
Commissioner Contact Info	**14.29%** 2	**28.57%** 4	**21.43%** 3	**21.43%** 3	**0.00%** 0	**14.29%** 2	14	3.42
Other (Please specify below in additional comments)	**0.00%** 0	**0.00%** 0	**0.00%** 0	**0.00%** 0	**0.00%** 0	**100.00%** 5	5	0.00

Q9 More information around the following topic areas would be useful:

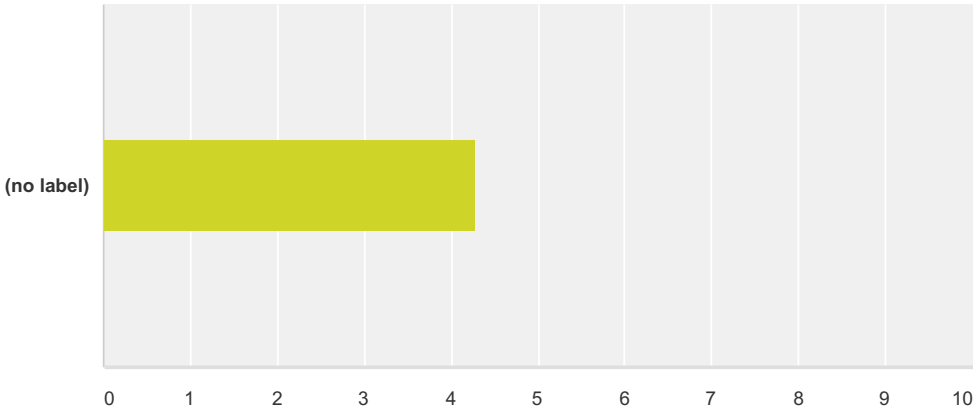
Answered: 14 Skipped: 1



	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A	Total	Weighted Average
Current/New Research regarding Early Childhood Development	**50.00%** 7	**35.71%** 5	**14.29%** 2	**0.00%** 0	**0.00%** 0	**0.00%** 0	14	4.36
News articles regarding early childhood development	**28.57%** 4	**50.00%** 7	**21.43%** 3	**0.00%** 0	**0.00%** 0	**0.00%** 0	14	4.07
First 5 LA Legislative Agenda and Updates	**23.08%** 3	**61.54%** 8	**15.38%** 2	**0.00%** 0	**0.00%** 0	**0.00%** 0	13	4.08
Other (Please specify below in additional comments)	**0.00%** 0	**33.33%** 1	**0.00%** 0	**0.00%** 0	**0.00%** 0	**66.67%** 2	3	4.00

Q10 I would use a separate Commissioner on-line portal to access First 5 LA information if easy to navigate.

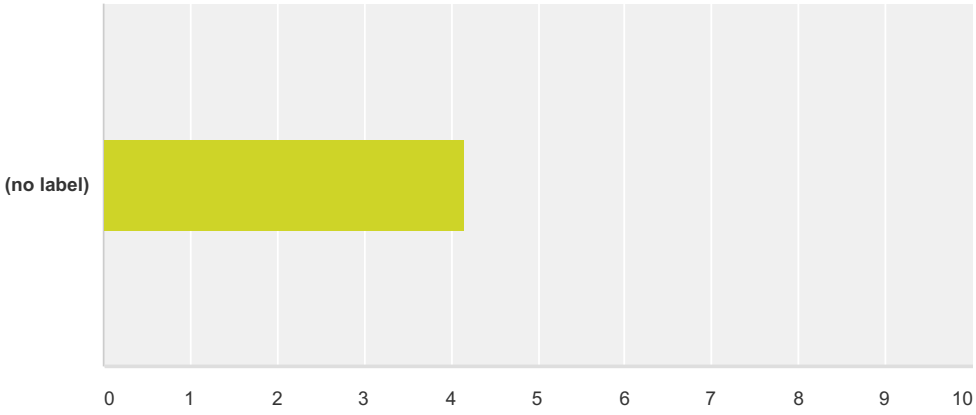
Answered: 14 Skipped: 1



	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A	Total	Weighted Average
(no label)	**50.00%** 7	**42.86%** 6	**0.00%** 0	**0.00%** 0	**7.14%** 1	**0.00%** 0	14	4.29

Q11 Monthly Board meetings are frequent enough to ensure effective governance.

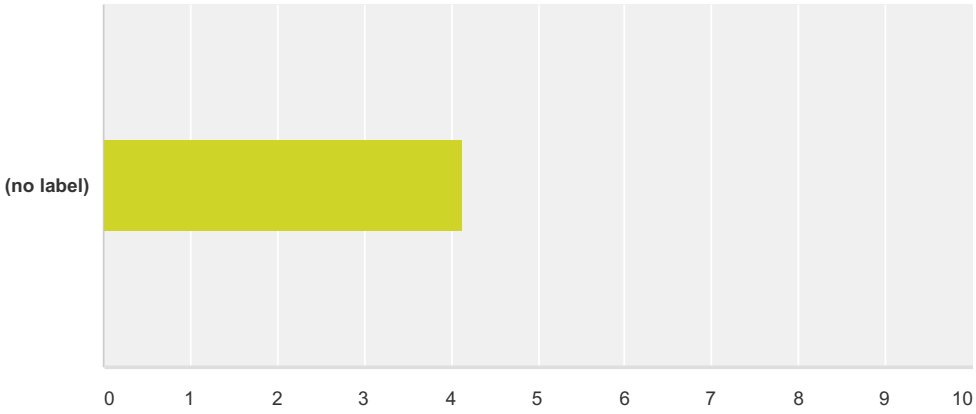
Answered: 14 Skipped: 1



	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A	Total	Weighted Average
(no label)	**28.57%** 4	**50.00%** 7	**14.29%** 2	**0.00%** 0	**0.00%** 0	**7.14%** 1	14	4.15

Q12 Committee meetings are helpful in preparing Commissioners for discussions at future Board meetings.

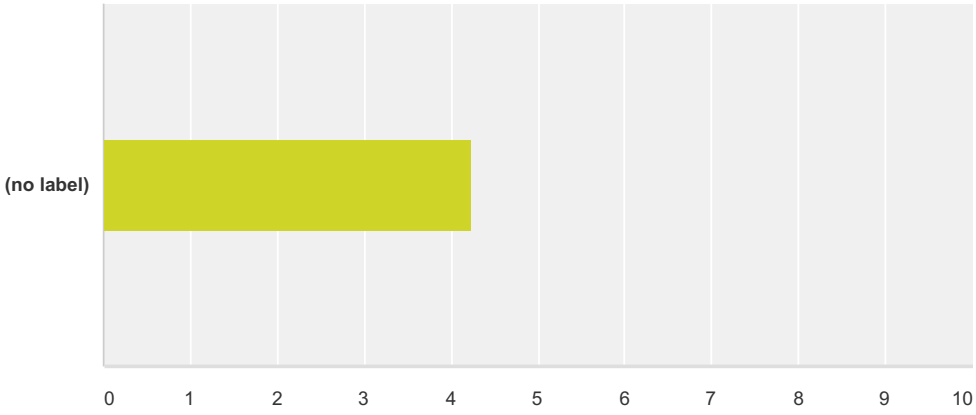
Answered: 14 Skipped: 1



	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A	Total	Weighted Average
(no label)	**28.57%** 4	**57.14%** 8	**14.29%** 2	**0.00%** 0	**0.00%** 0	**0.00%** 0	14	4.14

Q13 The length of Board meetings is sufficient to accomplish the Board's work.

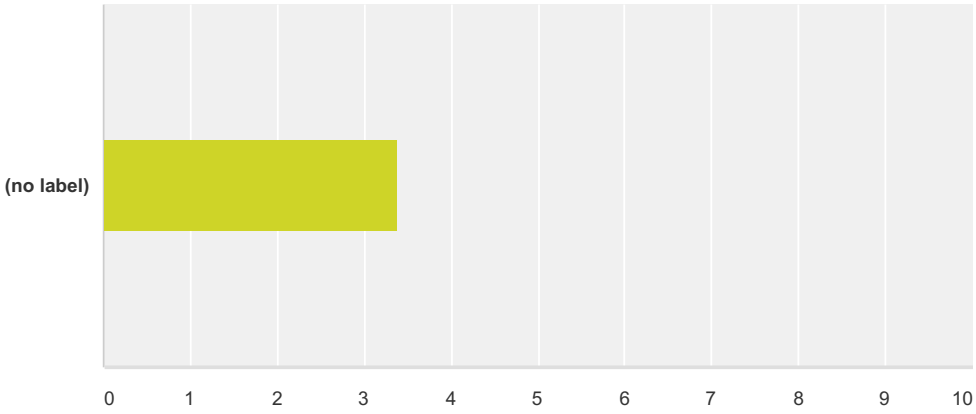
Answered: 14 Skipped: 1



	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A	Total	Weighted Average
(no label)	**50.00%** 7	**28.57%** 4	**0.00%** 0	**14.29%** 2	**0.00%** 0	**7.14%** 1	14	4.23

Q14 I would attend other Committee meetings that I am not assigned to, if permitted.

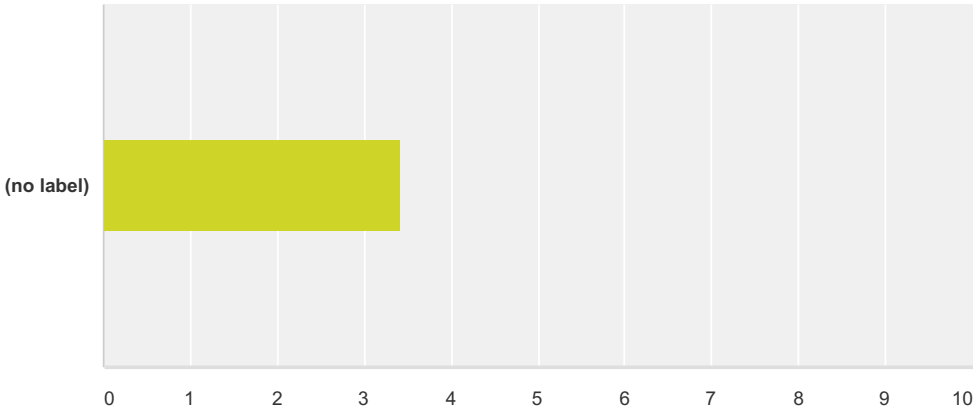
Answered: 14 Skipped: 1



	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A	Total	Weighted Average
(no label)	**21.43%** 3	**21.43%** 3	**21.43%** 3	**28.57%** 4	**0.00%** 0	**7.14%** 1	14	3.38

Q15 At each board meeting, time is dedicated to support board learning about the organization's activities.

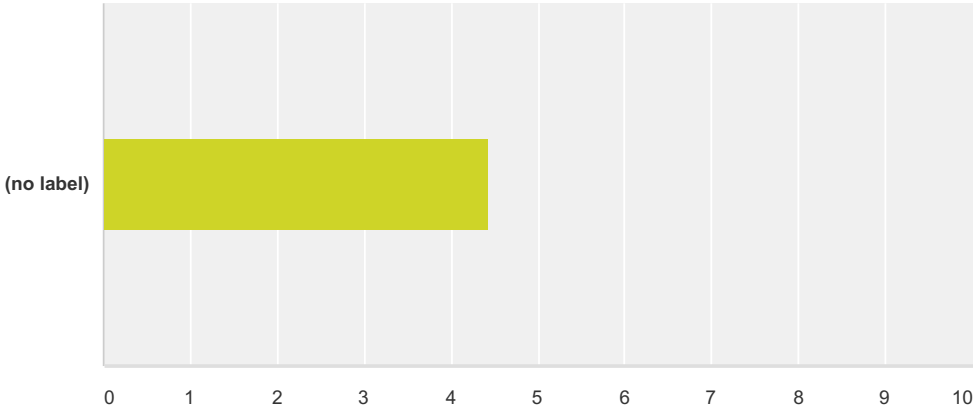
Answered: 14 Skipped: 1



	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A	Total	Weighted Average
(no label)	**7.14%** 1	**50.00%** 7	**21.43%** 3	**21.43%** 3	**0.00%** 0	**0.00%** 0	14	3.43

Q16 It is important for First 5 LA to support Board learning and development that would strengthen and deepen Commissioner understanding of the early childhood development field and the work of First 5 LA.

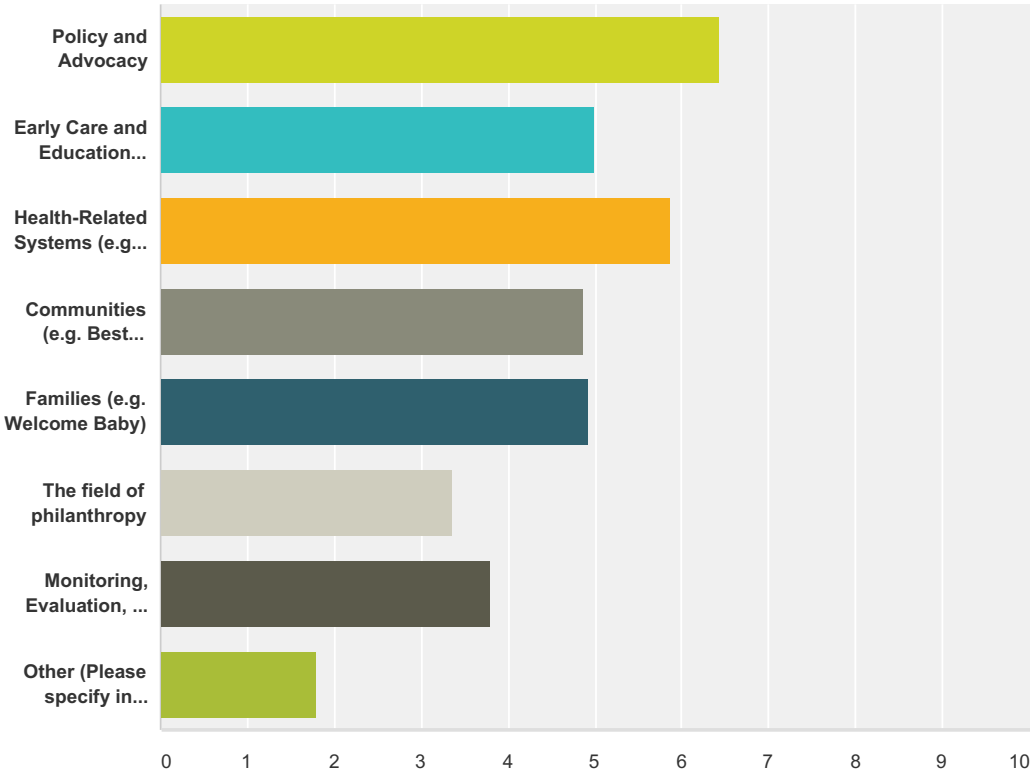
Answered: 14 Skipped: 1



	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A	Total	Weighted Average
(no label)	**50.00%** 7	**42.86%** 6	**7.14%** 1	**0.00%** 0	**0.00%** 0	**0.00%** 0	14	4.43

Q17 If Board learning opportunities were offered, I would be most interested in learning more about the following content areas (List in order from most to least interested):

Answered: 14 Skipped: 1



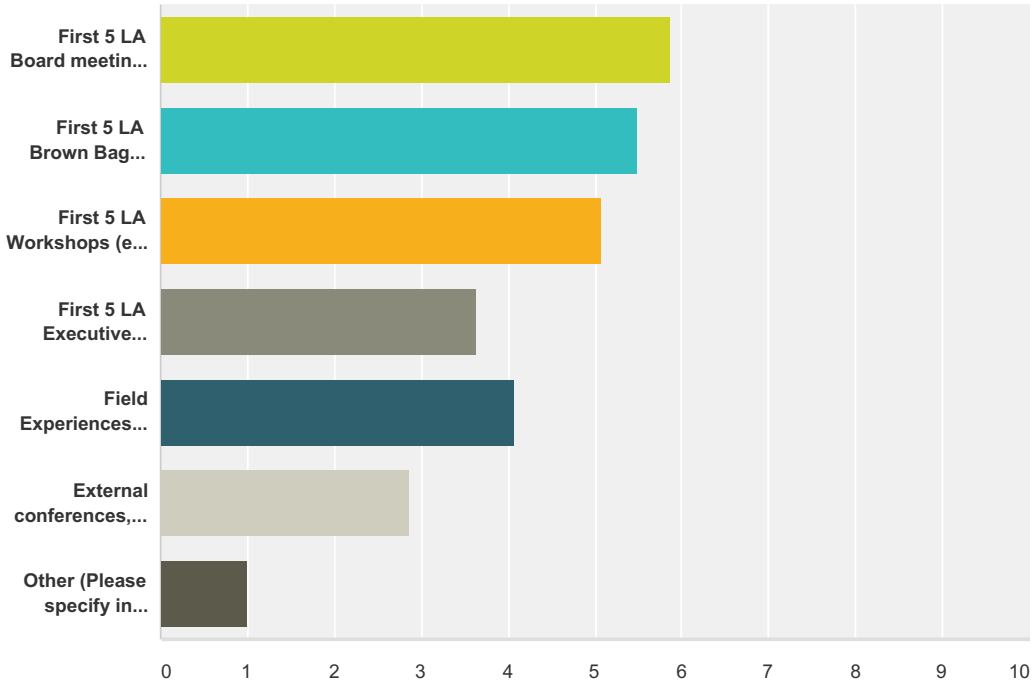
	1	2	3	4	5	6	7	8	Total	Score
Policy and Advocacy	28.57% 4	28.57% 4	14.29% 2	21.43% 3	0.00% 0	7.14% 1	0.00% 0	0.00% 0	14	6.43
Early Care and Education Systems (e.g. Third-grade level reading campaign)	21.43% 3	7.14% 1	14.29% 2	0.00% 0	35.71% 5	7.14% 1	14.29% 2	0.00% 0	14	5.00
Health-Related Systems (e.g. Trauma Informed Care)	35.71% 5	7.14% 1	14.29% 2	14.29% 2	7.14% 1	21.43% 3	0.00% 0	0.00% 0	14	5.86
Communities (e.g. Best Start communities)	7.14% 1	21.43% 3	14.29% 2	7.14% 1	21.43% 3	21.43% 3	0.00% 0	7.14% 1	14	4.86
Families (e.g. Welcome Baby)	0.00% 0	14.29% 2	28.57% 4	14.29% 2	28.57% 4	7.14% 1	7.14% 1	0.00% 0	14	4.93
The field of philanthropy	0.00% 0	14.29% 2	7.14% 1	0.00% 0	7.14% 1	21.43% 3	50.00% 7	0.00% 0	14	3.36
Monitoring, Evaluation, and Learning	0.00% 0	7.14% 1	7.14% 1	35.71% 5	0.00% 0	14.29% 2	28.57% 4	7.14% 1	14	3.79
Other (Please specify in comments below)	7.14% 1	0.00% 0	0.00% 0	7.14% 1	0.00% 0	0.00% 0	0.00% 0	85.71% 12	14	1.79

Q18 If you responded with "Other" in Question 17, please specify below:

Answered: 10 Skipped: 5

Q19 For Board learning opportunities, I would be most interested in the following format(s) (List in order from most to least interested):

Answered: 14 Skipped: 1



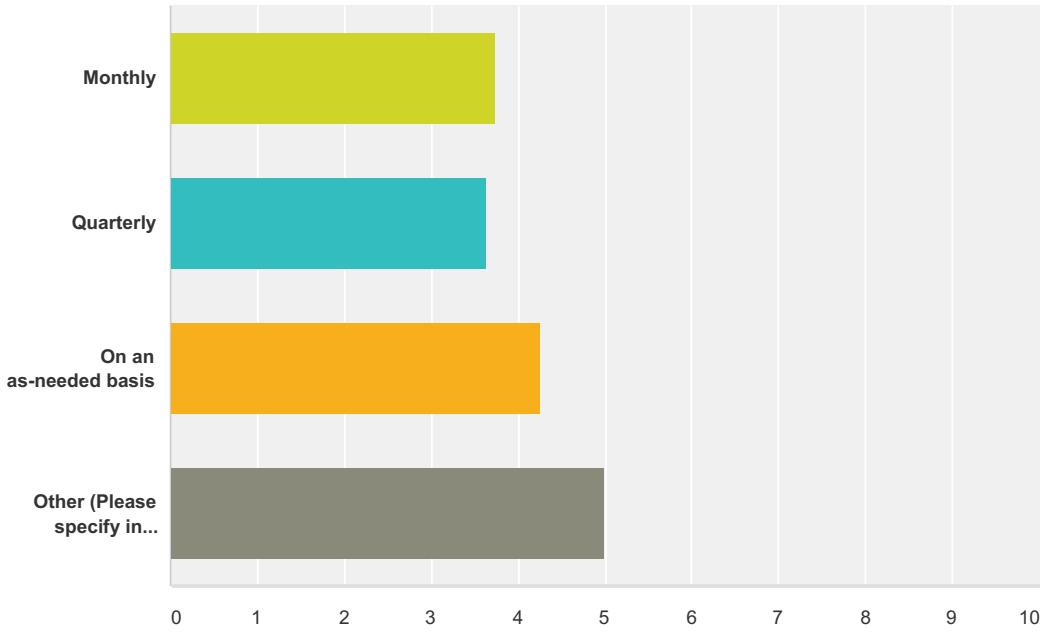
	1	2	3	4	5	6	7	Total	Score
First 5 LA Board meeting presenters/facilitators (e.g. guest speakers)	**57.14%** 8	**7.14%** 1	**14.29%** 2	**7.14%** 1	**14.29%** 2	**0.00%** 0	**0.00%** 0	14	5.86
First 5 LA Brown Bag lunches (e.g. Trauma-informed care discussion with staff)	**28.57%** 4	**28.57%** 4	**21.43%** 3	**7.14%** 1	**14.29%** 2	**0.00%** 0	**0.00%** 0	14	5.50
First 5 LA Workshops (e.g. seminars)	**7.14%** 1	**28.57%** 4	**35.71%** 5	**21.43%** 3	**7.14%** 1	**0.00%** 0	**0.00%** 0	14	5.07
First 5 LA Executive Director's Report	**0.00%** 0	**21.43%** 3	**7.14%** 1	**14.29%** 2	**28.57%** 4	**28.57%** 4	**0.00%** 0	14	3.64
Field Experiences (e.g. site visits with grantees)	**7.14%** 1	**7.14%** 1	**14.29%** 2	**35.71%** 5	**28.57%** 4	**7.14%** 1	**0.00%** 0	14	4.07
External conferences, events, and meetings	**0.00%** 0	**7.14%** 1	**7.14%** 1	**14.29%** 2	**7.14%** 1	**64.29%** 9	**0.00%** 0	14	2.86
Other (Please specify in comments below)	**0.00%** 0	**0.00%** 0	**0.00%** 0	**0.00%** 0	**0.00%** 0	**0.00%** 0	**100.00%** 14	14	1.00

Q20 If you responded with "Other" in Question 19, please specify below:

Answered: 10 Skipped: 5

Q21 The frequency of offerings for Board learning opportunities should be:

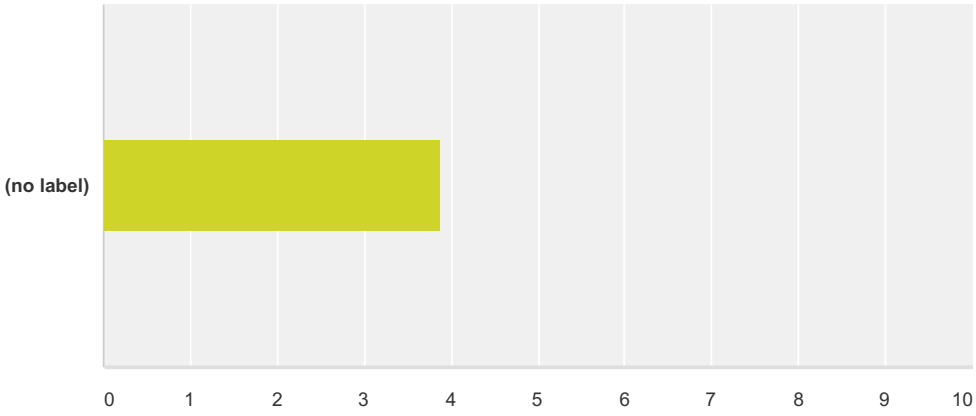
Answered: 14 Skipped: 1



	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Total	Weighted Average
Monthly	**18.18%** 2	**36.36%** 4	**45.45%** 5	**0.00%** 0	**0.00%** 0	11	3.73
Quarterly	**0.00%** 0	**72.73%** 8	**18.18%** 2	**9.09%** 1	**0.00%** 0	11	3.64
On an as-needed basis	**50.00%** 6	**33.33%** 4	**8.33%** 1	**8.33%** 1	**0.00%** 0	12	4.25
Other (Please specify in comments below)	**100.00%** 1	**0.00%** 0	**0.00%** 0	**0.00%** 0	**0.00%** 0	1	5.00

Q22 As a new board member, I received an adequate orientation to my role and responsibilities as a board member.

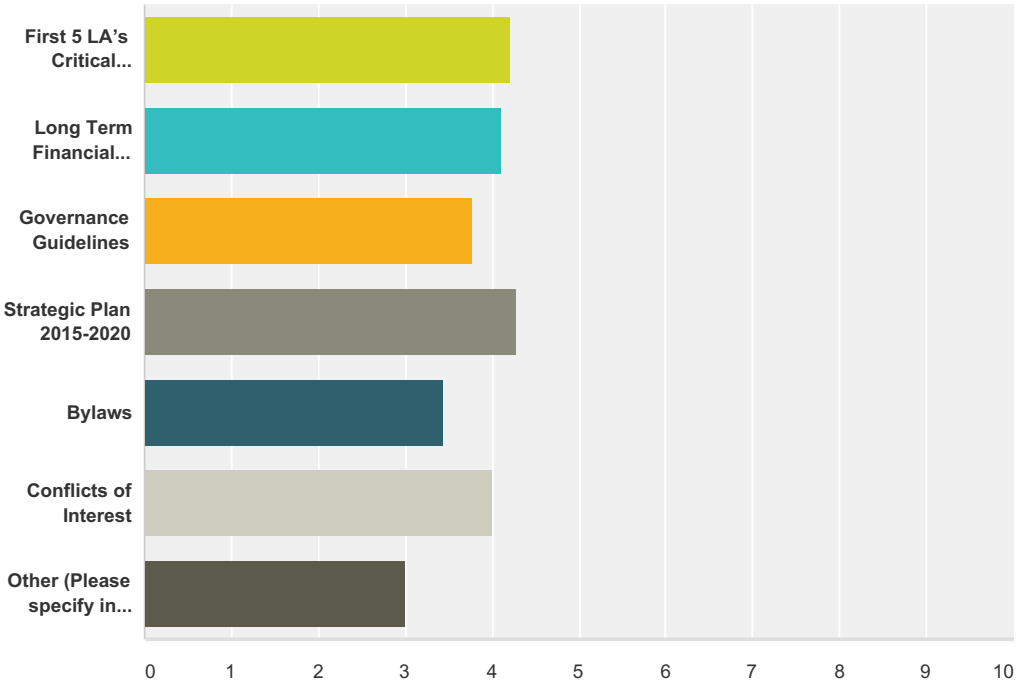
Answered: 10 Skipped: 5



	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A	Total	Weighted Average
(no label)	**30.00%** 3	**40.00%** 4	**0.00%** 0	**20.00%** 2	**0.00%** 0	**10.00%** 1	10	3.89

Q23 I was provided with sufficient information and materials at my new board orientation regarding the context of First 5 LA's work in the following areas:

Answered: 10 Skipped: 5



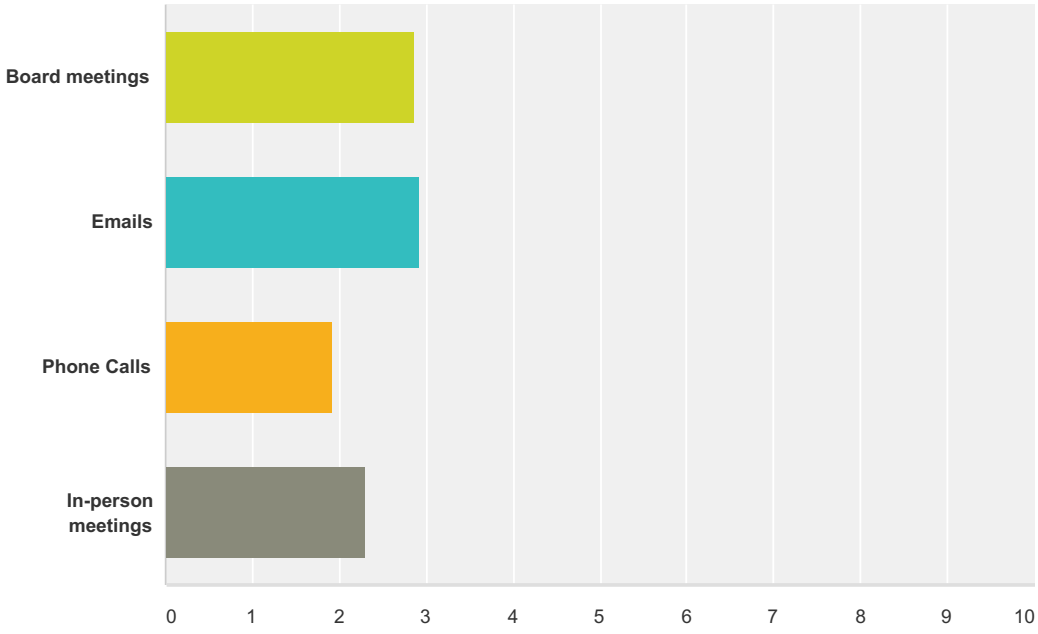
	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A	Total	Weighted Average
First 5 LA's Critical Strategic Issues	**40.00%** 4	**40.00%** 4	**0.00%** 0	**10.00%** 1	**0.00%** 0	**10.00%** 1	10	4.22
Long Term Financial Projection	**30.00%** 3	**40.00%** 4	**20.00%** 2	**0.00%** 0	**0.00%** 0	**10.00%** 1	10	4.11
Governance Guidelines	**20.00%** 2	**50.00%** 5	**0.00%** 0	**20.00%** 2	**0.00%** 0	**10.00%** 1	10	3.78
Strategic Plan 2015-2020	**33.33%** 3	**33.33%** 3	**11.11%** 1	**0.00%** 0	**0.00%** 0	**22.22%** 2	9	4.29
Bylaws	**20.00%** 2	**20.00%** 2	**30.00%** 3	**20.00%** 2	**0.00%** 0	**10.00%** 1	10	3.44
Conflicts of Interest	**40.00%** 4	**30.00%** 3	**0.00%** 0	**20.00%** 2	**0.00%** 0	**10.00%** 1	10	4.00
Other (Please specify in comment box below)	**0.00%** 0	**0.00%** 0	**25.00%** 1	**0.00%** 0	**0.00%** 0	**75.00%** 3	4	3.00

Q24 What materials might be useful to add to new Board orientations that are currently not covered?

Answered: 5 Skipped: 10

Q25 My preferred form of communication is/are (Please list in order from most to least preferred):

Answered: 14 Skipped: 1



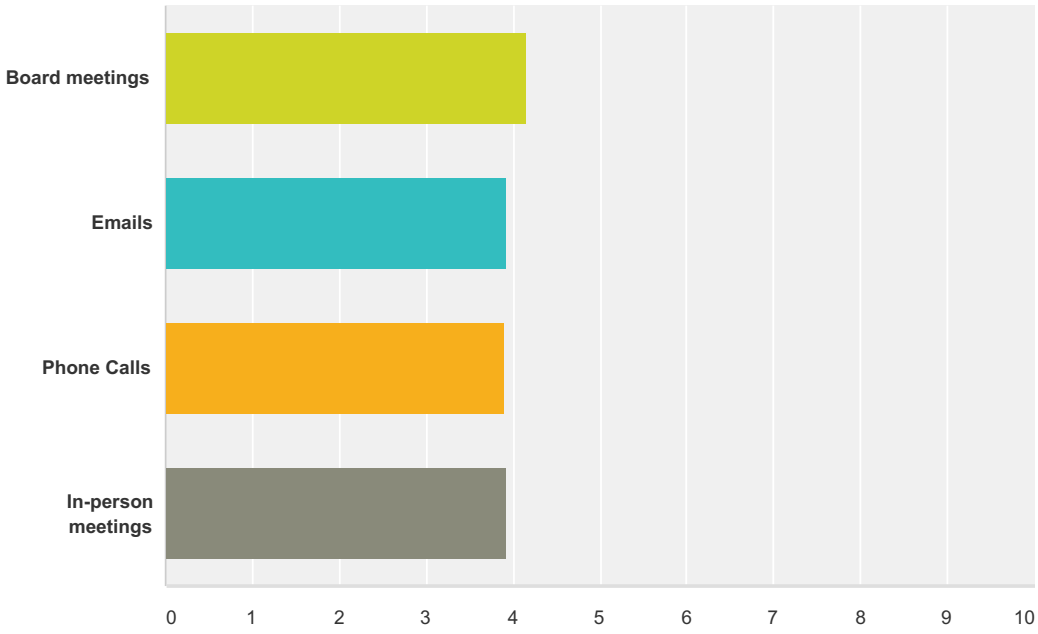
	1	2	3	4	Total	Score
Board meetings	**42.86%** 6	**21.43%** 3	**14.29%** 2	**21.43%** 3	14	2.86
Emails	**42.86%** 6	**28.57%** 4	**7.14%** 1	**21.43%** 3	14	2.93
Phone Calls	**0.00%** 0	**28.57%** 4	**35.71%** 5	**35.71%** 5	14	1.93
In-person meetings	**14.29%** 2	**21.43%** 3	**42.86%** 6	**21.43%** 3	14	2.29

Q26 If you would like to add additional comments to Question 25, please enter them here.

Answered: 2 Skipped: 13

Q27 I currently receive sufficient communication via the following method(s):

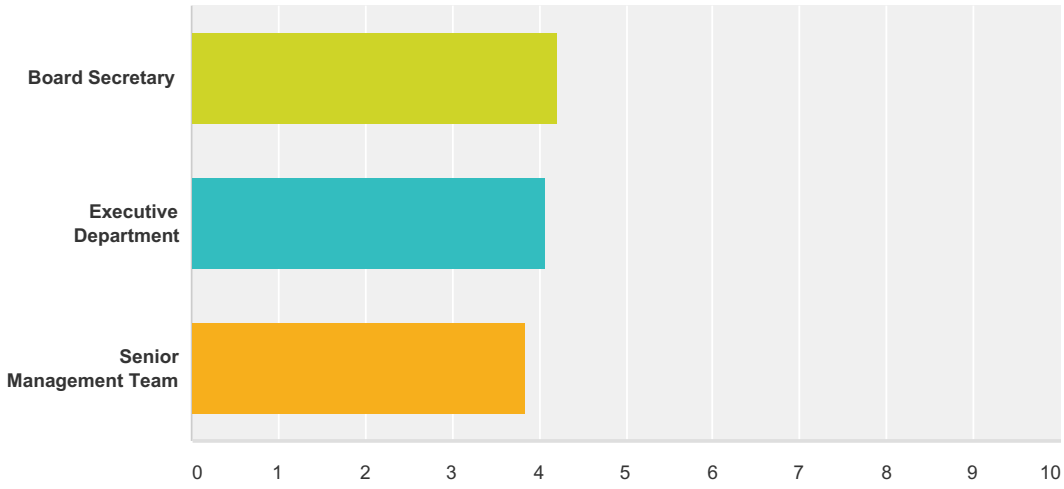
Answered: 14 Skipped: 1



	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly	N/A	Total	Weighted Average
Board meetings	**28.57%** 4	**50.00%** 7	**14.29%** 2	**0.00%** 0	**0.00%** 0	**7.14%** 1	14	4.15
Emails	**21.43%** 3	**57.14%** 8	**14.29%** 2	**7.14%** 1	**0.00%** 0	**0.00%** 0	14	3.93
Phone Calls	**21.43%** 3	**28.57%** 4	**28.57%** 4	**0.00%** 0	**0.00%** 0	**21.43%** 3	14	3.91
In-person meetings	**23.08%** 3	**46.15%** 6	**15.38%** 2	**7.69%** 1	**0.00%** 0	**7.69%** 1	13	3.92

Q28 Communication is clear and strong between the board and:

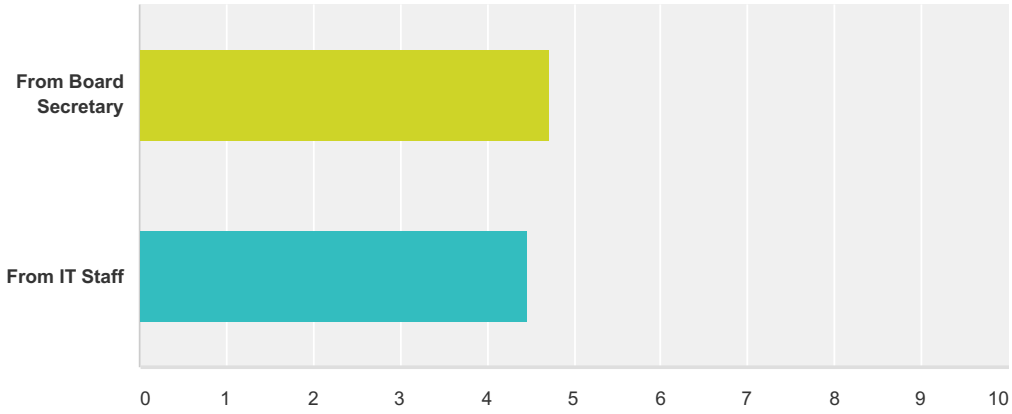
Answered: 14 Skipped: 1



	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A	Total	Weighted Average
Board Secretary	**50.00%** 7	**28.57%** 4	**14.29%** 2	**7.14%** 1	**0.00%** 0	**0.00%** 0	14	4.21
Executive Department	**35.71%** 5	**42.86%** 6	**14.29%** 2	**7.14%** 1	**0.00%** 0	**0.00%** 0	14	4.07
Senior Management Team	**21.43%** 3	**42.86%** 6	**21.43%** 3	**7.14%** 1	**0.00%** 0	**7.14%** 1	14	3.85

Q29 Support during Commission/Committee meetings is organized and ensures meetings run smoothly.

Answered: 14 Skipped: 1



	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A	Total	Weighted Average
From Board Secretary	**78.57%** 11	**14.29%** 2	**7.14%** 1	**0.00%** 0	**0.00%** 0	**0.00%** 0	14	4.71
From IT Staff	**57.14%** 8	**21.43%** 3	**14.29%** 2	**0.00%** 0	**0.00%** 0	**7.14%** 1	14	4.46

#1

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Friday, March 18, 2016 1:22:05 PM
Last Modified: Friday, March 18, 2016 1:42:00 PM
Time Spent: 00:19:55
IP Address: 172.91.124.252

PAGE 1: Board and Committee Meeting Materials

Q1: Meeting agendas and materials are received in time for adequate advance review.

(no label)	Strongly Agree

Q2: Board memos

I currently read the Board memos	Strongly Agree
I find them useful and easy to read and provide the necessary information and context needed to understand the item or action being sought	Agree

Additional Comments:
sometimes they are longer than they need to be

Q3: PowerPoints

I currently review the PowerPoints	Strongly Agree

Q4: Executive Director's Report

I currently read the Executive Director's Report.	Agree
I find the Organization-Wide Activity Highlights useful and informative.	Strongly Agree
I find the Executive Director’s Highlights useful and informative.	Strongly Agree

Additional Comments:
sometimes there is too much background

Q5: Meeting agendas provide a good balance between staff presentation and discussion.

(no label)	Agree

Additional Comments:
could be more time for board feedback and discussion

Q6: For both items below, please respond with a yes or no.

I prefer to access meeting materials electronically.	Yes
I prefer to access meeting materials via hard copies.	No

PAGE 2: Website

Q7: I use the First 5 LA website to access the following information:

Board/Committee Meeting Materials	Strongly Agree
Governance Guidelines	Strongly Agree
Bylaws	Strongly Agree
Other (Please specify below in additional comments)	Strongly Agree

Additional Comments:
commission member info, history

Q8: The following information is easy to find on the First 5 LA website:

Board/Committee Meeting Materials	Strongly Agree
Governance Guidelines	Disagree
Bylaws	Disagree
Staff Contact Info	Disagree
Commissioner Contact Info	Disagree

Additional Comments:
from the first page it is hard to know where to look for information

Q9: More information around the following topic areas would be useful:

Current/New Research regarding Early Childhood Development	Agree
News articles regarding early childhood development	Agree

Q10: I would use a separate Commissioner on-line portal to access First 5 LA information if easy to navigate.

(no label)	Strongly Agree

PAGE 3: Board and Committee meetings

Q11: Monthly Board meetings are frequent enough to ensure effective governance.

(no label)	Agree

Additional Comments:
would attend more if necessary

Q12: Committee meetings are helpful in preparing Commissioners for discussions at future Board meetings.

(no label)	Strongly Agree

Q13: The length of Board meetings is sufficient to accomplish the Board's work.

(no label)	Strongly Agree

Q14: I would attend other Committee meetings that I am not assigned to, if permitted.

(no label)	Strongly Agree

Q15: At each board meeting, time is dedicated to support board learning about the organization's activities.

(no label)	Agree

PAGE 4: Board Learning Development

Q16: It is important for First 5 LA to support Board learning and development that would strengthen and deepen Commissioner understanding of the early childhood development field and the work of First 5 LA.

(no label)	Strongly Agree

Q17: If Board learning opportunities were offered, I would be most interested in learning more about the following content areas (List in order from most to least interested):

Policy and Advocacy	1
Early Care and Education Systems (e.g. Third-grade level reading campaign)	6
Health-Related Systems (e.g. Trauma Informed Care)	5
Communities (e.g. Best Start communities)	3
Families (e.g. Welcome Baby)	7
The field of philanthropy	2
Monitoring, Evaluation, and Learning	8
Other (Please specify in comments below)	4

Q18: If you responded with "Other" in Question 17, please specify below:

legislation

Q19: For Board learning opportunities, I would be most interested in the following format(s) (List in order from most to least interested):

First 5 LA Board meeting presenters/facilitators (e.g. guest speakers)	1
First 5 LA Brown Bag lunches (e.g. Trauma-informed care discussion with staff)	2
First 5 LA Workshops (e.g. seminars)	3
First 5 LA Executive Director's Report	5
Field Experiences (e.g. site visits with grantees)	4
External conferences, events, and meetings	6
Other (Please specify in comments below)	7

Q20: If you responded with "Other" in Question 19, please specify below:

email

Q21: The frequency of offerings for Board learning opportunities should be:

Monthly	Strongly Agree
Quarterly	Agree
On an as-needed basis	Strongly Agree

PAGE 5: New Board Orientation

Q22: As a new board member, I received an adequate orientation to my role and responsibilities as a board member.

(no label)	Disagree

Q23: I was provided with sufficient information and materials at my new board orientation regarding the context of First 5 LA's work in the following areas:

First 5 LA's Critical Strategic Issues	Strongly Agree
Long Term Financial Projection	Strongly Agree
Governance Guidelines	Disagree
Strategic Plan 2015-2020	Strongly Agree
Bylaws	Disagree
Conflicts of Interest	Strongly Agree

Q24: What materials might be useful to add to new Board orientations that are currently not covered?

Committee structure and membership
expectations of board membership

PAGE 6: Method and Frequency of Communication

Q25: My preferred form of communication is/are (Please list in order from most to least preferred):

Board meetings	1
Emails	2
Phone Calls	4
In-person meetings	3

Q26: If you would like to add additional comments to Question 25, please enter them here.	*Respondent skipped this question*

Q27: I currently receive sufficient communication via the following method(s):

Board meetings	Strongly Agree
Emails	Disagree
Phone Calls	Agree
In-person meetings	Strongly Agree

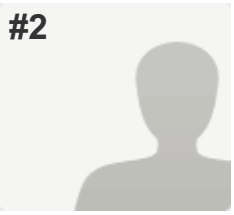
PAGE 7: Administration and Staff Support

Q28: Communication is clear and strong between the board and:

Board Secretary	Strongly Agree
Executive Department	Agree
Senior Management Team	Agree

Q29: Support during Commission/Committee meetings is organized and ensures meetings run smoothly.

From Board Secretary	Strongly Agree
From IT Staff	Strongly Agree



#2

COMPLETE

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Last Modified: Saturday, March 19, 2016 4:10:53 PM
Time Spent: 00:18:20
IP Address: 71.94.156.240

PAGE 1: Board and Committee Meeting Materials

Q1: Meeting agendas and materials are received in time for adequate advance review.

(no label)	Disagree

Q2: Board memos

I find them useful and easy to read and provide the necessary information and context needed to understand the item or action being sought	Agree

Q3: PowerPoints

I currently review the PowerPoints	Agree
I find them useful and easy to follow and provide the necessary information and context needed to understand the item or action being sought	Neither Agree nor Disagree

Q4: Executive Director's Report

I find the Organization-Wide Activity Highlights useful and informative.	Neither Agree nor Disagree

Q5: Meeting agendas provide a good balance between staff presentation and discussion.

(no label)	Agree

Q6: For both items below, please respond with a yes or no.

I prefer to access meeting materials electronically.	No
I prefer to access meeting materials via hard copies.	Yes

PAGE 2: Website

Q7: I use the First 5 LA website to access the following information:

Board/Committee Meeting Materials	Agree
Governance Guidelines	Neither Agree nor Disagree
Bylaws	Neither Agree nor Disagree

Q8: The following information is easy to find on the First 5 LA website:

Board/Committee Meeting Materials	Agree
Governance Guidelines	Neither Agree nor Disagree
Bylaws	Neither Agree nor Disagree
Staff Contact Info	Disagree
Commissioner Contact Info	Disagree

Q9: More information around the following topic areas would be useful:

Current/New Research regarding Early Childhood Development	Neither Agree nor Disagree
News articles regarding early childhood development	Agree
First 5 LA Legislative Agenda and Updates	Agree

Q10: I would use a separate Commissioner on-line portal to access First 5 LA information if easy to navigate.

(no label)	Agree

PAGE 3: Board and Committee meetings

Q11: Monthly Board meetings are frequent enough to ensure effective governance.

(no label)	Neither Agree nor Disagree

Q12: Committee meetings are helpful in preparing Commissioners for discussions at future Board meetings.

(no label)	Agree

Q13: The length of Board meetings is sufficient to accomplish the Board's work.

(no label)	Agree

Q14: I would attend other Committee meetings that I am not assigned to, if permitted.

(no label)	Disagree

Q15: At each board meeting, time is dedicated to support board learning about the organization's activities.

(no label)	Disagree

PAGE 4: Board Learning Development

Q16: It is important for First 5 LA to support Board learning and development that would strengthen and deepen Commissioner understanding of the early childhood development field and the work of First 5 LA.

(no label)	Neither Agree nor Disagree

Q17: If Board learning opportunities were offered, I would be most interested in learning more about the following content areas (List in order from most to least interested):

Policy and Advocacy	3
Early Care and Education Systems (e.g. Third-grade level reading campaign)	5
Health-Related Systems (e.g. Trauma Informed Care)	6
Communities (e.g. Best Start communities)	1
Families (e.g. Welcome Baby)	4
The field of philanthropy	7
Monitoring, Evaluation, and Learning	2
Other (Please specify in comments below)	8

Q18: If you responded with "Other" in Question 17, please specify below:

N/A

Q19: For Board learning opportunities, I would be most interested in the following format(s) (List in order from most to least interested):

First 5 LA Board meeting presenters/facilitators (e.g. guest speakers)	1
First 5 LA Brown Bag lunches (e.g. Trauma-informed care discussion with staff)	2
First 5 LA Workshops (e.g. seminars)	3
First 5 LA Executive Director's Report	5
Field Experiences (e.g. site visits with grantees)	4
External conferences, events, and meetings	6
Other (Please specify in comments below)	7

Q20: If you responded with "Other" in Question 19, please specify below:

N/A

Q21: The frequency of offerings for Board learning opportunities should be:

Monthly	Agree
Quarterly	Neither Agree nor Disagree
On an as-needed basis	Strongly Agree

PAGE 5: New Board Orientation

Q22: As a new board member, I received an adequate orientation to my role and responsibilities as a board member.	*Respondent skipped this question*

Q23: I was provided with sufficient information and materials at my new board orientation regarding the context of First 5 LA's work in the following areas:	*Respondent skipped this question*
Q24: What materials might be useful to add to new Board orientations that are currently not covered?	*Respondent skipped this question*

PAGE 6: Method and Frequency of Communication

Q25: My preferred form of communication is/are (Please list in order from most to least preferred):

Board meetings	1
Emails	4
Phone Calls	2
In-person meetings	3

Q26: If you would like to add additional comments to Question 25, please enter them here.	*Respondent skipped this question*

Q27: I currently receive sufficient communication via the following method(s):

Board meetings	Neither Agree nor Disagree
Emails	Neither Agree nor Disagree
Phone Calls	Neither Agree nor Disagree
In-person meetings	Neither Agree nor Disagree

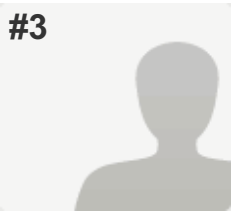
PAGE 7: Administration and Staff Support

Q28: Communication is clear and strong between the board and:

Board Secretary	Agree
Executive Department	Disagree
Senior Management Team	Disagree

Q29: Support during Commission/Committee meetings is organized and ensures meetings run smoothly.

From Board Secretary	Neither Agree nor Disagree
From IT Staff	Neither Agree nor Disagree



#3

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Last Modified: Wednesday, March 23, 2016 11:59:58 AM
Time Spent: 00:10:48
IP Address: 159.83.123.10

PAGE 1: Board and Committee Meeting Materials

Q1: Meeting agendas and materials are received in time for adequate advance review.

(no label)	Agree

Q2: Board memos

I currently read the Board memos	Agree
I find them useful and easy to read and provide the necessary information and context needed to understand the item or action being sought	Agree

Q3: PowerPoints

I currently review the PowerPoints	Agree
I find them useful and easy to follow and provide the necessary information and context needed to understand the item or action being sought	Agree

Q4: Executive Director's Report

I currently read the Executive Director's Report.	Agree
I find the Organization-Wide Activity Highlights useful and informative.	Strongly Agree

Q5: Meeting agendas provide a good balance between staff presentation and discussion.

(no label)	Neither Agree nor Disagree

Q6: For both items below, please respond with a yes or no.

I prefer to access meeting materials electronically.	Yes
I prefer to access meeting materials via hard copies.	Yes

Additional Comments:
An executive summary would be helpful

PAGE 2: Website

Q7: I use the First 5 LA website to access the following information:

Board/Committee Meeting Materials	Disagree
Governance Guidelines	Disagree
Bylaws	Disagree
Other (Please specify below in additional comments)	Disagree

Q8: The following information is easy to find on the First 5 LA website:

Board/Committee Meeting Materials	N/A
Governance Guidelines	N/A
Bylaws	N/A
Staff Contact Info	N/A
Commissioner Contact Info	N/A
Other (Please specify below in additional comments)	N/A

Q9: More information around the following topic areas would be useful:

Current/New Research regarding Early Childhood Development	Agree
News articles regarding early childhood development	Agree
First 5 LA Legislative Agenda and Updates	Agree
Other (Please specify below in additional comments)	Agree

Q10: I would use a separate Commissioner on-line portal to access First 5 LA information if easy to navigate.

(no label)	Strongly Disagree

PAGE 3: Board and Committee meetings

Q11: Monthly Board meetings are frequent enough to ensure effective governance.

(no label)	Strongly Agree

Q12: Committee meetings are helpful in preparing Commissioners for discussions at future Board meetings.

(no label)	Agree

Q13: The length of Board meetings is sufficient to accomplish the Board's work.

(no label)	Strongly Agree

Q14: I would attend other Committee meetings that I am not assigned to, if permitted.

(no label)	Strongly Agree

Q15: At each board meeting, time is dedicated to support board learning about the organization's activities.

(no label)	Strongly Agree

PAGE 4: Board Learning Development

Q16: It is important for First 5 LA to support Board learning and development that would strengthen and deepen Commissioner understanding of the early childhood development field and the work of First 5 LA.

(no label)	Agree

Q17: If Board learning opportunities were offered, I would be most interested in learning more about the following content areas (List in order from most to least interested):

Policy and Advocacy	4
Early Care and Education Systems (e.g. Third-grade level reading campaign)	5
Health-Related Systems (e.g. Trauma Informed Care)	2
Communities (e.g. Best Start communities)	8
Families (e.g. Welcome Baby)	3
The field of philanthropy	7
Monitoring, Evaluation, and Learning	6
Other (Please specify in comments below)	1

Q18: If you responded with "Other" in Question 17, please specify below:

NA is my answer

Q19: For Board learning opportunities, I would be most interested in the following format(s) (List in order from most to least interested):

First 5 LA Board meeting presenters/facilitators (e.g. guest speakers)	5
First 5 LA Brown Bag lunches (e.g. Trauma-informed care discussion with staff)	1
First 5 LA Workshops (e.g. seminars)	2
First 5 LA Executive Director’s Report	6
Field Experiences (e.g. site visits with grantees)	3
External conferences, events, and meetings	4
Other (Please specify in comments below)	7

Q20: If you responded with "Other" in Question 19, please specify below:

this is very frustrating

Q21: The frequency of offerings for Board learning opportunities should be:

Monthly	Agree
Quarterly	Agree
On an as-needed basis	Strongly Agree

PAGE 5: New Board Orientation

Q22: As a new board member, I received an adequate orientation to my role and responsibilities as a board member.

(no label)	Agree

Q23: I was provided with sufficient information and materials at my new board orientation regarding the context of First 5 LA's work in the following areas:

First 5 LA's Critical Strategic Issues	Agree
Long Term Financial Projection	Agree
Governance Guidelines	Agree
Bylaws	Neither Agree nor Disagree
Conflicts of Interest	Strongly Agree
Other (Please specify in comment box below)	N/A

Q24: What materials might be useful to add to new Board orientations that are currently not covered?	*Respondent skipped this question*

PAGE 6: Method and Frequency of Communication

Q25: My preferred form of communication is/are (Please list in order from most to least preferred):

Board meetings	1
Emails	2
Phone Calls	3
In-person meetings	4

Q26: If you would like to add additional comments to Question 25, please enter them here.	*Respondent skipped this question*

Q27: I currently receive sufficient communication via the following method(s):

Board meetings	Agree
Emails	Agree
Phone Calls	Agree
In-person meetings	Agree

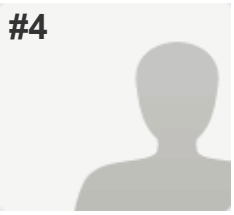
PAGE 7: Administration and Staff Support

Q28: Communication is clear and strong between the board and:

Board Secretary	Agree
Executive Department	Strongly Agree
Senior Management Team	Strongly Agree

Q29: Support during Commission/Committee meetings is organized and ensures meetings run smoothly.

From Board Secretary	Agree
From IT Staff	Agree



COMPLETE

Collector: Web Link 1 (Web Link)
Started: Wednesday, March 23, 2016 12:57:47 PM
Last Modified: Wednesday, March 23, 2016 1:15:44 PM
Time Spent: 00:17:56
IP Address: 108.23.235.137

PAGE 1: Board and Committee Meeting Materials

Q1: Meeting agendas and materials are received in time for adequate advance review.

(no label)	Agree

Q2: Board memos

I currently read the Board memos	Agree
I find them useful and easy to read and provide the necessary information and context needed to understand the item or action being sought	Agree

Q3: PowerPoints

I currently review the PowerPoints	Agree
I find them useful and easy to follow and provide the necessary information and context needed to understand the item or action being sought	Neither Agree nor Disagree

Additional Comments:
Although I understand why ppts are used; I think they often detract and/or distract from actual communication.

Q4: Executive Director's Report

I currently read the Executive Director's Report.	Strongly Agree
I find the Organization-Wide Activity Highlights useful and informative.	Agree
I find the Executive Director’s Highlights useful and informative.	Strongly Agree

Q5: Meeting agendas provide a good balance between staff presentation and discussion.

(no label)	Agree

Additional Comments:
I think answers may depend upon whether we are responding to the larger commission meeting information packet versus the more focused meetings.

Q6: For both items below, please respond with a yes or no.

I prefer to access meeting materials electronically.	Yes
I prefer to access meeting materials via hard copies.	Yes

Additional Comments:
I like the option of having both vehicles available.

PAGE 2: Website

Q7: I use the First 5 LA website to access the following information:

Board/Committee Meeting Materials	Disagree
Governance Guidelines	Disagree
Bylaws	Disagree

Additional Comments:
I use the link provided to the Commissioners for the Board Meeting Materials

Q8: The following information is easy to find on the First 5 LA website:

Board/Committee Meeting Materials	N/A
Governance Guidelines	N/A
Bylaws	N/A
Staff Contact Info	N/A
Commissioner Contact Info	N/A
Other (Please specify below in additional comments)	N/A

Additional Comments:
I have not tried out these options

Q9: More information around the following topic areas would be useful:

Current/New Research regarding Early Childhood Development	Strongly Agree
News articles regarding early childhood development	Strongly Agree
First 5 LA Legislative Agenda and Updates	Strongly Agree

Additional Comments:
A better understanding of the priorities of the various supervisors?

Q10: I would use a separate Commissioner on-line portal to access First 5 LA information if easy to navigate.

(no label)	Strongly Agree

PAGE 3: Board and Committee meetings

Q11: Monthly Board meetings are frequent enough to ensure effective governance.

(no label)	Neither Agree nor Disagree

Additional Comments:
I think I need more time as a Commissioner before I could appropriately respond

Q12: Committee meetings are helpful in preparing Commissioners for discussions at future Board meetings.

(no label) Neither Agree nor Disagree

Additional Comments:
I think the smaller meetings (e.g., Budget, P&P) provide that for me

Q13: The length of Board meetings is sufficient to accomplish the Board's work.

(no label) Disagree

Additional Comments:
No, there is never enough time given all the various initiatives, but 3 hours is about the upper limit

Q14: I would attend other Committee meetings that I am not assigned to, if permitted.

(no label) Strongly Agree

Q15: At each board meeting, time is dedicated to support board learning about the organization's activities.

(no label) Agree

PAGE 4: Board Learning Development

Q16: It is important for First 5 LA to support Board learning and development that would strengthen and deepen Commissioner understanding of the early childhood development field and the work of First 5 LA.

(no label) Strongly Agree

Q17: If Board learning opportunities were offered, I would be most interested in learning more about the following content areas (List in order from most to least interested):

Policy and Advocacy	1
Early Care and Education Systems (e.g. Third-grade level reading campaign)	2
Health-Related Systems (e.g. Trauma Informed Care)	6
Communities (e.g. Best Start communities)	5
Families (e.g. Welcome Baby)	3
The field of philanthropy	7
Monitoring, Evaluation, and Learning	4
Other (Please specify in comments below)	8

Q18: If you responded with "Other" in Question 17, please specify below:

I think Commissioners (at least I would) would benefit from how to effectively message the Commission's priorities and initiatives. This is particularly important given the refocusing within the new strategic plan.

Q19: For Board learning opportunities, I would be most interested in the following format(s) (List in order from most to least interested):

First 5 LA Board meeting presenters/facilitators (e.g. guest speakers)	5
First 5 LA Brown Bag lunches (e.g. Trauma-informed care discussion with staff)	1
First 5 LA Workshops (e.g. seminars)	2
First 5 LA Executive Director's Report	4
Field Experiences (e.g. site visits with grantees)	3
External conferences, events, and meetings	6
Other (Please specify in comments below)	7

Q20: If you responded with "Other" in Question 19, please specify below:

I have no "others"

Q21: The frequency of offerings for Board learning opportunities should be:

Monthly	Agree
Quarterly	Disagree
On an as-needed basis	Agree

PAGE 5: New Board Orientation

Q22: As a new board member, I received an adequate orientation to my role and responsibilities as a board member.

(no label)	Agree

Q23: I was provided with sufficient information and materials at my new board orientation regarding the context of First 5 LA's work in the following areas:

First 5 LA's Critical Strategic Issues	Agree
Long Term Financial Projection	Neither Agree nor Disagree
Governance Guidelines	Agree
Strategic Plan 2015-2020	Neither Agree nor Disagree
Bylaws	Neither Agree nor Disagree
Conflicts of Interest	Disagree
Other (Please specify in comment box below)	Neither Agree nor Disagree

Additional Comments:
I don't think it is realistic that a general board orientation can provide the in-depth understanding of all the abovementioned issues. So, the word 'sufficient' doesn't really capture it. It is in the more dedicated orientations (e.g., budget) where deeper understanding may be acquired.

Q24: What materials might be useful to add to new Board orientations that are currently not covered?

Any relevant press that may occurred within the month.

PAGE 6: Method and Frequency of Communication

Q25: My preferred form of communication is/are (Please list in order from most to least preferred):

Board meetings	4
Emails	1
Phone Calls	3
In-person meetings	2

Q26: If you would like to add additional comments to Question 25, please enter them here.	*Respondent skipped this question*

Q27: I currently receive sufficient communication via the following method(s):

Board meetings	Agree
Emails	Strongly Agree
Phone Calls	N/A
In-person meetings	Agree

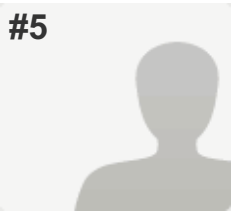
PAGE 7: Administration and Staff Support

Q28: Communication is clear and strong between the board and:

Board Secretary	Strongly Agree
Executive Department	Strongly Agree
Senior Management Team	Strongly Agree

Q29: Support during Commission/Committee meetings is organized and ensures meetings run smoothly.

From Board Secretary	Strongly Agree
From IT Staff	Strongly Agree



COMPLETE

Collector: Web Link 1 (Web Link)
Started: Monday, March 28, 2016 8:11:03 AM
Last Modified: Monday, March 28, 2016 8:17:22 AM
Time Spent: 00:06:19
IP Address: 159.83.123.11

PAGE 1: Board and Committee Meeting Materials

Q1: **Meeting agendas and materials are received in time for adequate advance review.**

(no label)	Strongly Agree

Q2: **Board memos**

I currently read the Board memos	Agree
I find them useful and easy to read and provide the necessary information and context needed to understand the item or action being sought	Agree

Q3: **PowerPoints**

I currently review the PowerPoints	Strongly Agree
I find them useful and easy to follow and provide the necessary information and context needed to understand the item or action being sought	Strongly Agree

Q4: **Executive Director's Report**

I currently read the Executive Director's Report.	Agree
I find the Organization-Wide Activity Highlights useful and informative.	Agree
I find the Executive Director’s Highlights useful and informative.	Strongly Agree

Q5: **Meeting agendas provide a good balance between staff presentation and discussion.**

(no label)	Agree

Q6: **For both items below, please respond with a yes or no.**

I prefer to access meeting materials electronically.	Yes
I prefer to access meeting materials via hard copies.	No

PAGE 2: Website

Q7: I use the First 5 LA website to access the following information:

Board/Committee Meeting Materials	Agree
Governance Guidelines	Neither Agree nor Disagree
Bylaws	Neither Agree nor Disagree
Other (Please specify below in additional comments)	N/A

Q8: The following information is easy to find on the First 5 LA website:

Board/Committee Meeting Materials	Agree
Governance Guidelines	Neither Agree nor Disagree
Bylaws	Neither Agree nor Disagree
Staff Contact Info	Neither Agree nor Disagree
Commissioner Contact Info	Agree
Other (Please specify below in additional comments)	N/A

Q9: More information around the following topic areas would be useful:

Current/New Research regarding Early Childhood Development	Strongly Agree
News articles regarding early childhood development	Strongly Agree
First 5 LA Legislative Agenda and Updates	Strongly Agree
Other (Please specify below in additional comments)	N/A

Q10: I would use a separate Commissioner on-line portal to access First 5 LA information if easy to navigate.

(no label)	Strongly Agree

PAGE 3: Board and Committee meetings

Q11: Monthly Board meetings are frequent enough to ensure effective governance.

(no label)	Agree

Q12: Committee meetings are helpful in preparing Commissioners for discussions at future Board meetings.

(no label)	Agree

Q13: The length of Board meetings is sufficient to accomplish the Board's work.

(no label)	Strongly Agree

Q14: I would attend other Committee meetings that I am not assigned to, if permitted.

(no label)	Neither Agree nor Disagree

Q15: At each board meeting, time is dedicated to support board learning about the organization's activities.

(no label)	Agree

PAGE 4: Board Learning Development

Q16: It is important for First 5 LA to support Board learning and development that would strengthen and deepen Commissioner understanding of the early childhood development field and the work of First 5 LA.	
(no label)	Strongly Agree
Q17: If Board learning opportunities were offered, I would be most interested in learning more about the following content areas (List in order from most to least interested):	
Policy and Advocacy	2
Early Care and Education Systems (e.g. Third-grade level reading campaign)	7
Health-Related Systems (e.g. Trauma Informed Care)	1
Communities (e.g. Best Start communities)	6
Families (e.g. Welcome Baby)	5
The field of philanthropy	3
Monitoring, Evaluation, and Learning	4
Other (Please specify in comments below)	8
Q18: If you responded with "Other" in Question 17, please specify below:	*Respondent skipped this question*
Q19: For Board learning opportunities, I would be most interested in the following format(s) (List in order from most to least interested):	
First 5 LA Board meeting presenters/facilitators (e.g. guest speakers)	2
First 5 LA Brown Bag lunches (e.g. Trauma-informed care discussion with staff)	3
First 5 LA Workshops (e.g. seminars)	1
First 5 LA Executive Director's Report	6
Field Experiences (e.g. site visits with grantees)	4
External conferences, events, and meetings	5
Other (Please specify in comments below)	7
Q20: If you responded with "Other" in Question 19, please specify below:	*Respondent skipped this question*
Q21: The frequency of offerings for Board learning opportunities should be:	
Monthly	Agree
Quarterly	Agree
On an as-needed basis	Neither Agree nor Disagree

PAGE 5: New Board Orientation

Q22: As a new board member, I received an adequate orientation to my role and responsibilities as a board member.	
(no label)	Agree
Q23: I was provided with sufficient information and materials at my new board orientation regarding the context of First 5 LA's work in the following areas:	
First 5 LA's Critical Strategic Issues	Agree
Long Term Financial Projection	Neither Agree nor Disagree
Governance Guidelines	Agree
Strategic Plan 2015-2020	N/A
Bylaws	Neither Agree nor Disagree
Conflicts of Interest	Agree
Q24: What materials might be useful to add to new Board orientations that are currently not covered?	*Respondent skipped this question*

PAGE 6: Method and Frequency of Communication

Q25: My preferred form of communication is/are (Please list in order from most to least preferred):	
Board meetings	2
Emails	1
Phone Calls	4
In-person meetings	3
Q26: If you would like to add additional comments to Question 25, please enter them here.	*Respondent skipped this question*
Q27: I currently receive sufficient communication via the following method(s):	
Board meetings	Agree
Emails	Agree
Phone Calls	Neither Agree nor Disagree
In-person meetings	Neither Agree nor Disagree

PAGE 7: Administration and Staff Support

Q28: Communication is clear and strong between the board and:

Board Secretary	Strongly Agree
Executive Department	Strongly Agree
Senior Management Team	Strongly Agree

Q29: Support during Commission/Committee meetings is organized and ensures meetings run smoothly.

From Board Secretary	Strongly Agree
From IT Staff	Strongly Agree

#6

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Monday, March 28, 2016 10:08:17 AM
Last Modified: Monday, March 28, 2016 11:38:10 AM
Time Spent: 01:29:52
IP Address: 159.83.123.11

PAGE 1: Board and Committee Meeting Materials

Q1: Meeting agendas and materials are received in time for adequate advance review.

(no label)	Neither Agree nor Disagree

Additional Comments:
Large agendas take a lot of time to review especially for new projects or contracts, maybe one or two of the more complicated memos/presentations can be sent out prior to the release of the entire package of documents

Q2: Board memos

I currently read the Board memos	Strongly Agree
I find them useful and easy to read and provide the necessary information and context needed to understand the item or action being sought	Agree

Additional Comments:
I feel like I can always contact staff directly to clarify questions

Q3: PowerPoints

I currently review the PowerPoints	Strongly Agree
I find them useful and easy to follow and provide the necessary information and context needed to understand the item or action being sought	Agree

Additional Comments:
work very well on the ipad

Q4: Executive Director's Report

I currently read the Executive Director's Report.	Strongly Agree
I find the Organization-Wide Activity Highlights useful and informative.	Strongly Agree
I find the Executive Director’s Highlights useful and informative.	Strongly Agree

Q5: Meeting agendas provide a good balance between staff presentation and discussion.

(no label)	Agree

Additional Comments:
sometimes the last agenda items, which are usually information, take a very long time for staff to present

Q6: For both items below, please respond with a yes or no.

I prefer to access meeting materials electronically.	Yes
I prefer to access meeting materials via hard copies.	No

Additional Comments:
I may print up most of the materials for notetaking, but prefer the electonic versions sent quickly

PAGE 2: Website

Q7: I use the First 5 LA website to access the following information:

Board/Committee Meeting Materials	Strongly Agree
Governance Guidelines	Neither Agree nor Disagree
Bylaws	Neither Agree nor Disagree
Other (Please specify below in additional comments)	Strongly Agree

Additional Comments:
Program details, Commission member background

Q8: The following information is easy to find on the First 5 LA website:

Board/Committee Meeting Materials	Strongly Agree
Governance Guidelines	Neither Agree nor Disagree
Bylaws	Neither Agree nor Disagree
Staff Contact Info	Neither Agree nor Disagree
Commissioner Contact Info	Strongly Agree

Q9: More information around the following topic areas would be useful:

Current/New Research regarding Early Childhood Development	Neither Agree nor Disagree
News articles regarding early childhood development	Neither Agree nor Disagree
First 5 LA Legislative Agenda and Updates	Neither Agree nor Disagree

Q10: I would use a separate Commissioner on-line portal to access First 5 LA information if easy to navigate.

(no label)	Strongly Agree

PAGE 3: Board and Committee meetings

Q11: Monthly Board meetings are frequent enough to ensure effective governance.

(no label)	Strongly Agree

Q12: Committee meetings are helpful in preparing Commissioners for discussions at future Board meetings.

(no label)	Strongly Agree

Q13: The length of Board meetings is sufficient to accomplish the Board's work.

(no label)	Strongly Agree

Q14: I would attend other Committee meetings that I am not assigned to, if permitted.

(no label)	Agree

Q15: At each board meeting, time is dedicated to support board learning about the organization's activities.

(no label)	Agree

Additional Comments:
Informational agenda items suffice as board "learning"

PAGE 4: Board Learning Development

Q16: It is important for First 5 LA to support Board learning and development that would strengthen and deepen Commissioner understanding of the early childhood development field and the work of First 5 LA.

(no label)	Agree

Q17: If Board learning opportunities were offered, I would be most interested in learning more about the following content areas (List in order from most to least interested):

Policy and Advocacy	4
Early Care and Education Systems (e.g. Third-grade level reading campaign)	7
Health-Related Systems (e.g. Trauma Informed Care)	1
Communities (e.g. Best Start communities)	5
Families (e.g. Welcome Baby)	2
The field of philanthropy	6
Monitoring, Evaluation, and Learning	3
Other (Please specify in comments below)	8

Q18: If you responded with "Other" in Question 17, please specify below:

X

Q19: For Board learning opportunities, I would be most interested in the following format(s) (List in order from most to least interested):

First 5 LA Board meeting presenters/facilitators (e.g. guest speakers)	1
First 5 LA Brown Bag lunches (e.g. Trauma-informed care discussion with staff)	3
First 5 LA Workshops (e.g. seminars)	4
First 5 LA Executive Director's Report	2
Field Experiences (e.g. site visits with grantees)	5
External conferences, events, and meetings	6
Other (Please specify in comments below)	7

Q20: If you responded with "Other" in Question 19, please specify below:

X

Q21: The frequency of offerings for Board learning opportunities should be:

Monthly	Neither Agree nor Disagree
Quarterly	Agree
On an as-needed basis	Strongly Agree

PAGE 5: New Board Orientation

Q22: As a new board member, I received an adequate orientation to my role and responsibilities as a board member.	*Respondent skipped this question*
Q23: I was provided with sufficient information and materials at my new board orientation regarding the context of First 5 LA's work in the following areas:	*Respondent skipped this question*
Q24: What materials might be useful to add to new Board orientations that are currently not covered?	*Respondent skipped this question*

PAGE 6: Method and Frequency of Communication

Q25: My preferred form of communication is/are (Please list in order from most to least preferred):

Board meetings	1
Emails	2
Phone Calls	4
In-person meetings	3

Q26: If you would like to add additional comments to Question 25, please enter them here.	*Respondent skipped this question*

Q27: I currently receive sufficient communication via the following method(s):

Board meetings	Strongly Agree
Emails	Strongly Agree
Phone Calls	Strongly Agree
In-person meetings	Strongly Agree

PAGE 7: Administration and Staff Support

Q28: Communication is clear and strong between the board and:

Board Secretary	Strongly Agree
Executive Department	Agree
Senior Management Team	Agree

Q29: Support during Commission/Committee meetings is organized and ensures meetings run smoothly.

From Board Secretary	Strongly Agree
From IT Staff	Neither Agree nor Disagree

#7

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Monday, March 28, 2016 3:34:44 PM
Last Modified: Monday, March 28, 2016 3:59:21 PM
Time Spent: 00:24:36
IP Address: 70.193.215.191

PAGE 1: Board and Committee Meeting Materials

Q1: Meeting agendas and materials are received in time for adequate advance review.

(no label)	Agree

Q2: Board memos

I currently read the Board memos	Neither Agree nor Disagree
I find them useful and easy to read and provide the necessary information and context needed to understand the item or action being sought	N/A

Q3: PowerPoints

I currently review the PowerPoints	Strongly Agree
I find them useful and easy to follow and provide the necessary information and context needed to understand the item or action being sought	Strongly Agree

Q4: Executive Director's Report

I currently read the Executive Director's Report.	Strongly Agree
I find the Organization-Wide Activity Highlights useful and informative.	Strongly Agree
I find the Executive Director’s Highlights useful and informative.	Strongly Agree

Q5: Meeting agendas provide a good balance between staff presentation and discussion.

(no label)	Strongly Agree

Q6: For both items below, please respond with a yes or no.

I prefer to access meeting materials electronically.	Yes
I prefer to access meeting materials via hard copies.	No

PAGE 2: Website

Q7: I use the First 5 LA website to access the following information:

Board/Committee Meeting Materials	Strongly Agree
Governance Guidelines	Strongly Agree
Bylaws	Strongly Agree

Q8: The following information is easy to find on the First 5 LA website:

Board/Committee Meeting Materials	Strongly Agree
Governance Guidelines	Agree
Bylaws	Neither Agree nor Disagree
Staff Contact Info	Agree
Commissioner Contact Info	Neither Agree nor Disagree

Q9: More information around the following topic areas would be useful:

Current/New Research regarding Early Childhood Development	Strongly Agree
News articles regarding early childhood development	Strongly Agree
First 5 LA Legislative Agenda and Updates	Strongly Agree

Q10: I would use a separate Commissioner on-line portal to access First 5 LA information if easy to navigate.

(no label)	Strongly Agree

PAGE 3: Board and Committee meetings

Q11: Monthly Board meetings are frequent enough to ensure effective governance.

(no label)	Agree

Q12: Committee meetings are helpful in preparing Commissioners for discussions at future Board meetings.

(no label)	Strongly Agree

Q13: The length of Board meetings is sufficient to accomplish the Board's work.

(no label)	Agree

Q14: I would attend other Committee meetings that I am not assigned to, if permitted.

(no label)	Neither Agree nor Disagree

Q15: At each board meeting, time is dedicated to support board learning about the organization's activities.

(no label)	Disagree

PAGE 4: Board Learning Development

Q16: It is important for First 5 LA to support Board learning and development that would strengthen and deepen Commissioner understanding of the early childhood development field and the work of First 5 LA.

(no label)	Strongly Agree

Q17: If Board learning opportunities were offered, I would be most interested in learning more about the following content areas (List in order from most to least interested):

Policy and Advocacy	4
Early Care and Education Systems (e.g. Third-grade level reading campaign)	3
Health-Related Systems (e.g. Trauma Informed Care)	1
Communities (e.g. Best Start communities)	2
Families (e.g. Welcome Baby)	6
The field of philanthropy	5
Monitoring, Evaluation, and Learning	7
Other (Please specify in comments below)	8

Q18: If you responded with "Other" in Question 17, please specify below:

What is happening in other First 5's including the state

Q19: For Board learning opportunities, I would be most interested in the following format(s) (List in order from most to least interested):

First 5 LA Board meeting presenters/facilitators (e.g. guest speakers)	3
First 5 LA Brown Bag lunches (e.g. Trauma-informed care discussion with staff)	1
First 5 LA Workshops (e.g. seminars)	2
First 5 LA Executive Director's Report	5
Field Experiences (e.g. site visits with grantees)	4
External conferences, events, and meetings	6
Other (Please specify in comments below)	7

Q20: If you responded with "Other" in Question 19, please specify below:

Better understanding of how governmental agencies interact and exert controls over educational and health issues of children 0-5, what are county obligations vs public health vs school boards etc. Also there are many agencies with many acronyms that work on behalf of children, who is who, who has power etc

Q21: The frequency of offerings for Board learning opportunities should be:

Monthly	Neither Agree nor Disagree
Quarterly	Neither Agree nor Disagree
On an as-needed basis	Disagree
Other (Please specify in comments below)	Strongly Agree

Additional Comments:
Every other month

PAGE 5: New Board Orientation

Q22: As a new board member, I received an adequate orientation to my role and responsibilities as a board member.	*Respondent skipped this question*
Q23: I was provided with sufficient information and materials at my new board orientation regarding the context of First 5 LA's work in the following areas:	*Respondent skipped this question*

Q24: What materials might be useful to add to new Board orientations that are currently not covered?

I would have wished for the above information when I joined the board. Especially with the development of the new strategic plan and staff orientations I learned more about the role while in the job as an alternate

PAGE 6: Method and Frequency of Communication

Q25: My preferred form of communication is/are (Please list in order from most to least preferred):

Board meetings	3
Emails	1
Phone Calls	4
In-person meetings	2

Q26: If you would like to add additional comments to Question 25, please enter them here.	*Respondent skipped this question*

Q27: I currently receive sufficient communication via the following method(s):

Board meetings	Strongly Agree
Emails	Neither Agree nor Disagree
Phone Calls	N/A
In-person meetings	Agree

PAGE 7: Administration and Staff Support

Q28: Communication is clear and strong between the board and:

Board Secretary	Strongly Agree
Executive Department	Strongly Agree
Senior Management Team	N/A

Additional Comments:
I cannot comment on this

Q29: Support during Commission/Committee meetings is organized and ensures meetings run smoothly.

From Board Secretary	Strongly Agree
From IT Staff	Strongly Agree

#8

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Monday, March 28, 2016 5:26:45 PM
Last Modified: Monday, March 28, 2016 5:34:56 PM
Time Spent: 00:08:10
IP Address: 104.174.150.251

PAGE 1: Board and Committee Meeting Materials

Q1: Meeting agendas and materials are received in time for adequate advance review.

(no label)	Strongly Agree

Q2: Board memos

I currently read the Board memos	Neither Agree nor Disagree
I find them useful and easy to read and provide the necessary information and context needed to understand the item or action being sought	Strongly Agree

Q3: PowerPoints

I currently review the PowerPoints	Agree
I find them useful and easy to follow and provide the necessary information and context needed to understand the item or action being sought	Agree

Q4: Executive Director's Report

I currently read the Executive Director's Report.	Agree
I find the Organization-Wide Activity Highlights useful and informative.	Agree
I find the Executive Director’s Highlights useful and informative.	Agree

Q5: Meeting agendas provide a good balance between staff presentation and discussion.

(no label)	Agree

Q6: For both items below, please respond with a yes or no.

I prefer to access meeting materials electronically.	Yes
I prefer to access meeting materials via hard copies.	No

PAGE 2: Website

Q7: I use the First 5 LA website to access the following information:

Board/Committee Meeting Materials	Agree
Governance Guidelines	Neither Agree nor Disagree
Bylaws	Neither Agree nor Disagree

Q8: The following information is easy to find on the First 5 LA website:

Board/Committee Meeting Materials	Strongly Agree
Governance Guidelines	Strongly Agree
Bylaws	Strongly Agree
Staff Contact Info	Strongly Agree
Commissioner Contact Info	Strongly Agree

Q9: More information around the following topic areas would be useful:

Current/New Research regarding Early Childhood Development	Strongly Agree
News articles regarding early childhood development	Agree
First 5 LA Legislative Agenda and Updates	Agree

Q10: I would use a separate Commissioner on-line portal to access First 5 LA information if easy to navigate.

(no label)	Agree

PAGE 3: Board and Committee meetings

Q11: Monthly Board meetings are frequent enough to ensure effective governance.

(no label)	N/A

Q12: Committee meetings are helpful in preparing Commissioners for discussions at future Board meetings.

(no label)	Agree

Q13: The length of Board meetings is sufficient to accomplish the Board's work.

(no label)	N/A

Q14: I would attend other Committee meetings that I am not assigned to, if permitted.

(no label)	N/A

Q15: At each board meeting, time is dedicated to support board learning about the organization's activities.

(no label)	Neither Agree nor Disagree

PAGE 4: Board Learning Development

Q16: It is important for First 5 LA to support Board learning and development that would strengthen and deepen Commissioner understanding of the early childhood development field and the work of First 5 LA.

(no label)	Strongly Agree

Q17: If Board learning opportunities were offered, I would be most interested in learning more about the following content areas (List in order from most to least interested):

Policy and Advocacy	2
Early Care and Education Systems (e.g. Third-grade level reading campaign)	1
Health-Related Systems (e.g. Trauma Informed Care)	3
Communities (e.g. Best Start communities)	5
Families (e.g. Welcome Baby)	4
The field of philanthropy	7
Monitoring, Evaluation, and Learning	6
Other (Please specify in comments below)	8

Q18: If you responded with "Other" in Question 17, please specify below:	*Respondent skipped this question*

Q19: For Board learning opportunities, I would be most interested in the following format(s) (List in order from most to least interested):

First 5 LA Board meeting presenters/facilitators (e.g. guest speakers)	3
First 5 LA Brown Bag lunches (e.g. Trauma-informed care discussion with staff)	1
First 5 LA Workshops (e.g. seminars)	5
First 5 LA Executive Director's Report	6
Field Experiences (e.g. site visits with grantees)	4
External conferences, events, and meetings	2
Other (Please specify in comments below)	7

Q20: If you responded with "Other" in Question 19, please specify below:	*Respondent skipped this question*

Q21: The frequency of offerings for Board learning opportunities should be:

On an as-needed basis	Agree

PAGE 5: New Board Orientation

Q22: As a new board member, I received an adequate orientation to my role and responsibilities as a board member.

(no label)	Strongly Agree

Q23: I was provided with sufficient information and materials at my new board orientation regarding the context of First 5 LA's work in the following areas:

First 5 LA's Critical Strategic Issues	Strongly Agree
Long Term Financial Projection	Strongly Agree
Governance Guidelines	Strongly Agree
Strategic Plan 2015-2020	Strongly Agree
Bylaws	Strongly Agree
Conflicts of Interest	Strongly Agree

Q24: What materials might be useful to add to new Board orientations that are currently not covered?	*Respondent skipped this question*

PAGE 6: Method and Frequency of Communication

Q25: My preferred form of communication is/are (Please list in order from most to least preferred):

Board meetings	4
Emails	1
Phone Calls	3
In-person meetings	2

Q26: If you would like to add additional comments to Question 25, please enter them here.	*Respondent skipped this question*

Q27: I currently receive sufficient communication via the following method(s):

Board meetings	N/A
Emails	Strongly Agree
Phone Calls	N/A
In-person meetings	N/A

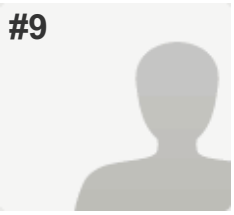
PAGE 7: Administration and Staff Support

Q28: Communication is clear and strong between the board and:

Board Secretary	Strongly Agree
Executive Department	Neither Agree nor Disagree
Senior Management Team	Neither Agree nor Disagree

Q29: Support during Commission/Committee meetings is organized and ensures meetings run smoothly.

From Board Secretary	Strongly Agree
From IT Staff	N/A



COMPLETE

Collector: Web Link 1 (Web Link)
Started: Monday, March 28, 2016 5:34:42 PM
Last Modified: Monday, March 28, 2016 5:55:14 PM
Time Spent: 00:20:32
IP Address: 74.1.176.18

PAGE 1: Board and Committee Meeting Materials

Q1: Meeting agendas and materials are received in time for adequate advance review.

(no label)	Agree

Q2: Board memos

I currently read the Board memos	Agree
I find them useful and easy to read and provide the necessary information and context needed to understand the item or action being sought	Agree

Q3: PowerPoints

I currently review the PowerPoints	Agree
I find them useful and easy to follow and provide the necessary information and context needed to understand the item or action being sought	Strongly Agree

Q4: Executive Director's Report

I currently read the Executive Director's Report.	Agree
I find the Organization-Wide Activity Highlights useful and informative.	Agree
I find the Executive Director’s Highlights useful and informative.	Strongly Agree

Q5: Meeting agendas provide a good balance between staff presentation and discussion.

(no label)	Strongly Agree

Q6: For both items below, please respond with a yes or no.

I prefer to access meeting materials electronically.	Yes
I prefer to access meeting materials via hard copies.	No

PAGE 2: Website

Q7: I use the First 5 LA website to access the following information:

Board/Committee Meeting Materials	Disagree
Governance Guidelines	Neither Agree nor Disagree
Bylaws	Agree
Other (Please specify below in additional comments)	Agree
Additional Comments: Meeting materials, public events, funding opportunities	

Q8: The following information is easy to find on the First 5 LA website:

Board/Committee Meeting Materials	Agree
Governance Guidelines	Agree
Bylaws	Strongly Agree
Staff Contact Info	Neither Agree nor Disagree
Commissioner Contact Info	Neither Agree nor Disagree

Q9: More information around the following topic areas would be useful:

Current/New Research regarding Early Childhood Development	Strongly Agree
News articles regarding early childhood development	Strongly Agree
First 5 LA Legislative Agenda and Updates	Agree

Q10: I would use a separate Commissioner on-line portal to access First 5 LA information if easy to navigate.

(no label)	Agree

PAGE 3: Board and Committee meetings

Q11: Monthly Board meetings are frequent enough to ensure effective governance.

(no label)	Agree

Q12: Committee meetings are helpful in preparing Commissioners for discussions at future Board meetings.

(no label)	Agree

Q13: The length of Board meetings is sufficient to accomplish the Board's work.

(no label)	Disagree

Q14: I would attend other Committee meetings that I am not assigned to, if permitted.

(no label)	Agree

Q15: At each board meeting, time is dedicated to support board learning about the organization's activities.

(no label)	Disagree

PAGE 4: Board Learning Development

Q16: It is important for First 5 LA to support Board learning and development that would strengthen and deepen Commissioner understanding of the early childhood development field and the work of First 5 LA.	
(no label)	Strongly Agree
Q17: If Board learning opportunities were offered, I would be most interested in learning more about the following content areas (List in order from most to least interested):	
Policy and Advocacy	2
Early Care and Education Systems (e.g. Third-grade level reading campaign)	1
Health-Related Systems (e.g. Trauma Informed Care)	4
Communities (e.g. Best Start communities)	3
Families (e.g. Welcome Baby)	5
The field of philanthropy	6
Monitoring, Evaluation, and Learning	7
Other (Please specify in comments below)	8
Q18: If you responded with "Other" in Question 17, please specify below:	*Respondent skipped this question*
Q19: For Board learning opportunities, I would be most interested in the following format(s) (List in order from most to least interested):	
First 5 LA Board meeting presenters/facilitators (e.g. guest speakers)	1
First 5 LA Brown Bag lunches (e.g. Trauma-informed care discussion with staff)	4
First 5 LA Workshops (e.g. seminars)	3
First 5 LA Executive Director's Report	5
Field Experiences (e.g. site visits with grantees)	2
External conferences, events, and meetings	6
Other (Please specify in comments below)	7
Q20: If you responded with "Other" in Question 19, please specify below:	*Respondent skipped this question*
Q21: The frequency of offerings for Board learning opportunities should be:	
Quarterly	Agree

PAGE 5: New Board Orientation

Q22: **As a new board member, I received an adequate orientation to my role and responsibilities as a board member.**	
(no label)	N/A

Q23: **I was provided with sufficient information and materials at my new board orientation regarding the context of First 5 LA's work in the following areas:**	
First 5 LA's Critical Strategic Issues	N/A
Long Term Financial Projection	N/A
Governance Guidelines	N/A
Strategic Plan 2015-2020	N/A
Bylaws	N/A
Conflicts of Interest	N/A
Other (Please specify in comment box below)	N/A

Q24: What materials might be useful to add to new Board orientations that are currently not covered?	*Respondent skipped this question*

PAGE 6: Method and Frequency of Communication

Q25: **My preferred form of communication is/are (Please list in order from most to least preferred):**	
Board meetings	2
Emails	4
Phone Calls	3
In-person meetings	1

Q26: If you would like to add additional comments to Question 25, please enter them here.	*Respondent skipped this question*

Q27: **I currently receive sufficient communication via the following method(s):**	
Board meetings	Agree
Emails	Agree
Phone Calls	Strongly Agree
In-person meetings	Strongly Agree

PAGE 7: Administration and Staff Support

Q28: Communication is clear and strong between the board and:

Board Secretary	Agree
Executive Department	Strongly Agree
Senior Management Team	Agree

Q29: Support during Commission/Committee meetings is organized and ensures meetings run smoothly.

From Board Secretary	Agree
From IT Staff	Agree

#10

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Monday, March 28, 2016 8:51:54 PM
Last Modified: Monday, March 28, 2016 9:02:51 PM
Time Spent: 00:10:57
IP Address: 24.152.139.105

PAGE 1: Board and Committee Meeting Materials

Q1: Meeting agendas and materials are received in time for adequate advance review.

(no label)	Agree

Q2: Board memos

I currently read the Board memos	Agree
I find them useful and easy to read and provide the necessary information and context needed to understand the item or action being sought	Agree

Q3: PowerPoints

I currently review the PowerPoints	Agree
I find them useful and easy to follow and provide the necessary information and context needed to understand the item or action being sought	Agree

Q4: Executive Director's Report

I currently read the Executive Director's Report.	Strongly Agree
I find the Organization-Wide Activity Highlights useful and informative.	Strongly Agree
I find the Executive Director’s Highlights useful and informative.	Strongly Agree

Q5: Meeting agendas provide a good balance between staff presentation and discussion.

(no label)	Disagree

Additional Comments:
Most of the agenda is focused on presentations - would like more time for discussion.

Q6: For both items below, please respond with a yes or no.

I prefer to access meeting materials electronically.	No
I prefer to access meeting materials via hard copies.	Yes

PAGE 2: Website

Q7: I use the First 5 LA website to access the following information:

Board/Committee Meeting Materials	Agree
Governance Guidelines	Disagree
Bylaws	Disagree
Other (Please specify below in additional comments)	N/A

Q8: The following information is easy to find on the First 5 LA website:

Board/Committee Meeting Materials	Strongly Agree
Governance Guidelines	Neither Agree nor Disagree
Bylaws	Neither Agree nor Disagree
Staff Contact Info	Disagree
Commissioner Contact Info	Disagree
Other (Please specify below in additional comments)	N/A

Q9: More information around the following topic areas would be useful:

Current/New Research regarding Early Childhood Development	Agree
News articles regarding early childhood development	Neither Agree nor Disagree
First 5 LA Legislative Agenda and Updates	Agree
Other (Please specify below in additional comments)	N/A

Q10: I would use a separate Commissioner on-line portal to access First 5 LA information if easy to navigate.

(no label)	Agree

PAGE 3: Board and Committee meetings

Q11: Monthly Board meetings are frequent enough to ensure effective governance.

(no label)	Strongly Agree

Q12: Committee meetings are helpful in preparing Commissioners for discussions at future Board meetings.

(no label)	Strongly Agree

Q13: The length of Board meetings is sufficient to accomplish the Board's work.

(no label)	Strongly Agree

Q14: I would attend other Committee meetings that I am not assigned to, if permitted.

(no label)	Disagree

Q15: At each board meeting, time is dedicated to support board learning about the organization's activities.

(no label)	Agree

PAGE 4: Board Learning Development

Q16: It is important for First 5 LA to support Board learning and development that would strengthen and deepen Commissioner understanding of the early childhood development field and the work of First 5 LA.

(no label)	Agree

Q17: If Board learning opportunities were offered, I would be most interested in learning more about the following content areas (List in order from most to least interested):

Policy and Advocacy	1
Early Care and Education Systems (e.g. Third-grade level reading campaign)	3
Health-Related Systems (e.g. Trauma Informed Care)	4
Communities (e.g. Best Start communities)	6
Families (e.g. Welcome Baby)	5
The field of philanthropy	2
Monitoring, Evaluation, and Learning	7
Other (Please specify in comments below)	8

Q18: If you responded with "Other" in Question 17, please specify below:

na

Q19: For Board learning opportunities, I would be most interested in the following format(s) (List in order from most to least interested):

First 5 LA Board meeting presenters/facilitators (e.g. guest speakers)	1
First 5 LA Brown Bag lunches (e.g. Trauma-informed care discussion with staff)	2
First 5 LA Workshops (e.g. seminars)	4
First 5 LA Executive Director's Report	3
Field Experiences (e.g. site visits with grantees)	5
External conferences, events, and meetings	6
Other (Please specify in comments below)	7

Q20: If you responded with "Other" in Question 19, please specify below:

na

Q21: The frequency of offerings for Board learning opportunities should be:

Monthly	Neither Agree nor Disagree
Quarterly	Agree
On an as-needed basis	Strongly Agree

PAGE 5: New Board Orientation

Q22: As a new board member, I received an adequate orientation to my role and responsibilities as a board member.	
(no label)	Strongly Agree
Q23: I was provided with sufficient information and materials at my new board orientation regarding the context of First 5 LA's work in the following areas:	
First 5 LA's Critical Strategic Issues	Strongly Agree
Long Term Financial Projection	Strongly Agree
Governance Guidelines	Strongly Agree
Strategic Plan 2015-2020	Strongly Agree
Bylaws	Strongly Agree
Conflicts of Interest	Strongly Agree
Other (Please specify in comment box below)	N/A
Q24: What materials might be useful to add to new Board orientations that are currently not covered?	*Respondent skipped this question*

PAGE 6: Method and Frequency of Communication

Q25: My preferred form of communication is/are (Please list in order from most to least preferred):	
Board meetings	1
Emails	3
Phone Calls	2
In-person meetings	4
Q26: If you would like to add additional comments to Question 25, please enter them here.	*Respondent skipped this question*
Q27: I currently receive sufficient communication via the following method(s):	
Board meetings	Agree
Emails	Agree
Phone Calls	Neither Agree nor Disagree
In-person meetings	Agree

PAGE 7: Administration and Staff Support

Q28: Communication is clear and strong between the board and:

Board Secretary	Strongly Agree
Executive Department	Agree
Senior Management Team	Agree

Q29: Support during Commission/Committee meetings is organized and ensures meetings run smoothly.

From Board Secretary	Strongly Agree
From IT Staff	Strongly Agree

#11

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Wednesday, March 30, 2016 10:50:14 AM
Last Modified: Wednesday, March 30, 2016 11:01:08 AM
Time Spent: 00:10:53
IP Address: 156.3.201.148

PAGE 1: Board and Committee Meeting Materials

Q1: Meeting agendas and materials are received in time for adequate advance review.	
(no label)	Agree
Q2: Board memos	
I currently read the Board memos	Agree
I find them useful and easy to read and provide the necessary information and context needed to understand the item or action being sought	Agree
Q3: PowerPoints	
I currently review the PowerPoints	Neither Agree nor Disagree
I find them useful and easy to follow and provide the necessary information and context needed to understand the item or action being sought	Neither Agree nor Disagree
Q4: Executive Director's Report	
I currently read the Executive Director's Report.	Agree
I find the Organization-Wide Activity Highlights useful and informative.	Agree
I find the Executive Director’s Highlights useful and informative.	Agree
Q5: Meeting agendas provide a good balance between staff presentation and discussion.	
(no label)	Agree
Q6: For both items below, please respond with a yes or no.	
I prefer to access meeting materials electronically.	Yes
I prefer to access meeting materials via hard copies.	No

PAGE 2: Website

Q7: I use the First 5 LA website to access the following information:

Board/Committee Meeting Materials	Agree
Governance Guidelines	Agree
Bylaws	Agree
Other (Please specify below in additional comments)	N/A

Q8: The following information is easy to find on the First 5 LA website:

Board/Committee Meeting Materials	Agree
Governance Guidelines	Agree
Bylaws	Neither Agree nor Disagree
Staff Contact Info	Disagree
Commissioner Contact Info	Agree
Other (Please specify below in additional comments)	N/A

Q9: More information around the following topic areas would be useful:

Current/New Research regarding Early Childhood Development	Agree
News articles regarding early childhood development	Agree
First 5 LA Legislative Agenda and Updates	Agree

Q10: I would use a separate Commissioner on-line portal to access First 5 LA information if easy to navigate.

(no label)	Strongly Agree

PAGE 3: Board and Committee meetings

Q11: Monthly Board meetings are frequent enough to ensure effective governance.

(no label)	Agree

Q12: Committee meetings are helpful in preparing Commissioners for discussions at future Board meetings.

(no label)	Agree

Q13: The length of Board meetings is sufficient to accomplish the Board's work.

(no label)	Agree

Q14: I would attend other Committee meetings that I am not assigned to, if permitted.

(no label)	Disagree

Q15: At each board meeting, time is dedicated to support board learning about the organization's activities.

(no label)	Neither Agree nor Disagree

PAGE 4: Board Learning Development

Q16: It is important for First 5 LA to support Board learning and development that would strengthen and deepen Commissioner understanding of the early childhood development field and the work of First 5 LA.	
(no label)	Agree
Q17: If Board learning opportunities were offered, I would be most interested in learning more about the following content areas (List in order from most to least interested):	
Policy and Advocacy	1
Early Care and Education Systems (e.g. Third-grade level reading campaign)	5
Health-Related Systems (e.g. Trauma Informed Care)	6
Communities (e.g. Best Start communities)	2
Families (e.g. Welcome Baby)	3
The field of philanthropy	7
Monitoring, Evaluation, and Learning	4
Other (Please specify in comments below)	8
Q18: If you responded with "Other" in Question 17, please specify below:	*Respondent skipped this question*
Q19: For Board learning opportunities, I would be most interested in the following format(s) (List in order from most to least interested):	
First 5 LA Board meeting presenters/facilitators (e.g. guest speakers)	4
First 5 LA Brown Bag lunches (e.g. Trauma-informed care discussion with staff)	5
First 5 LA Workshops (e.g. seminars)	3
First 5 LA Executive Director's Report	2
Field Experiences (e.g. site visits with grantees)	1
External conferences, events, and meetings	6
Other (Please specify in comments below)	7
Q20: If you responded with "Other" in Question 19, please specify below:	*Respondent skipped this question*
Q21: The frequency of offerings for Board learning opportunities should be:	
Monthly	Neither Agree nor Disagree
Quarterly	Agree
On an as-needed basis	Agree

PAGE 5: New Board Orientation

400

Q22: As a new board member, I received an adequate orientation to my role and responsibilities as a board member.	
(no label)	Agree
Q23: I was provided with sufficient information and materials at my new board orientation regarding the context of First 5 LA's work in the following areas:	
First 5 LA's Critical Strategic Issues	Agree
Long Term Financial Projection	Agree
Governance Guidelines	Agree
Strategic Plan 2015-2020	Agree
Bylaws	Agree
Conflicts of Interest	Agree
Q24: What materials might be useful to add to new Board orientations that are currently not covered?	*Respondent skipped this question*

PAGE 6: Method and Frequency of Communication

Q25: My preferred form of communication is/are (Please list in order from most to least preferred):	
Board meetings	3
Emails	1
Phone Calls	2
In-person meetings	4
Q26: If you would like to add additional comments to Question 25, please enter them here.	*Respondent skipped this question*
Q27: I currently receive sufficient communication via the following method(s):	
Board meetings	Agree
Emails	Agree
Phone Calls	Agree
In-person meetings	Disagree

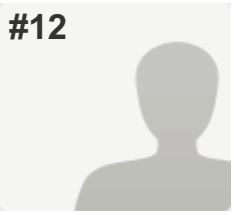
PAGE 7: Administration and Staff Support

Q28: Communication is clear and strong between the board and:

Board Secretary	Neither Agree nor Disagree
Executive Department	Agree
Senior Management Team	Agree

Q29: Support during Commission/Committee meetings is organized and ensures meetings run smoothly.

From Board Secretary	Strongly Agree
From IT Staff	Agree



COMPLETE

Collector: Web Link 1 (Web Link)
Started: Thursday, March 31, 2016 4:07:56 PM
Last Modified: Thursday, March 31, 2016 4:24:28 PM
Time Spent: 00:16:32
IP Address: 97.94.125.104

PAGE 1: Board and Committee Meeting Materials

Q1: Meeting agendas and materials are received in time for adequate advance review.

(no label)	Neither Agree nor Disagree

Additional Comments:
Doing better here

Q2: Board memos

I currently read the Board memos	Agree
I find them useful and easy to read and provide the necessary information and context needed to understand the item or action being sought	Agree

Q3: PowerPoints

I currently review the PowerPoints	Neither Agree nor Disagree
I find them useful and easy to follow and provide the necessary information and context needed to understand the item or action being sought	Neither Agree nor Disagree

Q4: Executive Director's Report

I currently read the Executive Director's Report.	Agree
I find the Organization-Wide Activity Highlights useful and informative.	Agree
I find the Executive Director’s Highlights useful and informative.	Agree

Q5: Meeting agendas provide a good balance between staff presentation and discussion.

(no label)	Disagree

Q6: For both items below, please respond with a yes or no.

I prefer to access meeting materials electronically.	Yes

PAGE 2: Website

Q7: I use the First 5 LA website to access the following information:

Board/Committee Meeting Materials	Agree
Governance Guidelines	Disagree
Bylaws	Disagree

Q8: The following information is easy to find on the First 5 LA website:

Board/Committee Meeting Materials	Neither Agree nor Disagree
Governance Guidelines	Disagree
Bylaws	Disagree
Staff Contact Info	Disagree
Commissioner Contact Info	Agree

Q9: More information around the following topic areas would be useful:

Current/New Research regarding Early Childhood Development	Strongly Agree
News articles regarding early childhood development	Agree
First 5 LA Legislative Agenda and Updates	Agree

Q10: I would use a separate Commissioner on-line portal to access First 5 LA information if easy to navigate.

(no label)	Agree

PAGE 3: Board and Committee meetings

Q11: Monthly Board meetings are frequent enough to ensure effective governance.

(no label)	Agree

Q12: Committee meetings are helpful in preparing Commissioners for discussions at future Board meetings.

(no label)	Neither Agree nor Disagree

Q13: The length of Board meetings is sufficient to accomplish the Board's work.

(no label)	Strongly Agree

Q14: I would attend other Committee meetings that I am not assigned to, if permitted.

(no label)	Agree

Q15: At each board meeting, time is dedicated to support board learning about the organization's activities.

(no label)	Neither Agree nor Disagree

PAGE 4: Board Learning Development

Q16: It is important for First 5 LA to support Board learning and development that would strengthen and deepen Commissioner understanding of the early childhood development field and the work of First 5 LA.

(no label)	Agree

Q17: If Board learning opportunities were offered, I would be most interested in learning more about the following content areas (List in order from most to least interested):

Policy and Advocacy	2
Early Care and Education Systems (e.g. Third-grade level reading campaign)	5
Health-Related Systems (e.g. Trauma Informed Care)	1
Communities (e.g. Best Start communities)	4
Families (e.g. Welcome Baby)	3
The field of philanthropy	6
Monitoring, Evaluation, and Learning	7
Other (Please specify in comments below)	8

Q18: If you responded with "Other" in Question 17, please specify below:

na

Q19: For Board learning opportunities, I would be most interested in the following format(s) (List in order from most to least interested):

First 5 LA Board meeting presenters/facilitators (e.g. guest speakers)	1
First 5 LA Brown Bag lunches (e.g. Trauma-informed care discussion with staff)	2
First 5 LA Workshops (e.g. seminars)	3
First 5 LA Executive Director's Report	6
Field Experiences (e.g. site visits with grantees)	5
External conferences, events, and meetings	4
Other (Please specify in comments below)	7

Q20: If you responded with "Other" in Question 19, please specify below:

na

Q21: The frequency of offerings for Board learning opportunities should be:

On an as-needed basis	Strongly Agree

PAGE 5: New Board Orientation

Q22: As a new board member, I received an adequate orientation to my role and responsibilities as a board member.	*Respondent skipped this question*
Q23: I was provided with sufficient information and materials at my new board orientation regarding the context of First 5 LA's work in the following areas:	*Respondent skipped this question*
Q24: What materials might be useful to add to new Board orientations that are currently not covered?	*Respondent skipped this question*

PAGE 6: Method and Frequency of Communication

Q25: My preferred form of communication is/are (Please list in order from most to least preferred):

Board meetings	4
Emails	1
Phone Calls	2
In-person meetings	3

Q26: If you would like to add additional comments to Question 25, please enter them here.	*Respondent skipped this question*

Q27: I currently receive sufficient communication via the following method(s):

Board meetings	Neither Agree nor Disagree
Emails	Agree
Phone Calls	Strongly Agree

PAGE 7: Administration and Staff Support

Q28: Communication is clear and strong between the board and:

Board Secretary	Agree
Executive Department	Neither Agree nor Disagree
Senior Management Team	Neither Agree nor Disagree

Q29: Support during Commission/Committee meetings is organized and ensures meetings run smoothly.

From Board Secretary	Strongly Agree
From IT Staff	Strongly Agree

#13

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Sunday, April 03, 2016 2:08:28 PM
Last Modified: Sunday, April 03, 2016 2:18:08 PM
Time Spent: 00:09:39
IP Address: 172.91.115.201

PAGE 1: Board and Committee Meeting Materials

Q1: Meeting agendas and materials are received in time for adequate advance review.

(no label)	Strongly Agree

Q2: Board memos

I currently read the Board memos	Agree
I find them useful and easy to read and provide the necessary information and context needed to understand the item or action being sought	Neither Agree nor Disagree

Additional Comments:
Sometimes they contain references to names or phrases that are not adequately explained.

Q3: PowerPoints

I currently review the PowerPoints	Disagree
I find them useful and easy to follow and provide the necessary information and context needed to understand the item or action being sought	Agree

Additional Comments:
When seen at the meetings

Q4: Executive Director's Report

I currently read the Executive Director's Report.	Disagree
I find the Organization-Wide Activity Highlights useful and informative.	Strongly Agree
I find the Executive Director’s Highlights useful and informative.	Strongly Agree

Additional Comments:
When presented at the meeting

Q5: Meeting agendas provide a good balance between staff presentation and discussion.

(no label)	Agree

Q6: For both items below, please respond with a yes or no.

I prefer to access meeting materials electronically.	Yes
I prefer to access meeting materials via hard copies.	No

PAGE 2: Website

Q7: I use the First 5 LA website to access the following information:

Board/Committee Meeting Materials	Disagree
Governance Guidelines	Agree
Bylaws	Agree

Q8: The following information is easy to find on the First 5 LA website:

Board/Committee Meeting Materials	Neither Agree nor Disagree
Governance Guidelines	Agree
Bylaws	Disagree
Staff Contact Info	Neither Agree nor Disagree
Commissioner Contact Info	Neither Agree nor Disagree

Q9: More information around the following topic areas would be useful:

Current/New Research regarding Early Childhood Development	Strongly Agree
News articles regarding early childhood development	Neither Agree nor Disagree
First 5 LA Legislative Agenda and Updates	Agree

Q10: I would use a separate Commissioner on-line portal to access First 5 LA information if easy to navigate.

(no label)	Strongly Agree

PAGE 3: Board and Committee meetings

Q11: Monthly Board meetings are frequent enough to ensure effective governance.

(no label)	Strongly Agree

Q12: Committee meetings are helpful in preparing Commissioners for discussions at future Board meetings.

(no label)	Agree

Q13: The length of Board meetings is sufficient to accomplish the Board's work.

(no label)	Strongly Agree

Q14: I would attend other Committee meetings that I am not assigned to, if permitted.

(no label)	Disagree

Q15: At each board meeting, time is dedicated to support board learning about the organization's activities.

(no label)	Agree

PAGE 4: Board Learning Development 408

Q16: It is important for First 5 LA to support Board learning and development that would strengthen and deepen Commissioner understanding of the early childhood development field and the work of First 5 LA.

(no label)	Strongly Agree

Q17: If Board learning opportunities were offered, I would be most interested in learning more about the following content areas (List in order from most to least interested):

Policy and Advocacy	3
Early Care and Education Systems (e.g. Third-grade level reading campaign)	5
Health-Related Systems (e.g. Trauma Informed Care)	1
Communities (e.g. Best Start communities)	6
Families (e.g. Welcome Baby)	2
The field of philanthropy	7
Monitoring, Evaluation, and Learning	4
Other (Please specify in comments below)	8

Q18: If you responded with "Other" in Question 17, please specify below:

none

Q19: For Board learning opportunities, I would be most interested in the following format(s) (List in order from most to least interested):

First 5 LA Board meeting presenters/facilitators (e.g. guest speakers)	1
First 5 LA Brown Bag lunches (e.g. Trauma-informed care discussion with staff)	3
First 5 LA Workshops (e.g. seminars)	4
First 5 LA Executive Director’s Report	2
Field Experiences (e.g. site visits with grantees)	5
External conferences, events, and meetings	6
Other (Please specify in comments below)	7

Q20: If you responded with "Other" in Question 19, please specify below:

none

Q21: The frequency of offerings for Board learning opportunities should be:

Monthly	Strongly Agree

PAGE 5: New Board Orientation

Q22: As a new board member, I received an adequate orientation to my role and responsibilities as a board member.

(no label)	Disagree

Q23: I was provided with sufficient information and materials at my new board orientation regarding the context of First 5 LA's work in the following areas:

First 5 LA's Critical Strategic Issues	Disagree
Long Term Financial Projection	Agree
Governance Guidelines	Disagree
Strategic Plan 2015-2020	Agree
Bylaws	Disagree
Conflicts of Interest	Disagree

Q24: What materials might be useful to add to new Board orientations that are currently not covered?

Much more organized in presentation and purpose of the orientation.

PAGE 6: Method and Frequency of Communication

Q25: My preferred form of communication is/are (Please list in order from most to least preferred):

Board meetings	1
Emails	2
Phone Calls	4
In-person meetings	3

Q26: If you would like to add additional comments to Question 25, please enter them here.

none

Q27: I currently receive sufficient communication via the following method(s):

Board meetings	Strongly Agree
Emails	Agree
Phone Calls	Neither Agree nor Disagree
In-person meetings	Agree
Additional Comments: none	

PAGE 7: Administration and Staff Support

Q28: Communication is clear and strong between the board and:

Board Secretary	Disagree
Executive Department	Agree
Senior Management Team	Agree

Additional Comments:
none

Q29: Support during Commission/Committee meetings is organized and ensures meetings run smoothly.

From Board Secretary	Strongly Agree
From IT Staff	Strongly Agree

Additional Comments:
none

Board Communication Survey Update: Findings

Linda Vo, Board Secretary

May 12, 2016

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Purpose

- To ensure that communication with the Board is done in a timely manner and in a format that effectively supports Commissioners' governance responsibilities

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Background

- March 3 – Draft of Board survey discussed at Executive Committee meeting
- March 18 – Survey sent out to full Commission
- April 7 – Preliminary findings presented to Executive Committee meeting

414

As of today, most (94%) Commissioners have completed the Survey.

Note: Not all questions were answered by all respondents.

Survey Format

29 questions:

1. Meeting Materials (PowerPoints, Memos, Executive Director's report)
2. First 5 LA Website
3. Board and Committee meetings
4. Board Learning Development
5. New Board Orientation
6. Method and Frequency of Communication
7. Administration and Staff Support

Applied the following approaches to Survey:

- Likert scale
- Yes or no
- Most to least preferred
- Comments

Findings: Meeting Materials

- Most (83%) respondents are in agreement that current mechanisms around communication are useful and are sent in a timely manner

416

- 100% of respondents in agreement that the ED highlights are informative and useful

- Comments: A few said presentations are too long and there is not enough time for Commission discussion feedback and discussion; A few commented the ED report contains too much background

Findings: First 5 LA Website

- Most (71%) respondents say they use the First 5 LA website to access meeting materials.

- Less than half of respondents use the website to access other information. e.g. Bylaws, Governance Guidelines, staff contact

- Most (93%) respondents would use a dedicated Commissioner portal

- Most (83%) respondents agree they would like to see additional information on First 5 LA's website pertaining to early care and education, child development and First 5 LA's Legislative Agenda and updates

- Comments: A few commented the website is not easy to navigate and is difficult to locate information.

Findings: Board & Committee meetings

- Most (78%) respondents agree that the current length of Board meetings is long enough to ensure effective governance

418

- Most (86%) respondents agree committee meetings are helpful in preparing for Commission meeting discussions

- Less than half (42%) would attend other Committee meetings if we held them as “Special Commission” meetings

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Findings: Board Learning Development

- Most (93%) respondents agree it is important for First 5 LA to dedicate time for Board learning opportunities
- Commissioners preferred topics for Board learning (top three) are:
  1. Policy and Advocacy
  2. Health Related Systems
  3. Early Care & Education Systems

  Note: This is not surprising since Communities and Families are anchor investments of First 5 LA.
- The top three mechanisms through which Commissioners prefer Board learning opportunities to be offered are:
  1. Board Meetings
  2. First 5 LA Brown Bag lunches
  3. First 5 LA Workshops
- Comments: How First 5 LA's work connects with other First 5s; more information on how Commissioners can effectively message First 5 LA's priorities (Brand ambassador training)

419

Findings: New Board Orientation

Note: Only applies to Commissioners appointed on or after August 2013

- Most (70%) of respondents agreed they received adequate orientation to their role and responsibilities

- Most (73%) agreed they received sufficient information in the following areas: First 5 LA's Critical Strategic Issues, Long Term Financial Projection, Strategic Plan 2015-20, and Conflicts of Interest

420

- Comments: A few would like more time spent on Bylaws and Commissioners' roles and expectations; a few requested we include information on relevant press that may have occurred within the month of orientation

Findings: Method and Frequency of Communication

Consistent with First 5 LA's approach, 68% of respondents ranked Board meetings and emails as their first and second choice for the mechanism in which they prefer to receive communication

Findings: Administration & Staff Support

- Most (79%) respondents agree that communication between them and the Board Secretary and Executive Department is strong and clear

  - 63% for SMT*

422

- Most (93%) respondents agree that Board Secretary support during Commission and Committee meetings ensured for smooth meetings

  - 78% for IT*

*Staff looks forward to receiving feedback and input to learn more about ways to improve communication and support between these two groups and the Commission

Conclusion

Over all, respondents believe that Board-related information, meeting materials, communications, as well as Board learning and development is done in a timely manner and in a format that effectively supports Commissioners' governance responsibilities.

Areas for improvement:

- First 5 LA Website
- Executive Director's Report
- Board Learning Development
- New Board Orientation

Next Steps

- Roll out new ED report format that is aligned with our current Strategic Plan
- Revise Board Orientation to include more time spent on Bylaws and Commissioners' role and responsibilities
- Develop Board learning agendas, focusing first on Commissioners' most preferred topics
- Identify ways to improve First 5 LA website so that it is more user friendly and easier for Commissioners to navigate and locate pertinent information
- Communicate with and engage Board and Staff as new mechanisms around communication are implemented

Discussion/Questions

- Any questions or feedback on the Board Survey findings and/or next steps?

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Memo

To: Board of Commissioners

From: Kim Belshé, Executive Director

Date: May 12, 2016

Subject: **FIRST 5 LA PROPOSED FISCAL YEAR 2016-17 BUDGET**

Honorable Chair and Members of the Commission,

We are pleased to present the draft proposed FY 2016-17 Budget, which was prepared in accordance with Generally Accepted Accounting Principles (GAAP) and in compliance with First 5 Management Guide budgeting guidelines developed by the Government Finance Officers Association. This budget represents the second year of alignment with the 2015-2020 Strategic Plan: Focusing for the Future.

The FY 2016-17 Budget reflects further implementation and advancement of the 2015-2020 Strategic Plan, which marked a shift in approach from funding programs and toward a focus on policy and systems change. This new strategic approach is based on First 5 LA's desire to redirect its resources to have the greatest impact on families and children 0-5 in Los Angeles County. This new approach is an important distinction from previous years and signals a transition that will allow Commission resources to have a broader impact for children and families across LA County. The FY 2016-17 Budget supports the organization's strategic shift by continuing to honor existing commitments while also pivoting more fully to a different strategic approach, resulting in an overall decrease of $58.2 million from FY 2015-16. This decrease also reflects the reality of the Commission's declining fiscal resources and the dedication to live within the means of the organization.

This transmittal memo is intended to provide an overview of the FY 2016-17 Budget and assumptions that inform the requests, including the following:

I. Budget Overview
   A. Overall Budget Summary
   B. Program Costs Summary
   C. Operating Costs Summary

II. Budget Development Context
   A. Format and Approach to the FY 2016-17 Budget
   B. Potential Future Changes

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III. Revenue Assumptions
IV. Impact on Fund Balance
V. Administrative Cost Limit
VI. Conclusion

Key budget and supporting documents are as follows:

Attachment A: FY 2016-17 Budget

- FY 2016-17 Budget Summary
- Budget Summary for Programs by Initiative/Strategy & Program
- Operating Costs Summary
- Administrative Limit Calculation
- Schedule of Authorized Positions

Attachment B: FY 2016-17 Budget – Highlights

Attachment C: Program Budget – Detail by Initiative/Program

Attachment D: Operating Budget – Summaries & Detail Tables by Department

I. BUDGET OVERVIEW

Combined efforts in recent years—including adoption of the Building Stronger Families Framework, the Listening, Learning and Leading (L3) effort, the updated Long Term Financial Projection, and the new Governance Guidelines—helped to inform the 2015-2020 Strategic Plan. The Strategic Plan is intends to sharpen our focus, improve the impact we seek, work within our financial means, and strengthen internal capacity to deliver on our mission. FY 2016-17 will mark the second fiscal year under this fifth Strategic Plan, approved by the Commission in November 2014.

The 2015-2020 Strategic Plan lays out a clear path for First 5 LA to maximize its impact to strengthen families and improve outcomes for the greatest number of children prenatal to age 5 in LA County. Consistent with the Commission's new strategic direction, First 5 LA will place greater emphasis on efforts that contribute to sustainable public financing, public policy and systems-level change. This new direction also means that First 5 LA will place less emphasis on funding direct services.

To ensure that all children in LA County enter kindergarten ready to succeed in school and life, the Strategic Plan directs that the Commission's work focus on the following four priority outcome areas, as defined below:

Families: Increased Family Protective Factors

- Work with parents and caregivers so that they have the skills, knowledge and access to resources they need to support their child's development.

Communities: Increased community capacity to support and promote the safety, healthy development, and well-being of children prenatal to age 5 and their families

- Support a community's ability to foster safe, healthy, engaged neighborhoods that help children and their families thrive.

Early Care and Education (ECE) Systems: Increased access to high-quality early care and education

- Increase access to affordable, quality child care and preschool.

Health-Related Systems: Improved capacity of health, mental health, and substance abuse services systems to meet the needs of children prenatal to age 5 and their families

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- Improve how health-related systems coordinate and deliver care to young children and their families in LA County.

The FY 2016-17 Budget supports these priority focus areas and describes the planned work for the fiscal year to advance the outcomes detailed in the 2015-2020 Strategic Plan. The FY 2016-17 Budget reflects a marked shift in spending and the work for the second year of the 2015-2020 Strategic Plan. Based on the processes currently underway to effectively implement the strategies outlined in the Strategic Plan, the FY 2016-17 Budget reflects a transition away from funding for First 5 LA's Legacy Investments, with a shift in resources toward the outcomes and strategies detailed in the Strategic Plan. The budget continues to reflect costs for ongoing legacy initiatives that will soon be either ending or ramping down, but represents a 69% decrease in anticipated spending from FY 2015-16 for these purposes. At the same time, the budget reflects the commitments made by the Board, funding investments in priorities that continue in the new Strategic Plan—such as Welcome Baby and Select Home Visiting, the Best Start Communities, policy and strategic communications efforts—and resources for more developmental activity to advance the 2015-2020 Strategic Plan, representing a 54% increase in anticipated spending for these activities from FY 2015-16.

As previously noted, the budget includes existing multi-year programs ("Legacy Investments") scheduled to conclude during the new Strategic Plan term. Any continued funding beyond the previously approved timeframe and amount will be subject to criteria approved by the Commission, such as alignment with the Strategic Plan through the expiring initiative assessment process. In addition, consistent with the Governance Guidelines and the Strategic Plan, we have prepared budget requests with a renewed focus on sustainability and leveraging.

A. Overall Budget Summary

The total FY 2016-17 Budget is presented in a summary schedule in Attachment A. As shown in the following high-level table, the Budget totals $160.1 million, a reduction of $58.2 million, or 26.7% from the FY 2015-16 revised budget of $218.3 million. Costs are estimated to decrease by 29.7% for programs and increase by 2.1% for internal operations.

BUDGET COMPONENT	FY 2015-16 Budget				Proposed		Variance	
	Original		Revised		FY 2016-17 Budget			
Program	$ 208,922,000	91%	$ 197,460,000	90%	$ 138,827,000	87%	$ (58,633,000)	-29.7%
Operating	20,794,362	9%	$ 20,794,362	10%	21,235,158	13%	440,796	2.1%
TOTAL BUDGET	**$ 229,716,362**	**100%**	**$ 218,254,362**	**100%**	**$ 160,062,158**	**100%**	**$ (58,192,204)**	**-26.7%**

Given the fiscal reality of declining resources—both revenue and fund balance—on which First 5 LA can rely for both programmatic and operational spending, it is important to note the strategic rationale driving the overall budget proposal. Reflecting Commission direction and priorities, narrative highlights of the FY 2016-17 Budget are presented in Attachment B.

As noted previously, the FY 2016-17 Budget reflects a significant pivot in spending away from Legacy Investments approved as part of previous strategic plans, shifting resources to focus on the strategies and investments prioritized in the 2015-2020 Strategic Plan. As we enter into the second year of the Strategic Plan, a number of "anchor" investments are scaling up to full implementation, driving anticipated costs for FY 2016-17 higher than in previous years. Specifically, FY 2016-17 will reflect continued implementation and greater resources for the investments in the Welcome Baby and Select Home Visiting programs, as well as the community capacity building investments in the 14 Best Start communities. In addition, resources are incorporated in support of key approaches as outlined in the Strategic Plan, including resources to continue expanding our policy and advocacy efforts as well as strategic communications.

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While the strategy implementation process continues, estimated resources to support the anticipated "Year 2" activities for the Strategic Plan are presented in the context of the four priority outcome areas noted on page 2. Based on the intensive work conducted through the implementation process, these resources represent estimated costs for activities that we expect to advance or achieve in FY 2016-17.

First 5 LA is also undergoing an organizational transformation process to determine the appropriate internal structure required to effectively advance the work outlined in the Strategic Plan, as well as to support the work related to legacy investments that extend into the 2015-2020 Strategic Plan term. Although incremental changes to personnel are incorporated into the FY 2016-17 Budget, management took a conservative approach to overall staffing levels by maintaining the current level of authorized positions for the organization. As the implementation process continues and we have a greater understanding of the future needs of the organization, we will be in a better position to determine the appropriate level of staffing and other operating resources required in the future state of the organization.

B. Program Costs Summary

Program costs comprise $138.8 million, or 87% of the total Budget, as shown in the table below. Given that FY 2016-17 represents the second year of the 2015-2020 Strategic Plan, the initiatives summarized in Attachment A and highlighted in Attachment B are organized to reflect the new Strategic Plan and the two related components of implementation activity: 1) Strategic Plan priority outcome areas, and 2) Strategic Plan investment areas and support costs. In addition, the budget includes resources for the 21 legacy investments and research and evaluation projects with ongoing costs in FY 2016-17, a reduction of 3 investments previously funded in the previous year. While a majority of overall resources in the previous year were appropriated for spending on legacy investments, the FY 2016-17 Budget demonstrates First 5 LA's continued development of and commitment to the strategies and outcomes detailed in the 2015-2020 Strategic Plan, with the majority of resources in FY 2016-17 earmarked for these purposes as seen in the table below.

BUDGET CATEGORY	FY 2015-16 Budget				Proposed	
	Original		Revised		FY 2016-17 Budget	
Program						
2015-2020 Strategic Plan: Focusing for the Future						
a. Strategic Plan Priority Outcome Areas	$ 57,649,000		$ 51,119,000		$ 82,430,000	
b. Strategic Plan Investment Areas & Support Costs	7,669,000		7,669,000		8,087,000	
Total 2015-2020 Strategic Plan	$ 65,318,000	28%	$ 58,788,000	27%	$ 90,517,000	57%
Legacy Investments	136,518,000	59%	131,920,000	60%	41,144,000	26%
Research & Evaluation	7,086,000	3%	6,752,000	3%	7,166,000	4%
Total Program	$ 208,922,000	91%	$ 197,460,000	90%	$ 138,827,000	87%
Operating	20,794,362	9%	20,794,362	10%	21,235,158	13%
TOTAL BUDGET	**$ 229,716,362**	**100%**	**$ 218,254,362**	**100%**	**$ 160,062,158**	**100%**

Consistent with the FY 2015-16 Budget, program costs reflect continued implementation of initiatives and programs according to their approved timeline, as well as actions taken by the Commission during FY 2015-16 to extend certain initiatives and programs. Program costs also include continued implementation of anchor investments in the Best Start Communities and Welcome Baby/Select Home Visiting activities, and estimated costs necessary to carry out Year 2 activities for the 2015-2020 Strategic Plan, including resources totaling $26.6 million to support planned work in the Early Care and Education (ECE) and Health-related Systems priority

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outcome areas, an increase of $24.6 million over the $2.0 million included in FY 2015-16 for new work in these areas that were still in the very early stages of development. Program costs largely support contract awards and grants to agencies and include all planning, implementation, evaluation and associated communications and marketing costs for services, programs and projects.

Attachment A presents the budget request for programs by initiative. At this point in time, the budget includes 31 initiatives with anticipated costs to be incurred during FY 2016-17, a decrease from the 35 initiatives in FY 2015-16 due to 6 initiatives expiring by June 30, 2016 and the addition of two additional initiatives representing priority outcome areas—ECE and Health—not previously represented at the initiative level. We anticipate that the program budget structure as presented in Attachment A and in the table above may require modifications in the future to best support our strategic direction based on implementation and strategic refinements that will continue to evolve and inform implementation activities.

Program investments are presented based on the following overarching categories:

1) ***2015-2020 Strategic Plan: Focusing for the Future:*** This category, described further below, includes costs related to activities that directly support the strategies and outcomes of the 2015-2020 Strategic Plan. As First 5 LA continues the development and implementation of the Strategic Plan strategies and approaches, the FY 2016-17 Budget reflects a significant pivot for the organization, with resources in this area increasing by approximately 54% from the previous year.

    a. **Strategic Plan Priority Outcome Areas** – This category includes the following:

        i. Anchor activities outlined in the Strategic Plan, including Welcome Baby and Select Home Visiting, as well as the community capacity building activities in the 14 Best Start Communities; and

        ii. New work being developed and implemented to support and achieve the outcomes detailed in the four priority outcome areas.

    b. **Strategic Plan Investment Areas and Support Costs** – Approaches that were included as part of the 2015-2020 Strategic Plan that are key to advancing all four of the outcome areas established by the Plan, including policy and advocacy efforts, as well as communications and marketing.

    In FY 2015-16, cost estimates for new Strategic Plan work still under development were incorporated into the fiscal year Budget in the Strategic Plan Implementation Fund (SPIF). Because the FY 2015-16 Budget was developed shortly after the approval of the 2015-2020 Strategic Plan and while the strategy refinement process was still underway, the amounts included in SPIF were high-level preliminary estimates of costs for new activities that we expected to advance in FY 2015-16, reflecting the best thinking to date regarding the potential needs for Year 1 of the Strategic Plan. As implementation work progressed over the past year, staff was able to further clarify the cost requirements to support the new work of the Strategic Plan. As such, reflecting high-level estimates of resources in SPIF is no longer necessary, and resources are defined by outcome area, strategy, and project for FY 2016-17 as noted above.

2) ***Legacy Investments*** – These 21 investments—a decrease of 4 overall from the previous year—represent ongoing work of the Commission that is expected to end according to the terms of the initiative or project approval. This category includes investments that may align with the outcomes and strategies of the Strategic Plan, but which have yet to go through the assessment process because they are scheduled to end beyond FY 2016-17. These will be evaluated in the future consistent with the First 5 LA Governance Guidelines and the expiring

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initiatives assessment process. As noted, the FY 2016-17 Budget reflects a decrease in anticipated spending for legacy investments of approximately 69%. Most notably, the Budget no longer includes the approximately $55.4 million in annual funding specifically for Los Angeles Universal Preschool, shifting the focus from direct services—providing funding for preschool slots—to policy and systems change in the area of early care and education as directed by the Strategic Plan. Similarly, investments such as the ECE Workforce Consortium ($12.8 million) and CARES Plus ($2.0 million) end as scheduled in FY 2015-16, while other investments such as Reducing Childhood Obesity (decrease of $10.3 million) and Oral Health & Nutrition-Dental Home (decrease of $2.5 million) ramp down significantly from the previous year toward an expected end in FY 2016-17.

3) ***Research and Evaluation*** – These include projects that align with and contribute to the outcomes and strategies of the 2015-2020 Strategic Plan, as well as ongoing projects aligned to our legacy investments, demonstrating First 5 LA's commitment to learning from our current and past investments. To this end, the Research and Evaluation Department is developing the "Monitoring, Evaluation and Learning (MEL) Framework," which will provide a comprehensive structure for organizing First 5 LA's Research and Evaluation activities. The transition to the new framework will occur during FY 2016-17 and may result in changes to how these items are categorized in the context of the fiscal year budget.

Attachment B provides narrative highlights of certain programs, including investments that are large, high-profile, or Commission priorities. Attachment C provides additional detail on each program budget request.

The table on page 3 compares the current year budget with the FY 2016-17 Budget. The $58.2 million decrease represents a net change that encapsulates changes related to work that has ended, as well as work that is ramping down, continuing, increasing, or is in development.

Although the overall fiscal year budget is decreasing, the FY 2016-17 Budget represents a marked shift in resources from the Legacy Investments—where initiatives are ending or ramping down—to the 2015-2020 Strategic Plan priorities, where investments are scaling up significantly.

C. Operating Costs Summary

Operating costs comprise $21.2 million, or 13% of the total Budget, with approximately 80.5% of funding for First 5 LA's internal operations supporting salaries and benefits for management and staff, as presented in the following table.

OPERATING COST CATEGORY	FY 2015-16 Budget				Proposed	
	Original		Revised		FY 2016-17 Budget	
Personnel Services	$ 16,367,981	79%	$ 16,367,981	79%	$ 17,088,095	80%
General Operating Expenses	1,398,990	7%	1,343,390	6%	1,325,540	6%
Professional Services	714,900	3%	711,295	3%	803,052	4%
Consultant Services	1,733,500	8%	1,778,455	9%	1,492,950	7%
Travel & Meeting Expenses	458,991	2%	473,241	2%	430,521	2%
Capital Improvements	120,000	1%	120,000	1%	95,000	0.4%
Total Operating Costs	**$ 20,794,362**	**100%**	**$ 20,794,362**	**100%**	**$ 21,235,158**	**100%**

An increase of approximately $720,000, or 4.4%, in operating costs from FY 2015-16 is primarily due to personnel position changes for FY 2016-17 that are deemed necessary by management to effectively achieve the outcomes of the 2015-2020 Strategic Plan, and is offset by a slight increase in the personnel attrition rate and a pro-rated reduction of vacant position expenses, as determined by internal assessments and data analyses. FY 2016-17 marks the second year that

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First 5 LA has budgeted for estimated savings to account for the unforeseen, but common, changes in work force throughout the year. The first year included a conservative 3% turnover rate. The 3.5% rate used for FY 2016-17 is based on the latest separation information available at the time of budget development from the US Department of Labor Bureau of Labor Statistics, which shows a separation rate of 3.5% for February 2016. Vacant positions this year are budgeted for nine months at 92.5% of the mid-range salary for the applicable classification level for a given position, based on current outreach efforts and anticipated hire dates. Additionally, although certain positions are being added for FY 2016-17 in order to successfully carry out the core responsibilities of the organization, these positions are being repurposed from existing vacant positions to maintain the authorized headcount detailed in the FY 2015-16 Budget. This conservative approach is grounded on the fact that we need to get a better understanding of our future needs in order to determine the appropriate level of operating resources required to achieve the organization's work.

The budget for operating costs is presented based on the existing operating structure of the organization. First 5 LA is in the process of undergoing an organizational transformation to best align the internal structure with the programmatic needs required to achieve the Strategic Plan outcomes. Although further changes to the internal structure are anticipated during FY 2016-17, not enough information was available at the time of budget development to alter the current structure of the operating budget accordingly.

Attachment B provides a more detailed narrative discussion of operating cost highlights, which include:

- Staff and related support costs for program planning, design, development and management;
- Staff and related support costs for program evaluation, data collection and reporting; and
- Administration and related overhead costs associated with operating First 5 LA. Per Commission policy, an annual ceiling of administrative expenses is adopted as part of the budget process. The administrative cap for FY 2016-17 is 7.74%, or $12.4 million. (Refer to Section V.)

In addition to the highlights provided in Attachment B, Attachment D provides further detail on the operating budget request by internal division and department, based on the existing organizational structure.

II. BUDGET DEVELOPMENT CONTEXT

This section highlights the context in which the budget was developed and potential modifications we may recommend in the future.

A. Format and Approach to the FY 2016-17 Budget

FY 2016-17 represents First 5 LA's sixth official program budget. In each of the five previous years, we have made significant changes to the format and the approach used to develop the budget as we learn from experience how to more effectively communicate planned activities and anticipated expenditures. Similarly, the approach for the FY 2016-17 Budget continues to encourage transparency and improve the accuracy of financial projections.

Consistent with FY 2015-16, the role of the FY 2016-17 Budget is to provide a blueprint for spending on Commission priorities, including setting outside spending parameters based on estimates. To maintain fiscal control, we define Budget Authority as a spending cap, and thus have developed the budget based on spending estimates—rather than negotiated contract amounts—so staff has the flexibility to manage contracts within a budget unit without having to

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return to the Commission. We have generated program-level budget requests that include the program purpose, expected use of funding, and the methodology used to determine the funding level.

Modifications were also incorporated into the process for mid-year adjustments to the overall budget during FY 2015-16. Per current First 5 LA policy, any change to the spending levels approved at the initiative level in the program budget requires formal approval by the Board of Commissioners via Resolution. In previous years, we requested periodic approval of augmentations to the program budget as needed during the year, but did not return to the Commission at any point to request reductions to the approved amounts. During FY 2015-16, all program budget augmentations were incorporated into a single item presented to the Commission for approval in April 2016, along with reductions to programs that were anticipated to underspend their approved budget levels by 10 percent or more. These adjustments resulted in a net decrease to the overall FY 2015-16 Budget of approximately $11.5 million, for a revised fiscal year budget of $218.3 million.

The FY 2016-17 Budget reflects management's continued commitment to living with the means of the organization. Although Program Budget amounts were prepared based on the latest information available, estimates continue to be reconciled to both the high-end resource estimates for the priority focus areas and approaches presented in conjunction with the 2015-2020 Strategic Plan, as well as the most recent Long-Term Financial Projection approved by the Commission in February 2016. In addition, although operating resource requirements continue to evolve as First 5 LA undergoes an organizational transformation process, management has committed to living within the current level of authorized positions to support First 5 LA's work internally as noted in Section C above.

B. Potential Future Changes

This budget was prepared as the organization continues the strategy implementation process for the 2015-2020 Strategic Plan. Because the anchor investments in Welcome Baby/Select Home Visiting and the community capacity building work of the 14 Best Start Communities are already underway, reliable estimates were incorporated into the FY 2016-17 Budget to support these efforts. Given that much of the new work in support of the Strategic Plan outcome areas is still in development, initial cost estimates of resources required to support the anticipated Year 2 activities within the four priority outcome areas are less precise. As the strategy implementation process continues, costs associated with activities will become more concrete, and we will return to the Commission to provide updates on the uses of these funds as appropriate.

Agency process and structure changes are presently being implemented to effectively advance the work outlined in the Strategic Plan, as well as to support the work related to legacy investments that extend into the 2015-2020 Strategic Plan term. This work is expected to evolve throughout the fiscal year, and the impact to processes and the overall organizational operating structure may have an effect on the FY 2016-17 Budget. Any modifications to the FY 2016-17 Budget that are necessary as a result of these changes will be brought back to the Commission as appropriate.

III. REVENUE ASSUMPTIONS

First 5 LA is funded through the Proposition 10 Tobacco Tax, 80% of which is distributed to the County Commissions based on their proportion of statewide births. Los Angeles County receives the greatest share, typically around 25-26% of the total County allocations. The LA County share of tobacco tax revenue, projected to be roughly $80.8 million in FY 2015-16 and $77.4 million in FY 2016-17, is anticipated to continue declining in future years based on the most recent estimate from the State Department of Finance (DOF) as updated on June 2, 2015. The DOF

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revenue forecast incorporates assumptions related to the State Board of Equalization (BOE) administrative costs. First 5 LA will continue to work with other county Commissions and the State First 5 Association to track and evaluate the increasing BOE administrative costs and possible actions to address this issue.

Interest earnings, estimated at approximately $3.5 million for FY 2015-16, are projected using an estimated 0.75% return on anticipated cash balances. Lease revenue of approximately $154,000 is also expected this year based on the lease agreement for the preschool occupying space in the First 5 LA building.

In addition, First 5 LA continues to pursue opportunities to leverage funding from other organizations to support the work of the Commission. For example, as approved by the Board of Commissioners, First 5 LA will receive funding from First 5 California to support strategies in the ECE outcome area, as well as funds from the Center for the Study of Social Policy to support strategies related to the implementation of Project Dulce within the Families outcome area. Work is also continuing to explore alternative revenue generation strategies for the future, since tobacco tax revenue continues to decline as previously noted.

IV. IMPACT ON FUND BALANCE

It is important to note how the annual budget impacts First 5 LA's fund balance, particularly given the picture of the agency's financial future communicated through the updated Long Term Financial Projection approved in February 2016. Based on current policy, the annual budget is approved by the Commission via Resolution, which formally commits the resources for purposes of the initiatives as outlined in the budget document. However, the Commission has in many instances already taken formal action via Resolution to commit funds to discrete multi-year allocations for specific initiatives. Funds for these multi-year allocations are set aside in the First 5 LA committed fund balance as designated for specific purposes. The balances of these funding allocations remain in committed fund balance until the Commission takes action via Resolution to redirect the funds for other purposes.

To the extent that any amounts approved for the FY 2016-17 Budget do not exceed the remaining balance for these funding allocations, approval of the FY 2016-17 budget amounts for these initiatives will not commit additional dollars. The projected remaining allocation balances as of June 30, 2016 will be brought to the Commission for reaffirmation in June 2016 in conjunction with the approval of the FY 2016-17 Budget.

In contrast to the multi-year allocation balances for specific initiatives, only the annual appropriation approved for a fiscal year is shown as committed for fund balance purposes for programmatic investments without an approved multi-year allocation. Any unspent funds from the previous fiscal year for these investments revert back to assigned fund balance, which represents funds available for use within the parameters set by the 2015-2020 Strategic Plan.

Funds for internal operations, $21.2 million for FY 2016-17, are classified as unassigned fund balance for the upcoming fiscal year. In addition, based on current policy, the Commission must approve a Fund Balance Reserve, which is calculated annually as 25% of the total fiscal year budget approved in June. For FY 2016-17, the Reserve is calculated at $40.0 million, an amount that is also classified as unassigned for fund balance purposes.

Balances for all fund balance categories will not be finalized until the completion of the FY 2015-16 year-end audit and the preparation of the Comprehensive Annual Financial Report (CAFR).

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V. ADMINISTRATIVE COST LIMIT

Based on current policy and in compliance with the California Health and Safety Code (the "Code") governing the operations of First 5 LA, the Commission approves an annual administrative cost limit which is a percentage of the total budget. Although neither the Code nor the First 5 LA policy specifies a maximum percentage, historically the Commission has approved an administrative cost limit that is below 5% of the total projected organizational spending. In FY 2013-14, First 5 LA clarified the definition of administrative costs to more closely align with that of other First 5 county Commissions. This definition accounts for 100% of the following departments' costs: Board of Commissioners, Executive, Chief Administrative, Contract Compliance, Facilities Management, Finance, Finance – Medi-Cal Administrative Activities, Human Resources, Information Technology, Chief Programs, Office of Strategic Planning and Integration, and Communications & Marketing.

In addition to these department costs, the definition was expanded in June 2012 to include salary and employee benefit (S&EB) costs for Directors and Administrative Assistants in the following programmatic departments: Best Start Communities, Community Investments, Grants Management, Policy & Intergovernmental Affairs, Program Development, Public Affairs and Research & Evaluation.

This methodology, as reflected in the current Board-approved Administrative Cost Policy, represents a conservative approach to the administrative limit calculation. For example, although the organization's Executive Leadership and Senior Management Teams do not spend 100% of their time on purely administrative activities, the entirety of their costs (salaries and benefits) are captured in the calculation of the administrative limit for the fiscal year. In the context of all First 5 County Commissions, First 5 LA currently has one of the lowest administrative limit percentages, which range from 5-25% of annual spending.

Using the methodology noted above (further detail is provided as part of Attachment A), the administrative cost for supporting First 5 LA programs is projected to be $12.4 million, or 7.74% of the total budget. The increase from the previous year's 4.96% is due to the reduction in anticipated program spending for FY 2016-17 of $58.6 million. This reduction is a result of allowing legacy initiatives to end as scheduled, pursuant to the Governance Guidelines, as well as the shift away from direct service provision toward a policy and systems change approach, which also demonstrates the Commission's fiscal realities and commitment to living within the means of the organization.

VI. CONCLUSION

First 5 LA enters into the second year of the 2015-2020 Strategic Plan mindful of both the fiscal reality of declining resources, our ongoing responsibility for 21 legacy investments, the strategy implementation process currently underway to advance the Strategic Plan, and the organizational transformation process underway to ensure that First 5 LA is adequately poised to advance the work directed by the Commission.

The format and the approach for the FY 2016-17 Budget represent our continued efforts to improve financial accountability and transparency, while remaining flexible in the evolving environment in which First 5 LA operates. With a Strategic Plan that provides clear direction, focuses our investments and improves the organization's capacity to deliver, we anticipate the need for further refinements in the budget presentation, potentially during FY 2016-17 as well as during the FY 2017-18 budget development process to continue improving our financial management and reporting practices.

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With First 5 LA's declining revenue and fund balance, the Commission will need to continue to refine the resources required to advance the strategies and activities outlined in the 2015-2020 Strategic Plan, as well as assess the alignment of current work to the new outcomes. We will continue working to advance Commission priorities with a renewed focus on sustainability and leveraging, and with consideration paid to the fiscal outlook presented in the most recent Long Term Financial Projection. As noted previously, the FY 2016-17 Budget reflects a visible shift in First 5 LA's spending approach to both live within the means of the organization, as well as to learn from previous experience how our resources can have the greatest impact for families and children 0-5 in LA County.

We are grateful to the Commission for its ongoing leadership and support of First 5 LA's efforts to ensure that all children in LA County enter kindergarten ready to succeed in school and life.

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ATTACHMENT A:

FY 2016-17 BUDGET

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

	BUDGET COMPONENT	FY 2015-16 REVISED BUDGET	FY 2016-17 DRAFT BUDGET	VARIANCE $	VARIANCE %
2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE					
Strategic Plan Priority Outcome Areas					
1	Families	$ 31,602,000	$ 37,006,000	$ 5,404,000	17.1%
2	Communities	17,229,750	18,837,000	1,607,250	9.3%
3	Early Care & Education Systems	1,251,000	24,054,000	22,803,000	1822.8%
4	Health-Related Systems	546,250	2,533,000	1,986,750	363.7%
*	Other/Cross-Cutting Activities	490,000	-	(490,000)	-100.0%
Sub-total: Strategic Plan Priority Outcome Areas		***$ 51,119,000***	***$ 82,430,000***	***$ 31,311,000***	***61.3%***
Strategic Plan Investment Areas & Support Costs					
5	Policy Agenda/Advocacy	$ 2,797,000	$ 2,442,000	$ (355,000)	-12.7%
6	Communications & Marketing	4,672,000	5,345,000	673,000	14.4%
7	Communications - Conference Funding	200,000	300,000	100,000	50.0%
Sub-total: Strategic Plan Investment Areas & Support Costs		***$ 7,669,000***	***$ 8,087,000***	***$ 418,000***	***5.5%***
TOTAL 2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE		**$ 58,788,000**	**$ 90,517,000**	**$ 31,729,000**	**54.0%**
LEGACY INVESTMENTS					
8	At-Risk Fathers Investment	$ 150,000	$ 299,000	$ 149,000	99.3%
9	Baby Friendly Hospitals	1,351,000	918,000	(433,000)	-32.1%
10	Black Infant Health	1,955,000	2,009,000	54,000	2.8%
11	Children's Dental Care	10,656,000	8,336,000	(2,320,000)	-21.8%
12	Children's Vision Care	1,341,000	1,333,000	(8,000)	-0.6%
13	Early Identification and Intervention - Autism and Other Developmental Delays	946,000	908,000	(38,000)	-4.0%
*	ECE Environmental Scan	80,000	-	(80,000)	-100.0%
14	Healthy Food Access	2,064,000	1,134,000	(930,000)	-45.1%
15	Healthy Kids	2,732,000	373,000	(2,359,000)	-86.3%
16	Information Resource and Referral	1,360,000	1,260,000	(100,000)	-7.4%
17	Little by Little/One Step Ahead	3,515,000	3,116,000	(399,000)	-11.4%
*	Los Angeles Universal Preschool	55,423,000	-	(55,423,000)	-100.0%
18	Oral Health & Nutrition - Dental Home	3,414,000	890,000	(2,524,000)	0.0%
19	Parent Child Interaction Therapy	2,742,000	3,590,000	848,000	30.9%
*	Partnerships for Families	150,000	-	(150,000)	-100.0%
*	Peer Support Groups for Parents	1,044,000	-	(1,044,000)	-100.0%
20	Policy Advocacy Fund	2,194,000	1,263,000	(931,000)	-42.4%
21	Reducing Childhood Obesity	15,462,000	5,133,000	(10,329,000)	-66.8%
22	Resource Mobilization - ECE	225,000	800,000	575,000	255.6%
23	Resource Mobilization - Funder Partnerships	60,000	75,000	15,000	25.0%
24	Resource Mobilization - Health	1,540,000	326,000	(1,214,000)	-78.8%
25	Resource Mobilization - Organizational Capacity Building	550,000	125,000	(425,000)	-77.3%
26	Resource Mobilization - Project Development	5,000	250,000	245,000	4900.0%
*	Tot Parks and Trails	660,000	-	(660,000)	-100.0%
27	Universal Assessment of Newborns	6,981,000	8,451,000	1,470,000	21.1%
28	Workforce Development	2,522,000	555,000	(1,967,000)	-78.0%

	BUDGET COMPONENT	FY 2015-16 REVISED BUDGET	FY 2016-17 DRAFT BUDGET	VARIANCE $	VARIANCE %
*	Workforce Development - ECE Workforce Consortium	12,798,000	-	(12,798,000)	-100.0%
TOTAL LEGACY INVESTMENTS		**$ 131,920,000**	**$ 41,144,000**	**$ (90,776,000)**	**-68.8%**
RESEARCH AND EVALUATION					
29	Data Development and Integration	$ 1,946,000	$ 1,736,000	$ (210,000)	-10.8%
30	Data Partnership with Funders	900,000	900,000	-	0.0%
31	Program Evaluation	3,906,000	4,530,000	624,000	16.0%
TOTAL RESEARCH AND EVALUATION		**$ 6,752,000**	**$ 7,166,000**	**$ 414,000**	**6.1%**
TOTAL PROGRAM COSTS		**$ 197,460,000**	**$ 138,827,000**	**$ (58,633,000)**	**-29.7%**
INTERNAL OPERATIONS					
	Administrative Costs	$ 11,382,637	$ 12,396,219	$ 1,013,582	8.9%
	Program Costs	9,411,725	8,838,939	(572,786)	-6.1%
TOTAL INTERNAL OPERATIONS		**$ 20,794,362**	**$ 21,235,158**	**$ 440,796**	**2.1%**
TOTAL FIRST 5 LA BUDGET		**$ 218,254,362**	**$ 160,062,158**	**$ (58,192,204)**	**-26.7%**

* Initiative/cost area ends in FY 2015-16, with no anticipated spending for FY 2016-17.

INITIATIVE / STRATEGY NAME	PROGRAM NAME	FY 2015-16 REVISED	FY 2016-17 DRAFT	VARIANCE $	VARIANCE %
2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE					
Strategic Plan Priority Outcome Areas					
Families					
Families Strategy 1 - Home Visiting[1]	Welcome Baby Hospitals	$ 14,580,000	$ 16,447,000	$ 1,867,000	13%
	Select Home Visiting Programs	12,868,000	15,640,000	2,772,000	22%
	Family Strengthening Oversight Entity	3,418,000	3,373,000	(45,000)	-1%
	Family Strengthening Public Education	100,000	-	(100,000)	-100%
Families Strategy 2 - Family Engagement[2]	Abriendo Puertas	636,000	601,000	910,000	143%
	Data Development		140,000		
	Project Dulce		670,000		
	Project Dulce Evaluation		135,000		
Sub-total Families		**$ 31,602,000**	**$ 37,006,000**	**$ 5,404,000**	**17%**
Communities					
Communities Strategy 1 - Shared Vision & Collective Action	Community Engagement[3]	$ 14,936,000	$ 9,254,000	$ (867,000)	-6%
	Community Partnerships[3]		4,815,000		
Communities Strategy 2 - Coordinated Services & Supports[4]	Resource Network Coordination Capacity	1,093,750	1,064,000	975,250	89%
Communities Strategy 3 - Built Environment Policy & Advocacy[4]	Policy/Advocacy Partnerships		1,005,000		
Communitites - Cross-Strategy Investments	Capacity Building Consortium	-	1,029,000	1,029,000	N/A
	Communications & Marketing[3]	1,200,000	1,670,000	470,000	39%
Sub-total Communities		**$ 17,229,750**	**$ 18,837,000**	**$ 1,607,250**	**9%**
Early Care & Education (ECE) Systems					
ECE Strategy 1 - Policy/Advocacy	ECE Policy Advocacy Fund[5]	$ -	$ 3,000,000	$ 3,000,000	N/A
	Grade Level Reading Campaign[6]	300,000	285,000	(15,000)	-5%
ECE Strategy 2 - QRIS	Kindergarten Readiness Assessment[7]	370,000	330,000	19,422,000	5249%
	Early Childhood Educators Improving Quality (CCALA)[7]		600,000		
	QRIS Architects Group and Systems Planning[7]		1,085,000		
	QRIS Continuous Site Engagement (LAUP)[7]		16,868,000		
	Shared Services Support[8]	-	350,000	350,000	N/A
ECE Strategy 3 - Professional Development	Early Childhood Education Credential Advocacy Project[7]	(see note 7 and figure above)	558,000	(see note 7 and figures above)	
	Early Childhood Educator Competencies Curriculum[7]		170,000		
	Higher Education Peer Learning Project[7]		181,000		
	ECE Workforce Registry[9]	581,000	627,000	46,000	8%
Sub-total ECE		**$ 1,251,000**	**$ 24,054,000**	**$ 22,803,000**	**1823%**

INITIATIVE / STRATEGY NAME	PROGRAM NAME	FY 2015-16 REVISED	FY 2016-17 DRAFT	VARIANCE $	VARIANCE %
Health, Mental Health & Substance Abuse Systems					
Health Strategy 1 - Early Identification/Developmental Screening/Connection to Services[10]	Developmental Screening: Help Me Grow	$ 546,250	$ 1,236,000	$ 1,986,750	364%
Health Strategy 2 - Trauma-Informed Care[10]	Trauma-Informed Care		1,297,000		
Sub-total Health		**$ 546,250**	**$ 2,533,000**	**$ 1,986,750**	**364%**
Other/Cross-Cutting Activities		**$ 490,000**	**$ -**	**$ (490,000)**	**-100%**
Sub-Total: Priority Outcome Areas		**$ 51,119,000**	**$ 82,430,000**	**$ 31,311,000**	**61%**
Strategic Plan Investment Areas & Support Costs					
Policy Agenda/Advocacy	Federal Policy and Sustainability Advocate	$ 127,000	$ 127,000	$ -	0%
	Opinion Research	75,000	-	(75,000)	-100%
	Policy Briefs	100,000	-	(100,000)	-100%
	State Policy and Sustainability Advocate	440,000	440,000	-	0%
	Strategic Plan Advocacy Strategies[11]	2,055,000	1,875,000	(180,000)	-9%
Communications & Marketing	Communications & Marketing	4,672,000	5,345,000	673,000	14%
Communications - Conference Funding	Conference Funding	200,000	300,000	100,000	50%
Sub-Total: Strategic Plan Investment Areas & Support Costs		**$ 7,669,000**	**$ 8,087,000**	**$ 418,000**	**5%**
TOTAL 2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE		**$ 58,788,000**	**$ 90,517,000**	**$ 31,729,000**	**54%**
LEGACY INVESTMENTS					
At-Risk Fathers Investment	At-Risk Fathers Investment	$ 150,000	$ 299,000	$ 149,000	99%
Baby Friendly Hospitals	Baby Friendly Hospital Project - Cycle 2	274,000	-	(274,000)	-100%
	Baby Friendly Hospital Project - Cycle 3	477,000	453,000	(24,000)	-5%
	Baby Friendly Hospital Project - Cycle 4	600,000	465,000	(135,000)	N/A
Black Infant Health	Birth Outcomes and Disparities – Policy and Systems Change	500,000	500,000	-	0%
	Black Infant Health Program	1,455,000	1,509,000	54,000	4%
Children's Dental Care	Children's Dental Care Program	10,656,000	8,336,000	(2,320,000)	-22%
Children's Vision Care	Children's Vision Care	1,341,000	1,333,000	(8,000)	-1%
Early Identification and Intervention - Autism and Other Developmental Delays	Early Identification and Intervention - Autism and Other Developmental Delays	946,000	908,000	(38,000)	-4%
ECE Environmental Scan	ECE Environmental Scan	80,000	-	(80,000)	-100%
Healthy Food Access	Children's Garden Collaborative	1,389,000	434,000	(955,000)	-69%
	Market Match	675,000	700,000	25,000	4%
Healthy Kids	Healthy Kids Insurance Coverage	630,000	373,000	(257,000)	-41%
	Healthy Kids Outreach, Enrollment, Retention, and Utilization	2,102,000	-	(2,102,000)	-100%
Information Resource and Referral	211 LA County	1,340,000	1,240,000	(100,000)	-7%
	Performance Based Agreement (Consulting)	20,000	20,000	-	0%
Little by Little/One Step Ahead	Little by Little/One Step Ahead Program	3,515,000	3,116,000	(399,000)	-11%
Los Angeles Universal Preschool	Los Angeles Universal Preschool	55,423,000	-	(55,423,000)	-100%

INITIATIVE / STRATEGY NAME	PROGRAM NAME	FY 2015-16	FY 2016-17	VARIANCE	
		REVISED	DRAFT	$	%
Oral Health & Nutrition - Dental Home	Oral Health & Nutrition - Dental Home	3,414,000	890,000	(2,524,000)	-74%
Parent Child Interaction Therapy	Parent Child Interaction Therapy	2,742,000	3,590,000	848,000	31%
Partnerships for Families	Partnerships for Families	150,000	-	(150,000)	-100%
Peer Support Groups for Parents	Peer Support Groups Lead Agency	927,000	-	(927,000)	-100%
	Peer Support Groups Training and Technical Assistance Provider	117,000	-	(117,000)	-100%
Policy Advocacy Fund	Policy Advocacy Fund - I	805,000	300,000	(505,000)	-63%
	Policy Advocacy Fund - II	1,276,000	850,000	(426,000)	-33%
	Policy Advocacy Fund Technical Assistance Provider	113,000	113,000	-	0%
Reducing Childhood Obesity	Reducing Childhood Obesity	15,462,000	5,133,000	(10,329,000)	-67%
Resource Mobilization - ECE	ECE Recoverable Grant/Bridge Fund	225,000	800,000	575,000	256%
Resource Mobilization - Funder Partnerships	Funder Collaboratives[12]	30,000	75,000	45,000	N/A
	LA-N-Sync	15,000	-	(15,000)	-100%
	Los Angeles Partnership for Early Childhood Investment	15,000	-	(15,000)	-100%
Resource Mobilization - Health	Early Childhood Linkages to Wellness	1,250,000	326,000	(924,000)	-74%
	Freshworks Fund	290,000	-	(290,000)	-100%
Resource Mobilization - Organizational Capacity Building	Organizational Capacity Building	550,000	125,000	(425,000)	-77%
Resource Mobilization - Project Development	Consulting[13]	5,000	150,000	145,000	2900%
	Convenings[13]	-	100,000	100,000	N/A
Tot Parks and Trails	Tot Parks and Trails	660,000	-	(660,000)	-100%
Universal Assessment of Newborns	Welcome Baby Hospitals	6,981,000	8,451,000	1,470,000	21%
Workforce Development	CARES Plus	2,000,000	-	(2,000,000)	-100%
	P-5 Workforce Development Core Competencies	522,000	555,000	33,000	6%
Workforce Development - ECE Workforce Consortium	ECE Workforce Consortium	12,798,000	-	(12,798,000)	-100%
TOTAL LEGACY INVESTMENTS		**$ 131,920,000**	**$ 41,144,000**	**$ (90,776,000)**	**-69%**
RESEARCH AND EVALUATION					
Data Development and Integration	Data consultant	$ 8,000	$ 4,000	$ (4,000)	-50%
	Data Requests	9,000	5,000	(4,000)	-44%
	Dissemination	42,000	15,000	(27,000)	-64%
	First 5 LA Contracts and Grants Program Reporting Database	187,000	187,000	-	0%
	Los Angeles County Health Survey	142,000	-	(142,000)	-100%
	Los Angeles Mommy and Baby (LAMB) Project	260,000	-	(260,000)	-100%
	Maternal Infant Hospital Assessment	105,000	-	(105,000)	N/A
	Stronger Families Database	873,000	875,000	2,000	0%
	WIC Data Mining Research Partnership	320,000	650,000	330,000	103%
Data Partnership with Funders	Children's Data Network (CDN)	900,000	900,000	-	0%
Program Evaluation	Best Start Evaluation	374,000	734,000	360,000	96%
	Countywide Systems Improvement Evaluation	94,000	-	(94,000)	-100%

INITIATIVE / STRATEGY NAME	PROGRAM NAME	FY 2015-16	FY 2016-17	VARIANCE	
		REVISED	DRAFT	$	%
Program Evaluation (continued)	Early Care and Education Policy Advocacy Fund Evaluation	-	243,000	243,000	N/A
	Early Identification and Intervention - Autism and Other Developmental Delays Evaluation	65,000	-	(65,000)	-100%
	Little by Little/One Step Ahead Evaluation	5,000	-	(5,000)	-100%
	Los Angeles Universal Preschool Evaluation - Universal Preschool Child Outcomes Study	109,000	-	(109,000)	-100%
	Medi-Cal Match Feasibility Study	48,000	-	(48,000)	N/A
	Obesity Prevention & Nutrition Collective Impact Evaluation	720,000	961,000	241,000	33%
	Parent-Child Interaction Therapy Evaluation	47,000	125,000	78,000	166%
	Peer Support Groups for Parents Implementation Evaluation	62,000	-	(62,000)	-100%
	Professional Development Program Evaluation	1,501,000	490,000	(1,011,000)	-67%
	Quality Rating and Improvement System Evaluation	-	100,000	100,000	N/A
	Universal Screening Psychometric Study	183,000	67,000	(116,000)	N/A
	Welcome Baby Impact Study	183,000	1,035,000	852,000	N/A
	Welcome Baby Implementation and Outcomes Evaluation	515,000	775,000	260,000	N/A
TOTAL RESEARCH AND EVALUATION		**$ 6,752,000**	**$ 7,166,000**	**$ 414,000**	**6%**
TOTAL FIRST 5 LA PROGRAM BUDGET		**$ 197,460,000**	**$ 138,827,000**	**$ (58,633,000)**	**-30%**

Notes:

1. FY 2015-16 costs for Families Strategy 1 were captured in the "Families: Place-Based - Welcome Baby/Select Home Visiting" initiative.
2. Any potential FY 2015-16 costs for Families Strategy 2 activities were captured in the Strategic Plan Implementation Fund, where $636,000 was included for new activities in the Families outcome area.
3. FY 2015-16 costs for Communities Strategy 1 were captured in the "Communities: Place-Based - Community Capacity Building" initiative.
4. Any potential FY 2015-16 costs for Communities Strategy 2 activities were captured in the Strategic Plan Implementation Fund, where $1,093,750 was included for new activities in the Communities outcome area.
5. FY 2015-16 costs for activities related to what is now called the "ECE Policy Advocacy Fund" were embedded within the "Early Learning Advocacy Strategies" program (called Strategic Plan Advocacy Strategies for FY 2016-17) in the "Policy Agenda/Advocacy" initiative.
6. Costs for the "Grade Level Reading Campaign" program were captured within the "Resource Mobilization - ECE" initiative in FY 2015-16.
7. Any potential FY 2015-16 costs for these activities were captured in the Strategic Plan Implementation Fund, where $370,000 was included for new activities in the ECE outcome area.
8. FY 2015-16 costs totaling $350,000 related to Shared Services were embedded within the "Organizational Capacity Building" program in the "Resource Mobilization - Organizational Capacity Building" initiative.
9. Costs for the "ECE Workforce Registry" program were captured within the "Data Development and Integration" initiative in FY 2015-16.
10. Any potential FY 2015-16 costs for activities related to Health Strategies 1 and 2 were captured in the Strategic Plan Implementation Fund, where $546,250 was included for new activities in the Health outcome area.
11. The "Strategic Plan Advocacy Strategies" program was referred to as "Early Learning Advocacy Strategies" in FY 2015-16.
12. The "Funder Collaboratives" program was referred to as "Emerging Funder Collaboratives" in FY 2015-16.
13. Costs for consulting and convening activities related to new project development were captured in the Strategic Plan Implementation Fund in FY 2015-16, where $490,000 was included for "Other/Cross-Cutting Activities."

OPERATING COSTS SUMMARY FY 2016-17

		FY 2015-16			FY 2016-17					
		Revised Budget	Estimated Expenditures	Variance	Governance and Executive	Administration	Program	Other Program (MAA)	Proposed Budget	Variance from FY 2015-16
Personnel Services										
	Total Salaries	12,387,038	11,785,481	601,557	1,306,758	3,412,213	8,420,422	39,164	13,178,557	791,519
	Total Employee Benefits	3,980,943	3,148,026	832,917	292,741	984,415	2,616,017	16,365	3,909,538	(71,405)
	Total Personnel Services	**16,367,981**	**14,933,507**	**1,434,474**	**1,599,499**	**4,396,628**	**11,036,439**	**55,529**	**17,088,095**	**720,114**
General Operating Expenses										
6131	ADP Payroll Charges	31,000	31,000	-	-	31,000	-	-	31,000	-
6132	Workers' Compensation Insurance	100,000	90,173	9,827	-	100,000	-	-	100,000	-
6202	Utilities	165,000	163,000	2,000	-	165,000	-	-	165,000	-
6203	Corporate Insurance	76,000	66,136	9,864	-	76,000	-	-	76,000	-
6205	Mileage and Parking	65,850	41,657	24,193	7,800	5,450	50,900	300	64,450	(1,400)
6206	Telephones and Modems	45,800	45,800	-	-	35,000	-	-	35,000	(10,800)
6207	Cell Phones and Mobile Devices	43,350	38,000	5,350	600	18,840	31,800	-	51,240	7,890
6208	Outside Printing	21,700	16,566	5,134	-	2,500	16,250	-	18,750	(2,950)
6209	Other Supplies	12,150	12,000	150	150	12,000	-	-	12,150	-
6210	Postage and Delivery	13,500	13,400	100	-	13,300	-	-	13,300	(200)
6211	Educational Supplies	5,300	818	4,482	-	-	1,450	-	1,450	(3,850)
6212	Office Supplies	79,780	58,375	21,405	8,500	54,920	17,000	220	80,640	860
6214	Subscriptions and Publications	9,860	4,096	5,764	-	4,160	5,900	-	10,060	200
6218	Equipment Rental	118,200	110,000	8,200	-	118,200	-	-	118,200	-
6220	Building Repairs and Maintenance	180,000	180,000	-	-	180,000	-	-	180,000	-
6221	Equipment Repairs and Maintenance	27,000	5,173	21,827	-	25,000	1,000	-	26,000	(1,000)
6222	Offsite Storage	23,700	17,397	6,303	-	13,700	6,000	-	19,700	(4,000)
6223	Hardware and Software Maintenance	228,000	200,405	27,595	-	220,000	600	-	220,600	(7,400)
6230	Miscellaneous Service Charges	27,000	12,000	15,000	-	12,000	-	15,000	27,000	-
6231	Miscellaneous/Contingency	70,200	44,295	25,905	50,000	25,000	-	-	75,000	4,800
	Total General Operating Expenses	**1,343,390**	**1,150,292**	**193,098**	**67,050**	**1,112,070**	**130,900**	**15,520**	**1,325,540**	**(17,850)**
Professional Services										
6502	Audit	70,000	70,000	-	-	70,000	-	-	70,000	-
6504	Legal	175,000	162,000	13,000	175,000	-	-	-	175,000	-
6507	Professional Dues	86,350	22,950	63,400	3,000	23,500	58,552	-	85,052	(1,298)
6508	First 5 California Association	50,000	50,000	-	70,000	-	-	-	70,000	20,000
6509	Professional Development	202,945	75,327	127,618	14,000	175,500	76,500	-	266,000	63,055
6512	Staff Recruitment	25,000	16,902	8,098	-	25,000	-	-	25,000	-
6514	Commission Stipends	34,000	33,000	1,000	34,000	-	-	-	34,000	-
6606	Human Resources Related Costs	68,000	36,000	32,000	-	78,000	-	-	78,000	10,000
	Total Professional Services	**711,295**	**466,179**	**245,116**	**296,000**	**372,000**	**135,052**	**-**	**803,052**	**91,757**
Consultant Services										
6601	Consultant Fees	1,488,705	1,079,190	409,515	150,000	780,000	200,000	78,000	1,208,000	(280,705)
6602	Other Professional Fees	276,950	269,000	7,950	-	276,950	-	-	276,950	-
6603	External Reviewers	12,800	12,800	-	-	8,000	-	-	8,000	(4,800)
	Total Consultant Services	**1,778,455**	**1,360,990**	**417,465**	**150,000**	**1,064,950**	**200,000**	**78,000**	**1,492,950**	**(285,505)**
Travel and Meeting Expenses										
6701	Airfare	95,242	37,230	58,012	6,600	16,092	66,200	600	89,492	(5,750)
6702	Program Events	40,000	40,000	-	-	-	-	-	-	(40,000)
6703	Lodging	95,276	45,332	49,944	4,900	25,526	67,500	800	98,726	3,450
6704	Conference Registration	101,665	69,428	32,237	3,500	37,585	77,200	1,000	119,285	17,620
6706	Local Meetings	94,320	33,552	60,768	17,500	17,600	36,100	500	71,700	(22,620)
6707	Per Diem	46,738	25,211	21,527	3,300	12,018	35,500	500	51,318	4,580
	Total Travel and Meeting Expenses	**473,241**	**250,752**	**222,489**	**35,800**	**108,821**	**282,500**	**3,400**	**430,521**	**(42,720)**
Capital Improvements										
6216	Capital Outlay	120,000	100,000	20,000	-	75,000	-	-	75,000	(45,000)
6302	Capital Improvements	-	-	-	-	20,000	-	-	20,000	20,000
	Total Capital Improvements	**120,000**	**100,000**	**20,000**	**-**	**95,000**	**-**	**-**	**95,000**	**(25,000)**
	Total Operating Expenses	**20,794,362**	**18,261,721**	**2,532,641**	**2,148,349**	**7,149,469**	**11,784,891**	**152,449**	**21,235,158**	**440,796**

First 5 LA
FY 2016-17 Operating Budget
Administrative Limit Calculation

Departmental Budgets:		
Board of Commissioners	$	117,250
Chief Administrative		414,352
Chief Program		349,021
Communications & Marketing		1,718,727
Contract Compliance		820,688
Executive		2,031,099
Facilities Management		875,600
Finance		1,222,481
Finance - MAA		152,449
Human Resources		1,117,916
Information Technology		1,276,815
Office of Strategic Planning & Integration		596,166
Salary & Benefits*:		
Best Start Communities		358,096
Community Investments		265,532
Grants Management		253,226
Policy & Intergovernmental Affairs		253,309
Program Development		271,269
Research & Evaluation		302,223
Total FY 2016-17 Administrative Budget	**$**	**12,396,219**
Total FY 2016-17 Operating Budget		21,235,158
Total FY 2016-17 Program Budget		138,827,000
Total FY 2016-17 Budget	**$**	**160,062,158**
Administrative Cost Percentage		**7.74%**

***** Directors and Administrative Assistants Only

SCHEDULE OF AUTHORIZED POSITIONS

Division/Department	FY 2015-16 Authorized Positions[1]	Filled Positions as of March 23, 2016	FY 2016-17 Baseline	FY 2016-17 New Positions	FY 2016-17 Reduction	FY 2016-17 Total
Executive						
Operations	**5**	**5**	**5**	**2**		**7**
Special Initiatives & Emerging Opportunities	**0**	**0**		**1**		**1**
Administration						
Chief Administrative	**2**	**1**	**2**	**1**		**3**
Contract Compliance	**7**	**7**	**7**			**7**
Facilities Management	**0**	**0**	**0**			**0**
Finance						
Operations	**9**	**8**	**9**		**-1**	**8**
Medi-Cal Administrative Activities (MAA)	**1**	**0**	**1**			**1**
Grants Management	**9**	**7**	**9**		**-2**	**7**
Human Resources	**3.5**	**2**	**3.5**	**0.5**		**4**
Information Technology	**5**	**5**	**5**			**5**
Office of Strategic Planning and Integration	**1**	**1**	**1**			**1**
Programs						
Chief Program	**2**	**1**	**2**			**2**
Best Start Communities	**32**	**27**	**32**			**32**
Community Investment	**8**	**5**	**8**		**-1**	**7**
Policy and Intergovernmental Affairs	**12**	**6**	**12**			**12**
Program Development	**17**	**16**	**17**	**1**		**18**
Communications and Marketing	**16**	**14**	**16**			**16**
Research and Evaluation	**19**	**15**	**19**		**-2**	**17**
	148.5	**120**	**148.5**	**5.5**	**-6**	**148**

1) Based on approval of the Operating Budget for FY 2015-16 in June 2015.
2) Temporary employees are not included in the FTE count.

ATTACHMENT B:

FY 2016-17 BUDGET – HIGHLIGHTS

ATTACHMENT B:
FY 2016-17 BUDGET – HIGHLIGHTS

The FY 2016-17 Budget proposes support for an increased level of resources in support of the priority outcome areas and activities to achieve the goals detailed in the 2015-2020 Strategic Plan, while at the same time incorporating resources for a number of legacy investments that will soon be either ending or ramping down.

Historically, the Commission approves the budget at the initiative level, with each initiative including one or more programs. These highlights include a summary of budget requests at the initiative level, specifically calling out investments that are large, high-profile, or Commission priorities. These highlights also include a high-level discussion of the resources for Year 2 activities related to the implementation of the 2015-2020 Strategic Plan. The highlights are organized according to the following investment areas:

1. 2015-2020 Strategic Plan: Focusing for the Future
    a. Strategic Plan Priority Outcome Areas
    b. Strategic Plan Investment Areas and Support Costs
2. Legacy Investments
3. Research and Evaluation
4. Internal Operations

Further detail on each program budget request is provided in Attachment C. Further detail on the operating budget request by internal division and department—based on the existing organizational structure—is provided in Attachment D. While the budget document is intended to provide broad parameters around programmatic spending, it is important to note that much of the information included is subject to change, as funding requests were generated using the latest information available at the time the budget was developed. In addition, activities or funding estimates for contracts that have yet to be negotiated may be revised as appropriate.

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

a. Strategic Plan Priority Outcome Areas

This category includes estimated resources in support of the four priority outcome areas detailed in the 2015-2020 Strategic Plan: Families, Communities, Early Care and Education (ECE) Systems, and Health, Mental Health and Substance Abuse (Health) Systems. Costs represent estimated resources to support both ongoing and new work related to the anticipated Year 2 activities of the 2015-2020 Strategic Plan, based on the implementation work done to date.

The strategy refinement and implementation process that took place in FY 2014-15 and continued in FY 2015-16 yielded a number of considerations to keep in mind. Most importantly, it became clear that the proposed work within the four outcome areas are at very different stages of development. For example, the organization's Welcome Baby and Select Home Visiting and the community capacity building work within the Best Start Communities, within the Families and Communities outcome areas, respectively, represent ongoing work already in progress, while much of the proposed work in the ECE and Health Systems outcome areas are still in the developmental stages.

Similarly, the refinement process identified that systems change efforts require time and effort to effectively develop the partnerships necessary to achieve the desired goals. It will also be necessary for partnership engagement and management to be coordinated for effective and successful collaboration across the planned activities. In addition, monitoring, evaluation and learning (MEL) activities are critical to assessing First 5 LA's impact and to inform necessary mid-course corrections.

The refinement process also identified that some of the emerging work has the potential to advance more than one outcome area, and as such, implementation will be coordinated across strategies as appropriate. The work will also be sequenced and paced to support First 5 LA's organizational transformation to a new internal structure.

It is important to note that costs reflected below are approximate, reflecting the best thinking to date regarding the potential needs for Year 1 activities. As the scope of tasks for FY 2015-16 is clarified through continued refinement work, additional information to further define the use of funds will be provided through standard operating procedures.

2015-2020 STRATEGIC PLAN OUTCOME AREA	Approved FY 2016-17 Budget		Proposed FY 2016-17 Budget	
Families	$31,602,000	62%	$37,006,000	45%
Communities	17,229,750	34%	18,837,000	23%
Early Care & Education (ECE) Systems	1,251,000	2%	24,054,000	29%
Health, Mental Health & Substance Abuse Systems	546,250	1%	2,533,000	3%
Other/Cross-Cutting Activities	490,000	1%	-	0%
Total Strategic Plan Priority Outcome Areas	**$51,119,000**	**100%**	**$82,430,000**	**100%**

Families ($37,006,000)

Much of the planned FY 2016-17 work in the Families outcome area represents ongoing work related to First 5 LA's investments in Welcome Baby and Select Home Visiting, under Families Strategy 1 – Home Visiting, identified as continuing anchor investments for First 5 LA in the 2015-2020 Strategic Plan. This is consistent with the Commission's dedication in the Strategic Plan to promoting the Protective Factors, which encompass the skills and supports that families need to help their children succeed. In addition, estimated resources are included for new activities to advance the Strategic Plan's Families Strategy 2 – Family Engagement, such as Abriendo Puertas and Project Dulce.

FAMILIES OUTCOME AREA STRATEGY	Proposed FY 2016-17 Budget	
Strategy 1 - Home Visiting	$ 35,460,000	96%
Strategy 2 - Family Engagement	1,546,000	4%
Total Families Outcome Area	**$ 37,006,000**	**100%**

Families Strategy 1 – Home Visiting ($35,460,000)

The place-based investments in Welcome Baby and Select Home Visiting represent ongoing programs that the Commission affirmed as core to advancing the Families outcome area defined in the 2015-2020 Strategic Plan. These activities directly support Strategy 1 of the Families outcome area, and begin with engaging families through Welcome Baby, a home visitation program designed

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

All families delivering at one of the 14 Welcome Baby participating hospitals, regardless of place of residence, will receive a Welcome Baby hospital visit at the time of their baby's birth. Families residing within a Best Start Community and identified as having a great risk for poor child outcomes will be eligible for referral to one of 19 participating providers' intensive Select Home Visitation Program (Healthy Families America, Parents as Teachers or Triple-P).

Although other, less intensive parent education and support services may be available, the goal is to develop a network of high quality, evidence-based models to serve as the primary resource for high risk pregnant women and new parents. Families residing within a Best Start Community are eligible for up to nine Welcome Baby engagements: three prenatal, at the hospital, and up to five postpartum engagements. Families living outside Best Start communities and facing serious challenges in caring for their newborn due to such factors as lack of social supports or limited knowledge on infant care will receive up to three Welcome Baby postpartum home visits, as needed.

The components of this anchor investment are reflected in the table below, representing 25.5% of the overall program budget. FY 2016-17 reflects further ramp up of implementation of the Welcome Baby and Select Home Visiting programs, including an increased number of providers and increased enrollment, resulting in higher costs relative to FY 2015-16.

STRATEGY/PROGRAM	Revised FY 2015-16 Budget		Proposed FY 2016-17 Budget	
Families Strategy 1 - Home Visiting				
Welcome Baby Hospitals	$14,580,000	47%	$16,447,000	46%
Select Home Visitation Programs	12,868,000	42%	15,640,000	44%
Family Strengthening Oversight Entity	3,418,000	11%	3,373,000	10%
Family Strengthening Public Education	100,000	0%	-	0%
Total Families Strategy 1	**$30,966,000**	**100%**	**$35,460,000**	**100%**

Families Strategy 2 – Family Engagement ($1,546,000)

FY 2016-17 work related to Strategy 2 of the Families outcome area includes further work around program implementation and research to build the evidence base of Abriendo Puertas and Project Dulce, as well as the integration of the family protective factors in county- and community-based agency programs via strategic communications on the family protective factors and coordination with prevention and aftercare networks.

The components of these activities are reflected in the table below, representing 1.1% of the overall program budget.

STRATEGY/PROGRAM	Proposed FY 2016-17 Budget	
Families Strategy 2 - Family Engagement		
Abriendo Puertas	$ 601,000	39%
Data Development	140,000	9%
Project Dulce	670,000	43%
Project Dulce Evaluation	135,000	9%
Total Families Strategy 2	**$ 1,546,000**	**100%**

Abriendo Puertas promotes school readiness, family well-being, and advocacy, and is the nation's first evidence-based comprehensive training program developed by and for Latino parents with children ages 0-5. The initial program plan during the FY 16-17 includes developing:

- An updated version of the current curriculum to reflect learnings from the program's randomized control trial, as well as new research and policy trends;
- An adapted curriculum tailored to needs of a population that would benefit from a linguistic and/or culturally responsive parent engagement curriculum;
- Evidence-based approaches regarding the best practices of updating and creating new parent engagement curricula by evaluating the above curriculum development processes;
- Relationships that would advance sustainability efforts in curricular design and implementation; and
- Abriendo Puertas' organizational capacity to advance and sustain evidence-based practices.

Also included within this strategy is First 5 LA's investment in Project Dulce, a clinical intervention based on the Strengthening Families approach—which puts parent engagement as a foundation—that is designed to address infant/family risks and needs at the earliest possible stage and to partner with families to build strengths and capacities that foster optimal child health and development starting at birth. The program aims to increase connection to needed concrete supports and community resources; increase utilization of well-child/preventive health care visits; and decrease the use of emergency room care. In FY 2016-17, the pilot Project Dulce program will continue in three participating clinics, each of which is expected to serve approximately 200 participants during the year. Resources will also support evaluation activities for the Project Dulce program.

Lastly, resources within Strategy 2 of the Families outcome area will support a landscape analysis of measurement tools focused on increasing measurement of family protective factors.

For further information and detail on the budget amounts and activities anticipated to occur in the Families outcome area during FY 2016-17, please refer to Attachment C.

Communities ($18,837,000)

Much of the planned FY 2016-17 work in the Communities outcome area represents ongoing capacity building work in the 14 Best Start Communities, identified as a continuing anchor investment for First 5 LA in the 2015-2020 Strategic Plan. The Strategic Plan demonstrates the ongoing commitment to these investments by affirming that "the Commission will continue to support family strengthening and community capacity-building in the 14 Best Start Communities, consistent with First 5 LA's 2013 Building Stronger Families Framework (BSFF)", highlighting the critical nature

of community environments to the advancement of the Protective Factors. In addition, estimated resources are included for new activities to advance the Strategic Plan's strategies as follows:

COMMUNITIES OUTCOME AREA STRATEGY	Proposed FY 2016-17 Budget	
Strategy 1 - Shared Vision & Collective Action	$14,069,000	75%
Strategy 2 - Coordinated Services & Supports	1,064,000	6%
Strategy 3 - Built Environment Policy &	1,005,000	5%
Cross-Strategy Investments	2,699,000	14%
Total Communities Outcome Area	**$18,837,000**	**100%**

Communities Strategy 1 – Shared Vision & Collective Action ($14,069,000)

This anchor investment includes costs related to community engagement ($9,254,000) and the Community Partnerships ($4,815,000), representing a total of 10.1% of the overall program budget.

A key component of the community engagement piece of this strategy are the Community-Identified Investments ($5.6 million), which are designed by Best Start Community Partnerships—comprised of parents, residents, organizational representatives, and other community stakeholders—to operationalize the Building Stronger Families Framework. These investments are intended to be longer-term to achieve results at the family and community levels. Through the Community-Identified Investments, the Community Partnerships galvanize parents, residents, organizations, and systems within the broader community to create a context in which parents have the support they need to strengthen the relationships and behaviors that promote optimal child development. Best Start Community-Identified Investments that were initiated during FY 15-16 will continue during FY 16-17, at which time, they will be in full implementation. Therefore, FY 16-17 reflects the resources that will be needed for 12 months of implementation.

In addition, community engagement resources include continued support ($3,520,000) for the Neighborhood Action Councils (NACs) and the Resident Outreach Coordinators (ROCs), demonstrating the understanding that strengthening social connections between residents at the neighborhood level is an important informal resource that reduces isolation and serves as a means to activate local strategies aligned with a larger, community-wide vision to strengthen families and communities.

The resources for Community Partnerships will focus on strengthening the ability of these Partnerships to be effective vehicles for change, develop and drive the implementation of a broad-based, inclusive effort to improve outcomes for children and families in their respective communities. Work will be centered around three primary areas: infrastructure support, coaching and technical assistance, and the Learning Communities, which provide cross-community peer learning opportunities to establish a vital flow of information regarding common experiences that build knowledge, strengthen practices, and promotes collaboration across communities.

Communities Strategy 2 – Coordinated Services & Supports ($1,064,000)

A significant challenge identified by families and organizations in the Best Start Communities is accessing quality services and supports that are coordinated and meet families' needs. Because of this, most of the FY 2016-17 budget amount will support a pool of funds for community resource

networks to strengthen service coordination, with capacity building focused on networks of providers rather than individual organizations.

Communities Strategy 3 – Built Environment Policy & Advocacy ($1,005,000)

Resources in FY 2016-17 will support two primary areas: 1) support for built environment advocate groups to work with communities to create new or improved physical places and spaces to better meet the needs of families with children 0-5, and 2) immediate and emerging leveraging opportunities related to advocacy around built environments. Six or seven advocacy groups are anticipated to be engaged to increase knowledge and technical assistance surrounding the specific needs relative to the built environment for children 0-5. This funding builds off momentum within the philanthropic community and county agencies to enhance the existing built environments while facilitating the ability of families to engage in advocacy opportunities.

Communities – Cross-Strategy Investments ($2,699,000)

Resources for FY 2016-17 will support two primary areas that cross all three strategies in the Communities outcome area: 1) the Capacity Building Consortium ($1,029,000), and 2) communications and marketing ($1,670,000).

The purpose of First 5 LA's capacity building approach is to strengthen the ability of communities to support families, build parent/resident participation in their community, improve the coordination of the systems that serve families, and support enhancements to the environments in which families live, learn, play, and work. Capacity building, therefore, is a cross-strategy investment and should be coordinated to promote integration across strategies and strengthen the overall impact of First 5 LA's capacity building efforts. The Capacity Building Consortium (CBC) will be a partnership of organizations and consultants that provide training, technical assistance, and coaching for nonprofit organizations, networks, and Community Partnerships involved in First 5 LA's Best Start community capacity building initiative. The purpose of CBC is to assist these entities in becoming more effective, responsive, and innovative by: 1) sustaining collaborative efforts within and across sectors; 2) addressing barriers to improve programs and services; 3) engaging in ongoing peer learning; 4) working with parents and residents as partners; and 5) building the information and evidence base to promote policy and systems improvements.

For further information and detail on the budget amounts and activities anticipated to occur in the Communities outcome area during FY 2016-17, please refer to Attachment C.

Early Care and Education (ECE) Systems ($24,054,000)

Activities for FY 2016-17 related to the ECE outcome area includes coordinating advocacy around the need and importance of high-quality and accessible early care and education, supporting a Quality Rating Improvement System (QRIS), and improving ECE professional development systems.

ECE OUTCOME AREA STRATEGY	Proposed FY 2016-17 Budget	
Strategy 1 - Policy/Advocacy	$ 3,615,000	15%
Strategy 2 - QRIS	18,903,000	79%
Strategy 3 - Professional Development	1,536,000	6%
Total ECE Outcome Area	**$24,054,000**	**100%**

ECE Strategy 1 – Policy/Advocacy ($3,615,000)

Resources for FY 2016-17 will support the ECE Policy Advocacy Fund ($3,000,000), the Grade Level Reading Campaign ($285,000), and the Kindergarten Readiness Assessment ($330,000).

As presented to the Board of Commissioners in January 2016, the ECE Policy Advocacy Fund encompasses two categories of funding: 1) partnership grants to key state and local ECE advocacy organizations, and 2) grant funding to support emerging ECE public policy and advocacy-related projects which will directly support First 5 LA's goal of ensuring all children in LA County have access to quality, affordable child care and preschool. Funding in FY 2016-17 assumes resources for the development, launch, and implementation of the Fund, as well as for emerging opportunities that arise during the fiscal year.

In addition, First 5 LA will continue in FY 2016-17 to dedicate fiscal resources, matched by other campaign stakeholders, to support the ongoing implementation of the LA Grade Level Readiness (GLR) School Readiness Workgroup (SRW) action plan. The charge of the SRW is to increase the number of low-income children in LA County who enter kindergarten ready for school. The SRW includes a diversity of systems-level actors from multiple sectors, all with a common interest in improving school readiness for children in LA County. The SRW identified three priorities for which the SRWs' respective organizations will commit to collectively support to improve school readiness. The priorities include advancing policies and systems that: 1) support the adoption and implementation of a Countywide kindergarten readiness assessment; 2) increase the number of programs participating in QRIS; and 3) effectively engage families to support school readiness in the home.

Lastly, FY 2016-17 resources will support the advancement of a common Kindergarten Readiness Assessment (KRA) that can help inform and drive ECE policy, fiscal and systems change. FY 2016-17 will build upon the FY 2015-16 landscape scan of KRA use across the County by convening a KRA Communities of Practice (COP) with local school districts and other stakeholders to share lessons learned and best practices that can help First 5 LA determine the next steps in achieving the goal of a common KRA across the County.

ECE Strategy 2 – QRIS ($18,903,000)

More than 85% ($16,868,000) of the FY 2016-17 budgeted resources will support the implementation of First 5 California’s Improve and Maximize Programs so All Children Thrive (IMPACT) program. This initiative supports a network of local quality improvement systems to better coordinate, assess and improve the quality of early learning settings. The bulk of the new activities will focus on providing early childhood sites with quality improvement services, including coaching and training, technical assistance and ratings. In addition, resources will support engagement in policy and advocacy activities to promote long-term, sustainable investments in high quality early learning activities as well as activities related to the development of a highly qualified ECE workforce.

Additional resources within Strategy 2 will support:

1. The activities of the QRIS Architects to begin building a single QRIS system, as well as continued engagement of providers currently involved in QRIS activities; and

2. Continued support of the Shared Services movement to strengthen, sustain and improve ECE program quality in LA County.

ECE Strategy 3 – Professional Development ($1,536,000)

The aim beginning in FY 2016-17 is to increase access to quality early care and education by strengthening the professional development system for ECE providers through integration and alignment within and without the formal education system.

The purpose of the Early Childhood Education Credential Advocacy Project is to support the development, modification and adoption of the Child Development Permit Matrix, a tool that defines California's six levels of Child Development Permits and the issuance requirements of each level, and the ECE teaching credential, a professional credential for teachers who work with children 0-8 years of age. During the first year, the collaborative will create and advocacy plan to support the adoption of an ECE Credential, attend California commission on Teacher Credentialing meetings, convene local colleges and universities to advocate for ECE Credential and to connect with advocacy groups to plan strategies around ECE workforce development.

The ECE Competencies Curriculum Project intends to provide resources and support to integrate and align professional development provided outside the formal education system (e.g., noncredit bearing professional development) with state Early Childhood Educator Competencies (ECECs). First year key activities will include stakeholder convenings, securing a managing agency to lead the work, establishing a Curriculum Advisory Group, and beginning the curriculum design.

This ECE Workforce Registry project will continue to fund the Child Care Alliance of Los Angeles (CCALA) to operate the Early Care and Education (ECE) Workforce Registry in LA County. CCALA will monitor and manage Registry data, provide technical support to Registry users, outreach to potential Registry users, support the ongoing development and refinement of the data system and pursue data sharing agreements with state and county agencies to increase efficiency, minimized administrative duplication and expand the Registry to an increased number of users.

Unlike the ECE Competencies Curriculum Project, the Higher Education Peer Learning Project (HE-PLP) will provide resources and support to integrate and align professional development provided through the formal education system (e.g., credit-bearing courses in a postsecondary institution that could lead to a degree) with state Early Childhood Educator Competencies (ECECs). During the Higher Education Peer Learning Projects' first year (FY 16-17), stakeholder meetings will be convened, a lead managing agency will be secured, partnership agreements will be secured with at least 20 community colleges and universities, and a peer learning community will be established.

For further information and detail on the budget amounts and activities anticipated to occur in the ECE outcome area during FY 2016-17, please refer to Attachment C.

<u>Health, Mental Health & Substance Abuse Systems ($2,533,000)</u>

Activities for FY 2016-17 related to the Health outcome area include work around the Help Me Grow model and knowledge and practice of trauma-informed care, as follows:

HEALTH OUTCOME AREA STRATEGY	Proposed FY 2016-17 Budget	
Strategy 1 - Early Identification/Developmental Screening/Connection to Services	$1,236,000	49%
Strategy 2 - Trauma-Informed Care	1,297,000	51%
Total Health Outcome Area	**$2,533,000**	**100%**

Health Strategy 1 – Early Identification/Developmental Screening/Connection to Services ($1,236,000)

Through Strategy 1 of the Health outcome area, First 5 LA seeks to how health-related systems work together to provide timely screening, effective care coordination, and appropriate referrals so that more young children at risk of developmental delays have access to the care they need to thrive. Help Me Grow (HMG) is a national framework intended to improve the early detection of developmental delays and connect children to appropriate services as early as possible. First 5 LA adopted the HMG framework, which includes the following core components:

1. Child Health Provider Outreach: Efforts to strategically engage, outreach and train child healthcare providers to support early detection of developmental delays and the receipt of early intervention/care coordination;
2. Community and Family Outreach: Efforts to strategically outreach to service/educational providers, social service agencies and community-based agencies to promote use of HMG and to provide networking opportunities among families and service providers;
3. Data Collection and Analysis: Intentional and foundational efforts to undertake data collection and research to understand all aspects of the HMG system including the identification of gaps and barriers; and
4. Centralized Access Point: Established access platform(s) and county infrastructure (e.g. web-based, telephone, in-person, smartphone apps, chat/text, etc.) for facilitating care coordination and connection to services

FY 2016-17 will primarily be an infrastructure-building year, in which a core leadership team and workgroups will provide input and expertise to develop criteria related to the four core components described above. It is anticipated that Requests for Proposals (RFPs) and strategic partnerships will be developed in FY 2016-17 related to these four core components, with funding to be awarded starting in FY 2017-18.

Health Strategy 2 – Trauma-Informed Care ($1,297,000)

During FY 2016-17, First 5 LA will bring together County departments, foundations and key stakeholders on an ongoing basis as part of a Trauma-Informed Care Working Group to develop a county-wide trauma-informed care action plan using the Collective Impact Framework for Los Angeles County. As part of the working group, there will be a jointly funded environmental scan to answer key questions around trauma and trauma-informed care to inform the county-wide action plan. First 5 LA, in partnership with three other funders (The California Endowment, California Community Foundation and the Parsons Foundation), will contribute to a pooled fund that will cover the costs associated with the working group, environmental scan, and other related expenses. In addition to the environmental scan and action plan, First 5 LA will explore internal and external emerging opportunities that may arise during FY 2016-17 that align with the strategy and goals.

For further information and detail on the budget amounts and activities anticipated to occur in the Health outcome area during FY 2016-17, please refer to Attachment C.

b. Strategic Plan Investment Areas & Support Costs

The category includes resources for approaches identified as part of the 2015-2020 Strategic Plan that are key to advancing all four of the outcome areas established by the Plan, including policy and advocacy efforts, and communications and marketing.

Policy Agenda/Advocacy ($2,442,000)

First 5 LA invests in key activities to support its work in Home Visiting (HV), Early Care and Education (ECE) and to develop/explore issues related to the 2015-2020 Strategic Plan. The Policy Agenda/Advocacy initiative includes multiple components, including resources funding opinion research, policy briefs, and the work of both the federal and state policy advocates that broadly support First 5 LA priority policy and sustainability issues, aligned with the Strategic Plan. In addition, anticipated work during FY 2016-17 includes policy technical assistance to support the HV and ECE coalitions in Sacramento; the LA County Early Childhood Education Local Control Funding Formula Coalition; the LA County Home Visiting Consortium and various state and local policy coalitions; support for First 5 LA staff and grantees to adopt policy and systems change approaches in their work; and research, briefs, and surveys to inform public policy and advocacy strategies.

Communications & Marketing ($5,345,000)

The 2015-2020 Strategic Plan places an emphasis on policy and systems change across the goal areas of Families, Communities, Early Care and Education and Health-systems. During FY 2016-17, the Communications and Marketing Department will work collaboratively across the organization to develop and implement strategic communications and marketing plans that build First 5 LA's brand, engage decision makers, elevate awareness and create urgency, and support internal communications to help advance the Strategic Plan's outcome and priority focus areas.

The FY 2016-17 budget includes resources for communications and marketing support for First 5 LA's programs, efforts and initiatives; support for internal communications and the communications capacity of First 5 LA grantees; media advertising for First 5 LA public awareness programs; strategic partnerships to engage decision makers on early care and education and health care delivery systems, as well as to advance the Families Outcome area; research and development of marketing outreach strategies for the Welcome Baby program; and sponsorships and collateral materials to elevate awareness of First 5 LA's brand. All communications and marketing activities are in service of a more effective implementation of our Strategic Plan outcomes for young children and families.

5. LEGACY INVESTMENTS

These investments represent ongoing work of the Commission that is expected to end according to the terms of the project approval. This includes investments that have gone through the expiring initiatives assessment process and were recommended to end according to schedule based on insufficient alignment of the work relative to the 2015-2020 Strategic Plan, or for which the alignment of activities to the Strategic Plan is expected to take place in a future fiscal year. This category also includes investments that may align with the outcomes and strategies of the Strategic Plan, but

which have yet to go through the assessment process or the process of fully aligning activities to the Strategic Plan. These will be evaluated in the future consistent with the First 5 LA Governance Guidelines and the expiring initiatives assessment process.

Children's Dental Care ($8,336,000)

The Children's Dental Care initiative represents a continuing five-year investment to address the challenges facing pediatric dental health in LA County by focusing on providing services to children in greatest need of dental care. The initiative was designed as a collaborative, integrated effort with three dental schools in the County—the University of California, Los Angeles (UCLA), University of Southern California (USC) and Western University—working together to create collective impact. FY 2016-17 will be the fourth year of the initiative, and will focus on providing direct oral health services to children ages 0-5, parent education and provider training. The collaboration activities between the three schools will continue through quarterly meetings focused on program evaluation and sustainability.

Little by Little/One Step Ahead ($3,116,000)

The Little by Little/One Step Ahead initiative is a continuing investment intended to improve health, developmental and safety outcomes for newborns in low-income communities for families receiving services through the Women, Infants and Children (WIC) in LA County. The initiative seeks to provide resources that the target population may not otherwise be able to afford, including early literacy and safety awareness education or counseling, along with vouchers for age appropriate books, toys and safety items. In FY 2016-17, the initiative expects to provide services to over 62,000 unique WIC participants throughout the County. The investment is anticipated to continue through September 2019.

Parent Child Interaction Therapy ($3,590,000)

The overall goal of the Parent Child Interaction Therapy (PCIT) initiative is to utilize an evidence-based behavioral family intervention model, PCIT, to reduce risk of abuse in families with young children with serious disruptive behavior disorders by expanding access for young children and their families' to PCIT services. This is being accomplished by increasing the number of PCIT-certified mental health providers in LA County and expanding the number and capacities of clinical programs to provide PCIT services. Capacity will be developed within the workforce and service delivery organizations throughout Los Angeles County to provide PCIT services for families with children 0-5 specifically by providing training opportunities to mental health professionals on the PCIT model. Initially expected to end in FY 2016-17, this initiative was approved for continuation beyond that fiscal year pending further development of the Health outcome area, based on potential alignment with the strategy around trauma-informed care. FY 2016-17 activities are geared at exploring sustainability approaches, as well as continuing to improve workforce development and service delivery for 2-5 year olds' with disruptive behaviors and their caregiver/parents, with training offered for both new and advanced providers.

Reducing Childhood Obesity ($5,133,000)

The Reducing Childhood Obesity initiative represents a continuing investment intended to address the growing epidemic of childhood obesity that impacts children and their families. The project aims to contribute to the adoption, implementation, and strengthening of policies, and systems and

environmental changes in multiple sectors including government agencies, businesses, health care, and other community settings. These changes will benefit large segments of the county population and, in particular, will reach deeply into communities most severely impacted by the obesity epidemic. It was determined through the expiring initiatives assessment process that this initiative does not align with the strategies outlined in the 2015-2020 Strategic Plan. However, it was recommended that the initiative be extended for one year through FY 2016-17 in order to spend the balance of the funding allocation to achieve the project objectives, with no expectation that modifications will be made to align activities with the Strategic Plan. FY 2016-17 resources will support costs related evaluation, as well as the core project activities around community-based public education, skills-building, and environmental change to promote physical activity and healthy eating among children ages 0-5 and their families.

Universal Assessment of Newborns ($8,451,000)

The Universal Assessment of Newborns initiative aims to identify families at greatest risk/need and link them to supportive services by implementing a universal risk screening of all new parents at the birth of their child and providing a hospital visit and up to three postpartum home visits, as needed, to offer basic supports and ensure linkages to needed services. This initiative is integrated with the Welcome Baby program implementation, with services delivered by the same hospital providers participating in Welcome Baby. The initiative is an integral component of the 2015-2020 Strategic Plan in alignment with the Families outcome area, with a focus on increasing family protective factors. The target population for this initiative is families giving birth at participating hospitals that reside outside of First 5 LA's 14 Best Start Communities. Program costs are anticipated to be higher in FY 2016-17 due to the addition of an additional provider and expected increases in program enrollment.

6. RESEARCH AND EVALUATION

These include projects that align with and contribute to the outcomes and strategies of the 2015-2020 Strategic Plan, as well as ongoing projects aligned to our legacy investments, demonstrating First 5 LA's commitment to learning from current and past investments. The Research and Evaluation Department is in the process of developing the Monitoring, Evaluation and Learning (MEL) Framework, which provides a comprehensive structure for organizing First 5 LA's Research and Evaluation activities. The transition to the new framework may result in changes to how these items are categorized in the context of the fiscal year budget.

Program Evaluation ($4,530,000)

Program Evaluation is the largest of the Research and Evaluation initiatives and is focused on both accountability and learning. The purpose and focus of the evaluations differ depending on the scale of the program being evaluated, the maturity of the program, as well as the capacity and resources of the grantees/contractors implementing the program to support evaluation and learning. Evaluation activities range from collecting and reporting common data from all grantees and contractors on services that were implemented as well as data on the recipients of those services to designing highly rigorous implementation and outcome evaluations of First 5 LA's flagship projects. For FY 2016-17, the costs for this initiative are driven by the following:

- Best Start Evaluation ($734,000) – For FY 2016-17, this evaluation will focus on (1) studying the implementation of the Building Stronger Families (BSF) grants across communities to better understand what has happened as a result of those grants and what is being learned (through challenges and successes) and (2) developing and launching an evaluation of the broader community capacity building strategy being implemented as part of the Communities priority outcome area.
- Obesity Prevention & Nutrition Collective Impact Evaluation ($961,000) – First 5 LA partnered with a contractor to evaluate the collective impact of our nutrition and physical activity investments to help reduce early childhood obesity in LA County. The funds will be used to collect qualitative and quantitative data, analyze the data, generate dissemination products, and for general project management. While the 2015-2020 Strategic Plan did not identify obesity prevention as a priority, the focus of this evaluation is on learning from the strategies that do align with the refined strategic approach (i.e., systems and policy change and community capacity building). Additionally, the Strategic Plan identified the value of moving forward with Collective Impact approaches to the work of First 5 LA, and this evaluation represents an effort to examine our investments using this approach.
- Welcome Baby Impact Study ($1,035,000) – The purpose of the Welcome Baby Impact Study is to determine if participation in Welcome Baby leads to changes in expected maternal and child variables. The study is expected to provide information to a variety of stakeholders about the effectiveness of Welcome Baby and is an integral part of the portfolio of evaluations being used to build an evidence-base to help support long-term sustainability efforts.
- Welcome Baby Implementation & Outcomes Evaluation ($775,000) – This evaluation seeks to generate implementation and participant outcome findings that can be used by a broad array of Welcome Baby stakeholders when making decisions and mid-course corrections related to the program. As with the Welcome Baby Impact Study, this evaluation is part of the portfolio of evaluation efforts being used to improve and better understand Welcome Baby and to build an evidence-base to help support long-term sustainability efforts.

7. INTERNAL OPERATIONS

Based on an analysis of historical spending and projected expenditures through June 2016, as well as anticipated needs for FY 2016-17, the budget includes approximately $21.2 million for First 5 LA operating costs.

The $21.2 million represents an increase of approximately $441,000 or 2.1% from the FY 2015-16 Budget, influenced primarily by Personnel adjustments and counterbalanced by a reduction in Consultant costs.

OPERATING COST CATEGORY	FY 2015-16 Budget				Proposed	
	Original		Revised		FY 2016-17 Budget	
Personnel Services	$ 16,367,981	79%	$ 16,367,981	79%	$ 17,088,095	80%
General Operating Expenses	1,398,990	7%	1,343,390	6%	1,325,540	6%
Professional Services	714,900	3%	711,295	3%	803,052	4%
Consultant Services	1,733,500	8%	1,778,455	9%	1,492,950	7%
Travel & Meeting Expenses	458,991	2%	473,241	2%	430,521	2%
Capital Improvements	120,000	1%	120,000	1%	95,000	0.4%
Total Operating Costs	**$ 20,794,362**	**100%**	**$ 20,794,362**	**100%**	**$ 21,235,158**	**100%**

Based on ongoing organizational alignment work and continued implementation of Strategic Plan activities, staff and leadership have identified a number of priorities to support staff development and organizational capacity to execute:

- Staff training professional development: A clear and consistent finding of the L3 process and the employee engagement survey in previous years is the need for organization-wide staff training and development. To that end, resources are included to support professional development activities in relevant content and skills-based training opportunities, conference attendance and educational materials, collectively referred to as “First 5 University”. As First 5 LA transitions fully to new investment priorities and undergoes an expected organizational realignment during FY 2016-17, these resources will be critical to ensure that staff are well equipped to perform the key job functions needed to advance the desired outcomes outlined in the Strategic Plan.
- Position changes: Given the shift in organizational emphasis, the FY 2016-17 operating budget includes several position changes, determined by management as essential to effective implementation of the Strategic Plan. Additional changes are expected as the organizational transformation process evolves. These changes will be informed by organizational development processes underway and incorporated into mid-year budget adjustment recommendations to the Board. Although incremental changes to personnel are incorporated into the FY 2016-17 Budget, management is maintaining staffing at the current level of authorized positions for the organization. As the implementation process continues and we have a greater understanding of the future needs of the organization, we will be in a better position to determine the appropriate level of staffing and other operating resources needed in the future state of the organization.

Attachment D provides further detail on the operating budget request by internal division and department, based on the existing organizational structure. Although further changes to the internal structure are anticipated during FY 2016-17, not enough information was available at the time of budget development to alter the current structure of the operating budget accordingly.

Highlights and Assumptions:

The approximately $441,000 net increase is driven by an overall increase in Personnel and Professional Services and is offset by a reduction in Consultant Services. As shown in the summary tables and departmental budgets in Attachment D, the budget includes many increases and decreases within individual departmental budgets, and the following are highlights of the major spending categories.

Salaries and Employee Benefits

Approximately $17.1 million, or 80.5%, of the total $21.2 million in operating costs is for S&EB. This represents an increase of about $720,000, or 4.4% over the current fiscal year. The primary drivers influencing the increase are personnel position changes for FY 2016-17 that are deemed necessary by management to effectively achieve the outcomes of the 2015-2020 Strategic Plan, and is offset by a slight increase in the personnel attrition rate and a pro-rated reduction of vacant position expenses, as determined by internal assessments and data analyses. FY 2016-17 marks the second year that First 5 LA has budgeted for estimated savings to account for the unforeseen, but common, changes in work force throughout the year. The first year included a conservative 3% turnover rate. The 3.5% rate used for FY 2016-17 is based on the latest separation information available at the time of budget development from the US Department of Labor Bureau of Labor Statistics, which shows a separation rate of 3.5% for February 2016. Vacant positions this year are budgeted for nine months at 92.5% of the mid-range salary for the applicable classification level for a given position, based on current outreach efforts and anticipated hire dates. A complete schedule of authorized positions may be found in Attachment A.

As noted previously, although incremental changes to personnel are incorporated into the FY 2016-17 Budget, management is repurposing existing vacant positions to maintain staffing at the current level of authorized positions for the organization.

General Operating Expenses

General operating expenses comprise $1.3 million, or 6.2% of the total operating costs of $21.2 million. This is a net decrease of approximately $18,000 influenced primarily by communication costs, hardware and software maintenance, offsite storage, outside printing, and offset by minor increases in other areas.

Professional Services

The budget includes approximately $803,000 to support Professional Services, representing 3.8% of total operating costs and a small increase from the FY 2015-16 funding level. These resources include funds related to professional development and training, First 5 California Association and Professional dues, among others. FY 2016-17 reflects an increase of approximately $92,000, or 12.9%, as compared to FY 2015-16. Resources associated with general professional development are being shifted to the Human Resources budget in FY 2015-16 to ensure equal access to all staff. Each department maintains a modest Professional Development budget, based on an organization per person average, for program-specific needs. These funds will support staff in performing the key job functions needed to achieve desired outcomes as First 5 LA continues on the path to organizational realignment. Professional development resources also include costs related to Board development, identified by Executive leadership as a priority and reinforced through the Commissioner survey conducted during FY 2015-16.

Consultant Services

The budget includes approximately $1.5 million for Consultant Services, representing 7.0% of total operating costs and a decrease of approximately $286,000, or 16.1% from FY 2015-16. Major components of this budget include the following:

- Office of Strategic Planning and Integration: The budget includes funding through the end of the 2016 calendar year for consultant needs related to continued implementation efforts for the 2015-2020 Strategic Plan, including organizational alignment activities.
- Human Resources: The budget includes resources to support the continued organizational development efforts, including the training of a performance management system, a long-term needs assessment to support internal capacity, executive recruitment, as well as the ongoing needs of the department.
- Information Technology: Resources will support improvements to First 5 LA's financial system, budget system, SharePoint, and other essential applications associated with the Measuring, Learning, and Evaluation (MEL) initiative, as well as other ongoing programming needs.

Travel and Meeting

Travel and Meetings costs comprise 2.0% of the total operating costs at approximately $431,000, representing a minor decrease from the revised funding level for FY 2015-16.

Capital Improvements

The budget includes $95,000 for purposes of capital improvements and expendable equipment, a decrease of $25,000, or 20.8% from FY 2015-16. This decrease is driven by a reduced need for expendable equipment funds based on the IT Department's assessment in FY 2015-16. The reduction is offset by resources needed to oversee work-space improvements, including upgrades to the HVAC system.

ATTACHMENT C:

PROGRAM REQUEST – DETAIL BY PROGRAM

INVESTMENT CATEGORY:

2015-2020 Strategic Plan:

Focusing for the Future

Strategic Plan Priority Outcome Areas

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

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Welcome Baby Hospitals	$14,580,000	$16,447,000	12.80%

Program Summary

Welcome Baby is an integral component of the 2015-2020 Strategic Plan and in alignment with the Families outcome, with a focus on increasing family protective factors.

The Welcome Baby program is a voluntary, universally provided hospital and home-based intervention for pregnant and postpartum women. The primary objective of Welcome Baby is to work with families to maximize the health, safety and security of the baby and parent-child relationship and to facilitate access to support and services when needed. The program is intended to be offered universally to all families regardless of income status, potential challenges or risk. The Welcome Baby program includes prenatal and postpartum home-based visits, as well as a hospital visit at the time of the child's birth.

The Welcome Baby program focuses on the following outcomes:
* Increased breastfeeding
- Increased initiation, duration and exclusivity of breastfeeding
- Improved parent knowledge of nutrition
* Families receive appropriate health and developmental care
- Higher immunization rates
- Higher rates of health insurance coverage
- Increased number of mothers screened for post-partum depression
- Increased numbers of parents administering high quality developmental screens
* Families experience improved connections to supports, resources, and services in their community, resulting in more referrals and increased utilization of existing resources for families with unmet basic needs: drug, alcohol, or domestic violence exposure; social isolation; post-partum depression; or risk factors for developmental delays.

FY 16-17 objectives are to:
• Achieve enrollment of a minimum of 40% of participating hospitals births
• Achieve 75% rate for program participants that will initiate any breastfeeding at time of hospital visit
• Achieve 80% rate for program participants receiving 2-4 week postpartum visit that will be given options for ongoing emergency and other care
• Achieve 80% rate for program participants receiving a 3-4 month home visit that will receive an ASQ screening at that visit
• Achieve 80% rate for babies receiving a 9 month visit that are up to date on immunizations

Spending Plan and Funding Methodology

In FY 16-17, program costs will include 14 Welcome Baby providers. The budget for each Welcome Baby grantee is based upon anticipated enrollment and percentage of Best Start and non-Best Start families to be served. The majority of contract expenses will be spent on personnel costs, with increases in expenses for supplies, mileage, and client materials. Welcome Baby anticipates enrolling 11,500 families in FY 15-16 (an estimated 5,050 Best Start and 6,450 Non Best Start) and a total of 14,500 in FY 16-17 (an estimated 6,380 Best Start and 8,120 Non Best Start). The increased projected enrollment rate assumes successful improvements in enrollment outreach strategies; additional funding has been included in the Communications and Marketing budget to support outreach and enrollment strategies.

The following were taken into account when developing the FY 16-17 estimate:
• Hospital birth rate county information from 2013 to inform personnel needs and estimated enrollment
• Increases in related program costs (mileage, supplies) in anticipation of increased enrollment
• A 2.5% contingency amount was included to anticipate any unexpected expenses encountered during the contract renewal process
• Calculation of services provided to Best Start and non-Best Start families, which drives costs expensed to Best Start Family Strengthening
• Inclusion of the program model change that provides the RN Visit for the High Risk, Best Start clients, with associated increases in personnel and program costs

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

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

The FY 15-16 budget was decreased at mid-year due to slower enrollment rates; one provider that did not complete contract negotiations; and one provider that began implementation later than anticipated. These factors resulted in decreased expenses in areas such as personnel, program materials, supplies, and mileage. The increasing rate of referrals and the addition of a new provider will result in increased enrollment in FY 16-17, resulting in a projected increase in related program costs.

The following were taken into account when developing the FY 16-17 estimate:
• Increases in related program costs per provider in relation to expected increased enrollment in cost areas such as mileage and supplies
• Calculation of services provided to Best Start and non-Best Start families, which drives costs expensed to the Best Start Family Strengthening and Universal Assessment allocation

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

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Select Home Visiting Programs	$12,868,000	$15,640,000	21.54%

Program Summary

Select Home Visiting (SHV) programs are an integral component of the 2015-2020 Strategic Plan and in alignment with the Families outcome, with a focus on increasing family protective factors.

SHV programs are evidence-based, voluntary, home-based intervention programs for families identified as high risk and residing within a Best Start Community. The programs include home visits delivered weekly, every two weeks, or monthly, depending on the program model and family's needs. Clients receive client-centered, strength-based information and support during visits with a focus on positive parenting behaviors and child development; information on key developmental topics such as attachment, discipline, health, safety, sleep, transition/routines; and family well-being.

The programs aim to:
• Increase parent knowledge of early childhood development and improve parenting practices;
• Cultivate and strengthen nurturing parent-child relationships;
• Provide early detection of developmental delays and health issues;
• Prevent child abuse and neglect; and
• Increase children's school readiness and school success

Target Performance Measures:
• Achieve an enrollment rate (based on receipt of first home visit) of 70% of clients referred by Welcome Baby
• Ensure enrolled clients receive at least 75% of the appropriate number of home visits based upon the individual level of service to which they are assigned
• Track breastfeeding initiation, exclusivity and duration rates
• Implement Patient Health Questionnaire (PHQ) for Depression Screening at intake and once a month for 90% of actively enrolled clients
• Ensure at least 80% of target children are linked to a medical/healthcare home

Spending Plan and Funding Methodology

In FY 15-16 an SHV provider implementing two home visitation models terminated one of their program sites, while another SHV provider terminated their contract, thereby reducing the number of contracts from 21 to 19. FY 16-17 represents the third year of implementation for a total of 19 SHV providers. The majority of contract expenses will be spent on personnel and on costs such as supplies and mileage associated with client enrollment. The contract amount in FY 16-17 is estimated to be $15,640,000. It is anticipated that Select Home Visiting providers will enroll 1,000 clients in FY 15-16 and 1,500 in FY 16-17.

The following were taken into account when developing the FY 16-17 estimate:

a) Data from the Stronger Families database was utilized to identify the current number of active clients and the individual enrollment rate per provider from July-December 2015. This data was utilized to estimate each individual provider's program needs, including costs for personnel, supplies, and mileage. This conservative approach utilizes each provider's current enrollment rate, assumes it will remain steady, and applies it throughout FY 16-17 to estimate anticipated client enrollment per site; this does not preclude enrollment improvements.

b) Program costs due to personnel and client enrollment, including space, telephone, supplies, and staff training.
c) A 2.5% contingency amount was included to anticipate any unexpected expenses encountered during the contract renewal process.

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

The FY 15-16 budget was decreased at the mid-year due to slower enrollment rates, which resulted in fewer expenses in areas such as program materials, supplies, and mileage. Additionally, two SHV sites contracts were closed. Data indicating the current number of active clients and enrollment rate per provider was utilized to estimate FY 16-17

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

program needs, including costs for personnel, supplies, and mileage.

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

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Family Strengthening Oversight Entity	$3,418,000	$3,373,000	-1.31%

Program Summary

The Family Strengthening Oversight Entity (FSOE) aligns with the 2015-2020 Strategic Plan given its support for the implementation of the Family Strengthening strategies, specifically the Welcome Baby and Home Visiting programs, which work to increase family protective factors.

The FSOE aims to ensure coordinated, high-quality services are offered across the system of participating providers. The FSOE oversees and supports the standardization of the Welcome Baby program to ensure adherence to program fidelity by the Welcome Baby providers across the county. The FSOE also provides programmatic technical assistance and support to the Select Home Visitation providers to support implementation and model fidelity. Additional responsibilities include the provision of technical assistance to providers utilizing First 5 LA's Stronger Families Database System; facilitation of cross-site peer learning exchanges; and coordination and support of communication and messaging efforts.

Spending Plan and Funding Methodology

In FY 16-17 the FSOE will:
• Coordinate and implement 1 Welcome Baby Training (over 150 hours of training)
• Coordinate monthly technical assistance calls with Welcome Baby and Select Home Visiting providers
• Coordinate training workshops for the Select Home Visiting providers
• Organize and conduct 3 quarterly peer learning opportunities
• Provide program materials to providers across 14 Welcome Baby sites (including home safety items, boppy nursing pillows, infant books and developmental toys)
• Provide on-going programmatic and database technical assistance to Welcome Baby and Select Home Visiting providers

The following were taken into account when developing the FY 16-17 estimate:
• Decrease in cost of client supplies (include home safety items, boppy nursing pillows, books and developmental toys) based on the exclusion of Kaiser Baldwin Park's participation in Welcome Baby.
• Decreased costs for training, mileage and contracted services, given a reduction in training sessions and decrease in providers (14 rather than 15 Welcome Baby providers and 19 rather than 21 Select Home Visitation providers).

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

Initiative	Investment Category
Families Strategy 2 - Family Engagement	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Abriendo Puertas	*	$601,000	0.00%

Program Summary

* Any FY 15-16 costs for these activities were covered through the Strategic Plan Implementation Fund (SPIF). Costs budgeted in SPIF were preliminary estimates because new Strategic Plan activities were still under development at the time the FY 15-16 Budget was approved. As such, costs were not necessarily delineated or defined in the same manner as presented in the FY 16-17 Budget. In some cases, no costs were included in SPIF for activities that were not anticipated to occur during Year 1 of the 2015-2020 Strategic Plan. Refer to the following narrative detail, as well as Attachment A – "FY 2016-17 Budget Summary for Programs by Initiative/Program" for additional information.

Abriendo Puertas/Opening Doors is an integral component of the 2015-2020 Strategic Plan and in alignment with the Families outcome area, with a focus on increasing family protective factors.

Abriendo Puertas is the nation's first evidence-based comprehensive training program developed by and for Latino parents with children ages 0-5. Parent input informs the Abriendo Puertas curriculum, which uses a popular education approach to engage parents in lessons that reflect the culture of the target audience. The program draws from real-life experiences, incorporates data about local schools and communities, and focuses on helping Latino parents understand their important role in their child's development and their long-term impact on their children's educational outcomes. Abriendo Puertas train-the–facilitator model helps local family service providers improve their outreach and interaction with families, and create a sustainable program that reaches beyond the initial training sessions.

The curriculum promotes school readiness, family well-being, and advocacy by addressing best practices in:
· Brain development
· Key aspects of early childhood development (cognitive, language, physical, and social/emotional)
· Early literacy
· Numeracy
· Bilingualism
· Health
· Attendance
· Civic engagement,
· Parent leadership
· Goal setting, and
· Planning for family success
* The curriculum is currently available in Spanish and English.

This project is in early development. The initial program plan during the FY 16-17 includes the following activities:
· Convene Facilitator Training Institutes and implement programming in English and Spanish
· Develop evidence-based approaches to scale Abriendo Puertas in ECE settings by researching factors that support high quality and effective program implementation
· Cultivate relationships that would advance sustainability efforts in future steps towards new curricular design and implementation practices
· Support Abriendo Puertas' organizational capacity to advance and sustain its evidence-based model and practices

Spending Plan and Funding Methodology

The program is in early development. The cost estimates below are based on implementation of this program model in other states.

Spending Plan & Methodology
The following activities were taken into account when developing the FY 16-17 budget:
· $100,000 - Manage agency costs (projected to cover Director, Project Lead, Support Staff, and indirect costs for expansion strategies impacting Los Angeles County)
· $100,000 - Support sub-contracts (projected to cover costs of translators, curriculum consultants, researchers, etc.)
· $160,000 - Coordinate and implement 4 training institutes; Each institute will train 20 facilitators (4 institutes x 20 facilitators = 80 facilitators); Estimate based on $40,000 per training (at $2,000 per person) (Costs may include

Initiative	Investment Category
Families Strategy 2 - Family Engagement	2015-2020 Strategic Plan: Focusing for the Future

trainer, room rental, refreshments, parking, materials, etc.)
· $100,000 - Implementation grants for sites (i.e. materials, childcare, etc.)
· $41,400 – Administrative Cost (fiscal management at 9%)
· $99,600 - Document and evaluate the implementation process of the program. This funding level may be revised after review of evaluator's plan and determination of learning needs (20% of total project)

The resources will provide support in fulfilling the following tasks:
· Convene 4 Facilitator Institutes for 80 facilitators at 20 sites
· Implement Abriendo Puertas in English and Spanish at the 20 sites that received facilitation training as part of this project to serve approximately 800 parents
· Research and document program implementation processes

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

Budget Fiscal Year: 2016 - 2017 Status: Proposed

Initiative	Investment Category
Families Strategy 2 - Family Engagement	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Data Development	*	$140,000	0.00%

Program Summary

* Any FY 15-16 costs for these activities were covered through the Strategic Plan Implementation Fund (SPIF). Costs budgeted in SPIF were preliminary estimates because new Strategic Plan activities were still under development at the time the FY 15-16 Budget was approved. As such, costs were not necessarily delineated or defined in the same manner as presented in the FY 16-17 Budget. In some cases, no costs were included in SPIF for activities that were not anticipated to occur during Year 1 of the 2015-2020 Strategic Plan. Refer to the following narrative detail, as well as Attachment A – "FY 2016-17 Budget Summary for Programs by Initiative/Program" for additional information.

The Data Development Project is an important component of the 2015-2020 Strategic Plan and in alignment with the Families outcome, with a focus on increasing measurement of family protective factors.

The Five Protective Factors are the foundation of the Strengthening Families Approach: parental resilience, social connections, concrete support in times of need, knowledge of parenting and child development, and social and emotional competence of children.

Two key activities will occur with this project:
Landscape of family protective measurement tools along with data collection capacity of relevant service partners.
Development of an action plan with a pilot group such as the Prevention and Aftercare Networks

Lastly, the Data Development project will build upon:
- the results of First 5 LA's recent RFI on Information Resource and Referral as a resource in the Landscape analysis; and
- the analysis of family strengthening indicators completed by the Advancement Project to support development and execution of the prevention plan being led by the Los Angeles County Office of Child Protection

Spending Plan and Funding Methodology

The FY 16-17 objectives are to:
· Develop and release RFQ to assess strengths and weaknesses of Protective Factors measurement tools and assess agency capacity to collect related data.
· Pilot Action Plan (that will include measurement effort) with the Prevention and Aftercare Network (to be identified)

Landscape Analysis (up to $100,000) to include:
- Final Research Design
- Summary of research conducted
- Preliminary draft of research findings
- Draft and publish report for Research Questions
- Presentation of research findings

Pilot Group Facilitation (up to $40,000) to include:
- $12,000 - Convene 6 Advisory Committee meetings; 4 meetings to update discuss selected Protective Factors measurement tools and 2 meetings to discuss capacity issues; Estimation based on $2,000 per convening. Costs may cover facilitator, room rental, refreshments, parking, translation service, materials, etc. ($2,000 x 6 = $12,000)
- $28,000 - Coordinate and implement 2 pilot trainings on selected Protective Factors measurement tool(s). Costs may include trainer, room rental, refreshments, parking, materials, etc.

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

Initiative	Investment Category
Families Strategy 2 - Family Engagement	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Project Dulce	*	$670,000	0.00%

Program Summary

* Any FY 15-16 costs for these activities were covered through the Strategic Plan Implementation Fund (SPIF). Costs budgeted in SPIF were preliminary estimates because new Strategic Plan activities were still under development at the time the FY 15-16 Budget was approved. As such, costs were not necessarily delineated or defined in the same manner as presented in the FY 16-17 Budget. In some cases, no costs were included in SPIF for activities that were not anticipated to occur during Year 1 of the 2015-2020 Strategic Plan. Refer to the following narrative detail, as well as Attachment A – "FY 2016-17 Budget Summary for Programs by Initiative/Program" for additional information.

Project DULCE is an integral component of the 2015-2020 Strategic Plan and in alignment with the Families outcome, with a focus on increasing family protective factors in a health care related setting.

Project DULCE is a clinical intervention based on the Strengthening Families approach, which puts parent engagement as a foundation, and is designed to address infant/family risks and needs at the earliest possible stage and partner with families to build strengths and capacities that foster optimal child health and development starting at birth. The core elements of Project DULCE include universal access for all infants and their families during the first six months of a child's life through their routine primary care visits; a family specialist works with families to promote healthy child development using a protective factors approach; a medical legal partner trains and supports the family specialist; parents as partners who direct the services they want and need and have meaningful roles in program implementation, community connections to community services and supports, and a commitment to continuous quality improvement.

This program aims to:
• Increase connection to needed concrete supports and community resources;
• Increase utilization of well-child/preventive health care visits;
• Decrease the use of emergency room care; and
• Produce strong patient satisfaction ratings for DULCE services.

Unique to FY 16-17, partnering clinics will:
• Serve 200 infants and their families using the core components described above
• Build Continuous Quality Improvement (CQI) capacity in the local CQI teams

Spending Plan and Funding Methodology

This pilot began in February 2016 and FY 16-17 marks the first full year of the pilot. Staff is working closely with the three participating clinics to understand true costs moving forward. FY 16-17 projected spending is based on staff's experience on program components and our partner's experience in implementing this program model in another state. Based on this knowledge, each clinic is estimated to serve approximately 200 participants at a cost of $150,000 for each clinic. Participating clinics include:
• St. John's Well Child & Family Center in Compton
• The Children's Clinic in Central Long Beach
• North East Valley Health Corporation in Sun Valley

Major cost areas were considered collectively and are detailed below:

Project Personnel and Fringe benefits for the following staff
• Family Specialist
• MD/Nurse Practitioner Champion
• Clinic Administrative Staff
• Mental Health Support

Contracted Services
• Training and on-going consultation from the medical legal partner to the Family Specialist
• Coaching on program implementation and parent engagement

Initiative	Investment Category
Families Strategy 2 - Family Engagement	2015-2020 Strategic Plan: Focusing for the Future

• Training and project support on Continuous Quality Improvement
• Other supports as identified throughout the year

Additional Costs
These costs include items such as printing/copying, space, telephone/network services, postage, supplies, employee mileage/travel, training, evaluation and other expenses.

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

Budget Fiscal Year: 2016 - 2017 Status: Proposed

Initiative	Investment Category
Families Strategy 2 - Family Engagement	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Project Dulce Evaluation	*	$135,000	0.00%

Program Summary

* Any FY 15-16 costs for these activities were covered through the Strategic Plan Implementation Fund (SPIF). Costs budgeted in SPIF were preliminary estimates because new Strategic Plan activities were still under development at the time the FY 15-16 Budget was approved. As such, costs were not necessarily delineated or defined in the same manner as presented in the FY 16-17 Budget. In some cases, no costs were included in SPIF for activities that were not anticipated to occur during Year 1 of the 2015-2020 Strategic Plan. Refer to the following narrative detail, as well as Attachment A – "FY 2016-17 Budget Summary for Programs by Initiative/Program" for additional information.

Project DULCE is an integral component of the 2015-2020 Strategic Plan and is in alignment with the Families outcome area.

During FY 16-17, the Project DULCE sites will be working with national evaluators to develop an outcomes evaluation. The scope of work of the national evaluators has not been developed yet, but we anticipate that First 5 LA will need to provide additional funds to support the national evaluator. We also anticipate that the F5LA sites will have monitoring needs, implementation questions and/or outcome questions that are outside the scope of work for the national evaluator. The requested funds will be used to support the local component of the national evaluation and also to support local evaluation efforts necessary to understand and improve Project DULCE in preparation for a more rigorous outcomes/impact evaluation designed to promote Project DULCE's sustainability.

Spending Plan and Funding Methodology

The funds requested will be used to support the national evaluation efforts and to support local evaluation efforts.

NATIONAL EVALUATION: The national evaluator's scope of work has not been developed yet so it is unknown how these funds will be utilized. However, given our current knowledge, we anticipate that First 5 LA will fund the national evaluator's work at 2 of the 3 LA sites. Funding levels being requested are based on 15% of the overall project budget. Additional information from the national evaluator is expected in mid-April. This funding level may be revised after this information is available to staff.

LOCAL EVALUATION: First 5 LA staff will revisit the national evaluator's plans and learning needs of the local Project DULCE sites at regular intervals to determine how the funds will be spent. Possible uses include identification of indicators/outcomes to monitor and local data sources to support monitoring or focus groups/interviews to address implementation difficulties and to support sustainability planning. This funding level being requested was determined by calculating 5% of the Project DULCE budget. This funding level may be revised after review of the national evaluator's plan and determination of the local learning needs.

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

Initiative	Investment Category
Communities Strategy 1 - Shared Vision & Collective Action	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Community Engagement	* *	$9,254,000	0.00%

Program Summary

**Costs were restructured for FY 16-17 into a new presentation that staff feels is more representative of the strategies and activities being advanced during the fiscal year. As such, costs for FY 15-16 were not defined or broken out in the same manner, and costs may have been embedded within other or multiple programs elsewhere in the Budget. Refer to the following narrative detail, as well as Attachment A – "FY 2016-17 Budget Summary for Programs by Initiative/Program" for additional information.

This program area is aligned primarily with Strategy 1 of the Communities Outcome Area of the 2015-2020 Strategic Plan, which emphasizes shared vision and collective action to address the policies, systems and environments that impact families with children, prenatal through age 5.

Community engagement is an essential feature of Best Start, First 5 LA's place-based, community building approach to engaging parents, residents, organizations and other stakeholders in sustained collaborative efforts to improve the policies, systems, and environments that impact families' ability to thrive. Central to Best Start is the Building Stronger Families Framework, which underscores the belief that if families are strong and communities support families to succeed, then children will be healthy, safe, and ready for school. The framework is grounded in the family strengthening "protective factors" and anchored in the following six core results:

Building stronger families (family-level results):
• Family capacities – knowledgeable, resilient, and nurturing parents
• Social connections – families participating in positive social networks
• Concrete supports – access to services and supports in times of need

Communities that support families to succeed (community-level results):
• Coordinated services and supports that meet families' needs
• A shared vision and collective action to strengthen families
• Social networks and safe spaces or recreation and interaction

These six core results are based on an acknowledgement that a combination of individual, relational, and community factors impact child and family wellbeing. Therefore, community engagement is a value and fundamental practice of First 5 LA's place-based work to strengthen families and the communities in which they live, work and play. Community engagement involves building and strengthening relationships and involving community members in all activities – from identifying relevant issues and making decisions about how to address them, to evaluating and sharing the results with the broader community. To that end, this program area includes three elements:

• Community-Identified Investments (aka Community-Identified Projects)
• Resident Engagement
• Community Advisory Council

A description of each of these program elements are described below.

1. Community-Identified Investments (aka Community-Identified Projects)

Best Start Community-Identified Investments are initiatives designed by Best Start Community Partnerships – comprised of parents, residents, organizational representatives, and other community stakeholders – to operationalize the Building Stronger Families Framework. These investments are not one-off projects that end after one or two years; rather, they are intended to be longer-term to achieve results at the family and community levels.

Examples of priorities across the communities include:
• Strengthening parent/resident leadership
• Connecting parents to community resources
• Strengthening social connections (e.g., parent circles and parent cafés)
• Improving the quality of interactions between organizations and parents

Initiative	Investment Category
Communities Strategy 1 - Shared Vision & Collective Action	2015-2020 Strategic Plan: Focusing for the Future

• Improving information-sharing and coordination between organizations
• Promoting advocacy to influence policies and address systems change

Through Best Start Community-Identified Investments, the Community Partnerships galvanize parents, residents, organizations, and systems within the broader community to create a context in which parents have the support they need to strengthen the relationships and behaviors that promote optimal child development.

Best Start Community-Identified Investments that were initiated during FY 15-16 will continue during FY 16-17, at which time, they will be in full implementation. Therefore, FY 16-17 reflects the resources that will be needed for 12 months of implementation. A more accurate amount per community will be known by May 2016, when grant negotiations for FY 16-17 are anticipated to be completed.

2. Resident Engagement

Strengthening social connections between residents at the neighborhood-level is an important informal resource that reduces isolation and serves as a means to activate local strategies aligned with a larger, community-wide vision to strengthen families and communities. In June 2015, the Board approved a 5-year (2015-2020) Strategic Partnership with South Bay Center for Counseling (dba SBCC Thrive LA) to implement a two-pronged approach to increasing resident engagement in the 14 Best Start communities that extends beyond individuals currently engaged directly with the 14 Community Partnerships. Resident Engagement funds will support the following:

Neighborhood Action Councils (NACs): Funding for NACs supports neighborhood-level resident engagement and strengthening resident leadership in planning and pursuing local change to improve the wellbeing of young children and their families. Per the Board's approval of a strategic partnership with SBCC in June 2015, funding for the NACs will continue throughout the life of the 2015-2020 Strategic Plan.

Resident Outreach Coordinators (ROCs): During FY 15-16, the Board approved an extension to continue funding the ROCs for 1 year or through June 30, 2016. At the time of approval, it was anticipated that the support provided by the ROCs would be factored into the Long-Term Support Structure (LTSS) that staff is currently developing to shift critical programmatic, administrative and capacity building functions from First 5 LA staff and contractors to the Community Partnerships. Since the LTSS is currently under development – and not likely to launch until Winter/Spring 2017 – First 5 LA will extend funding for the ROCs through FY 16-17 for continuity of community outreach and engagement activities in the Best Start communities. In addition, the ROCs will continue working directly with Partnership members to build their capacities to conduct relationship-based outreach (RBO) and engagement. It is anticipated that funding for the ROCs will end June 30, 2017, in alignment with the Community Partnerships' transition to the LTSS.

3. Community Advisory Council

The purpose of the Community Advisory Council is to provide opportunities for community members from Best Start Community Partnerships to share insight and community perspectives to First 5 LA as it implements Best Start and other components of the 2015-2020 Strategic Plan. For the last two years, First 5 LA has convened ad hoc groups of community residents to gather feedback on various strategies and approaches. For example, community members provided input on the service coordination issues that informed First 5 LA's focus on strengthening coordination of community resource networks, which is the second strategy of the Communities Outcome Area. Likewise, First 5 LA staff convenes an interim, bi-monthly workgroup of community members (i.e., Transition Team) to provide insight, experience and feedback to First 5 LA's plans for a Long-Term Support Structure for the Best Start Community Partnerships.

Resources for FY 16-17 will be used to formalize a structure for convening community members to communicate their opinions, share experiences and expertise, and facilitate coordination of First 5 LA's priorities at the community level. Funding supports the establishment of a Community Advisory Council that will include two representatives from each of the 14 Community Partnerships. Implementation includes training for parents and residents from across the 14 Best Start communities interested in joining the Community Advisory Council.

Spending Plan and Funding Methodology

Initiative	Investment Category
Communities Strategy 1 - Shared Vision & Collective Action	2015-2020 Strategic Plan: Focusing for the Future

In FY 15-16, funding for these cost categories were included under the Resident Engagement and Results-Focused Actions programs.

COMMUNITY-IDENTIFIED INVESTMENTS = $5,600,000

14 BSCs x $400,000 = $5,600,000

The 5-year financial projections for the Communities Outcome area assumes a total allotment of $1,950,000 for each Best Start community to implement Community-Identified Investments. While the 5-year projections anticipate an average annual allocation for each community, Community Partnerships may draw down funding from their $1,950,000 total at different rates based on the scope and scale of their strategies. In other words, Community Partnerships may request more or less than the $400,000 budgeted for FY 16-17. A more accurate amount per community will be known by May 2016, when grant negotiations for FY 16-17 are anticipated to be completed. Any required funding adjustments will be reflected in First 5 LA's annual mid-year budget adjustment.

RESIDENT ENGAGEMENT = $3,520,000

The FY 16-17 budget reflects a 12-month contract with SBCC to continue implementing resident engagement through the Neighborhood Action Councils (NACs: $1,700,000) and Resident Outreach Coordinators (ROCs: $1,820,000). The budget projection for FY 16-17 is based on historical costs and reflects: 1) maintaining the total number of NACs supported during FY 15-16 within the 14 Best Start communities; 2) maintaining current level of ROCs within each BSC; and 3) the provision of capacity building assistance to Community Partnerships around relationship-based outreach.

1. NACs = 70 NACs @ $24,286 per NAC (estimate) = $1,700,000
• Personnel (admin and program, benefits) = $1,111,649
• Operating Costs (e.g., utilities, mileage, evaluation) = $81,794
• NAC Operating Costs (e.g., logistics and projects) = $412,349
• Indirect Costs: $94,208

ROCs = 18 ROCs for 14 BSCs = $1,820,000
• Personnel (admin and program, benefits) = $1,354,045
• Operating Costs (e.g., space, utilities, supplies, mileage, evaluation) = $351,205
• Indirect Costs: $114,750

COMMUNITY ADVISORY COUNCIL = $134,000

1. Three-day Training Program: $126,200
• Contractor: 2 contractors x $150 per hour x 30 hours per month x 12 months = $108,000
• Logistics (e.g., transportation, child care, food, interpretation, etc.): $3,500 per day x 3 days = $10,500
• Training Materials (includes translation) = $3,500
• Participation Stipends: $50 per person x 28 participants x 3 days = $4,200

2. Community Advisory Council: $7,500
• Logistics (i.e., transportation, child care, food, interpretation, etc.): $1,250 per month x 6 months = $7,500

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

Initiative	Investment Category
Communities Strategy 1 - Shared Vision & Collective Action	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Community Partnerships	* *	$4,815,000	0.00%

Program Summary

**Costs were restructured for FY 16-17 into a new presentation that staff feels is more representative of the strategies and activities being advanced during the fiscal year. As such, costs for FY 15-16 were not defined or broken out in the same manner, and costs may have been embedded within other or multiple programs elsewhere in the Budget. Refer to the following narrative detail, as well as Attachment A – "FY 2016-17 Budget Summary for Programs by Initiative/Program" for additional information.

As an anchor investment in First 5 LA's 2015-2020 Strategic Plan, Best Start is a community-building approach designed to achieve policy and systems change. It focuses on the development of Community Partnerships (Partnerships) as a vehicle to advance outcomes that ultimately result in improved community capacity to support families. A primary objective of Best Start is to strengthen the ability of these Partnerships to be effective vehicles for change, develop and drive the implementation of a broad-based, inclusive effort to improve outcomes for children and families in their respective communities.

This program is aligned with Strategy 1 of the Communities Outcome Area of the 2015-2020 Strategic Plan, which emphasizes shared vision and collective action to address the policies, systems and environments that impact families with children, prenatal through age 5. It includes three areas of work:

• Infrastructure Support
• Coaching and Technical Assistance
• Learning Communities

1. INFRASTRUCTURE SUPPORT

Community Partnerships convene diverse stakeholders (i.e., parents, residents, organizations, civic leaders, and others) to build relationships, share information and resources, cultivate local leadership, and work collectively around a shared vision to improve outcomes for children and families in their community. These meetings, as well as smaller workgroups and ad hoc committees, are convened monthly.

Currently, First 5 LA implements two different approaches to providing infrastructure support to the Community Partnerships. In Best Start Metro LA, support is provided by Para los Niños. In the other 13 communities, support is provided by First 5 LA staff and contractors.

(a) Metro Los Angeles (LA)
Since 2009, Para Los Niños (PLN) has served Best Start Metro LA, providing the infrastructure support and coaching to the Community Partnership to lead community mobilization and leadership development activities at the neighborhood, organization and community levels. In FY 16-17, PLN will continue supporting the Metro LA Community Partnership by providing:

1) Coordination and planning of Community Partnership convenings/meetings, which include four Task Forces, the Executive Committee, and nine Neighborhood Leadership Groups that include approximately 250 parents and residents. In total, the Metro LA Community Partnership consists of over 300 community members and organizational/government representatives engaged on a regular basis (i.e., mostly weekly).
2) Leadership Development through coaching and supporting parents and residents to take leadership roles in the Community Partnership and broader Metro LA community, including relationship building, conflict resolution, meeting planning and facilitation.
3) Logistical support for all meetings through contracts with vendors for translation, child care, transportation, catering and venues.
4) Documentation and communication of Community Partnership activities to First 5 LA and external parties.
5) Evaluation of Community Partnership activities.

(b) Community Partnership Meeting Support (13 Best Start Communities)
Unlike Best Start Metro LA, the remaining 13 Community Partnerships receive programmatic, administrative, and

Initiative	Investment Category
Communities Strategy 1 - Shared Vision & Collective Action	2015-2020 Strategic Plan: Focusing for the Future

capacity building support directly from First 5 LA staff and contractors. This includes support such as leadership development, communications support, training, technical assistance, and logistics (including transportation, interpretation and translation, child care, facilities, catering, and audio visual services). Logistical support is designed to reduce barriers for parents and residents so that they are able to fully participate in the Community Partnerships.

Lessons learned from two years of Building Stronger Families implementation highlighted the disadvantages of First 5 LA's provision of these supports, one of which is that it positions First 5 LA – not the communities – as the primary driver and sustainer of community change. Beginning FY 16-17, First 5 LA will transition these types of supports to the Best Start Community Partnerships through the implementation of a Long-Term Support Structure (LTSS) that staff is currently developing with input from key internal and external stakeholders including the Community Partnerships. Since the launch of the LTSS is anticipated in the fourth quarter of FY2016-17, First 5 LA will continue to provide logistical support during the next fiscal year to account for onboarding and ramp-up to the LTSS.

(c) Long-Term Support Structure (LTSS)
The Best Start Community Partnerships are not formal, legal entities. For the last five years, First 5 LA staff and contractors have been providing direct programmatic, administrative and capacity building support to the Partnerships, with the exception of the pilot community, Metro LA, which launched using a lead agency approach. This lead agency fulfills the programmatic, administrative and capacity building support for the Metro LA Community Partnership. Since the inception of Best Start, First 5 LA has been grappling with how to do this work more effectively across the 14 communities within the context of our fiduciary responsibilities as a public entity.

Building upon the lessons learned from Metro LA and the other 13 communities as well as other place-based efforts around the nation, staff is currently conducting a landscape analysis to assess existing resources within and that serve Best Start communities that can be leveraged and mobilized to strengthen the programmatic, administrative and capacity building infrastructure for the 14 Best Start Community Partnerships.

First 5 LA has begun a process to gather information and convene key stakeholders and a national expert advisory panel to elicit technical input, ideas and advice to First 5 LA on the design, associated costs, and transition to an approach to strengthen the infrastructure of the Best Start Community Partnerships. This process also includes bi-monthly convenings of the Best Start Transition Team, which includes two representatives from each Community Partnership to provide information, expertise and experiences to inform the development of an approach to strengthen the infrastructure of the Best Start Community Partnerships.

In addition to the Transition Team, First 5 LA will hire one or more consultants (as needed) with expertise in place-based strategies and investments to work collaboratively with staff during the planning and development phase, which is anticipated to be complete in second quarter of the fiscal year. As the process unfolds, staff will provide information and engage the Board in discussions to further inform the design of the Long-Term Support Structure (LTSS). Once the design is finalized, staff will request Board approval of funding to support the initial implementation of the LTSS. Until then, First 5 LA will continue to provide infrastructure support to the Community Partnerships.

2. COACHING AND TECHNICAL ASSISTANCE

This area of work emphasizes helping the Community Partnrships take greater ownership and responsibility for the children and families who live within them by fostering safe, healthy, and vibrant communities. During FY 15-16, First 5 LA shifted its capacity building approach, emphasizing a coaching model that strengthens the leadership capacity of the Community Partnerhips. Prior to July 2015, First 5 LA contractors facilitated community meetings, determined capacity needs with input from community members, provided training and technical assistance, and led the community through planning processes. First 5 LA contractors were in a "doing" role versus a "coaching" role, except in Metro Los Angeles, where Para los Niños had been implementing a coaching model for several years to ensure that parents/residents were leading the effort and organizations were collaborating to maximize their collective impact.

As First 5 LA explores the long-term support structure for the Community Partnerships, it is increasingly apparent that the achievement of results and sustainability of vision of Best Start is dependent on the ability of community members (i.e., parents, resident, organizations, and other stakeholders) to lead efforts that improve the community conditions that affect children and families. Therefore, First 5 LA will continue to invest in a coaching approach to

Initiative	Investment Category
Communities Strategy 1 - Shared Vision & Collective Action	2015-2020 Strategic Plan: Focusing for the Future

strengthen the leadership capacity of Community Partnerships to develop and advance collective efforts to achieve results.

(a) Performance Management Training and Technical Assistance for BSF Grantees: Continuation of an 8-month contract with Harder+Company approved by the Board in March 2016 to assist the 14 Building Stronger Families (BSF) grantees in developing meaningful performance measures and effective reporting and engagement practices for ongoing reflection, learning and improvement. The anticipated contract end date is November 18, 2016.

(b) Coaching Support: Renewal of a 12-month contract with the Center for the Study of Social Policy (CSSP) through June 30, 2017, to provide capacity building support directly to the Community Partnerships to cultivate community leadership, strengthen governance structures, and promote effective collaboration, data and learning -- all in preparation for the transition to the Long-Term Support Structure (LTSS). Continuation of this contract is based on the shift in timeline for the transition to the LTSS.

(c) Pool of Specialized Training & Technical Assistance
Resources that the Community Partnerships can access for customized, content-specific, and time-limited assistance for an identified need that cannot be addressed through coaching support provided by CSSP. Training can be on-site or local trainings/conferences on topics such as parent engagement, child development, trauma-informed care, etc.

First 5 LA staff currently manages procurement of this training and technical assistance pool and coordinates local training/conference attendance for Community Partnership members. It is anticipated that management of this resource will shift from First 5 LA staff to the Capacity Building Consortium, which is First 5 LA's consolidated capacity building approach described under Communities Outcome Cross-Strategy Investments. Funding for this resource is provided for six months to allow for the launch and transition to the CBC.

3. LEARNING COMMUNITIES

Cross-community peer learning opportunities to establish a vital flow of information regarding common experiences that build knowledge, strengthen practices, and promotes collaboration across communities. Regional and cross-Partnership exchanges and visits are also encouraged and promote learning exchanges on a regional basis. As a result of meeting quarterly at cross-community learning opportunities, community members may desire to meet regionally to strengthen their connections, learning and efforts to impact regional issues. Additionally, community members are interested in initiating Partnership visits to learn more about Partnership strategies such as stakeholder engagement, governance and outreach, First 5 LA will continue to support these cross-Partnership visits to encourage peer-to-peer learning and networking. This cost category also includes peer learning and network resources for BSF grantee convenings.

First 5 LA staff currently plans and convenes Learning Committees with some consultant support for facilitation. Convening Learning Communities will shift from First 5 LA staff to the Capacity Building Consortium (CBC), which is First 5 LA's consolidated capacity building approach described under Communities Outcome Cross-Strategy Investments. Funding for this resource is provided for six months to allow for the launch and transition to the CBC.

Spending Plan and Funding Methodology

Total projected cost is $4,815,000, which includes: (1) infrastructure support ($2,817,000), (2) coaching and technical assistance ($1,948,000), and (3) learning communities ($50,000)

1. INFRASTRUCTURE SUPPORT = $2,817,000

In FY 15-16, these cost categories were included under the Best Start Metro LA, Long-Term Business Model Transition, and Partnership Support programs.

(A) Para los Niños = $1,112,000 (rounded)
Budget estimates for FY 16-17 are based on the level of funding provided during FY 15-16. The Metro LA Community Partnership supports approx. 375 meetings and engages 860 unduplicated individuals per year. The contract with PLN includes support for the following:
• Personnel (e.g., admin and program, benefits) = $476,550

Initiative	Investment Category
Communities Strategy 1 - Shared Vision & Collective Action	2015-2020 Strategic Plan: Focusing for the Future

• Operating Costs (e.g., utilities, mileage, evaluation) = $156,174
• Partnership Logistics (e.g., Community Partnership, NLGS, Task Forces, Executive Committee, etc.) = $414,590
• Partnership training/conference attendance = $20,000
• Indirect Costs = $44,644

The projected FY 16-17 budget reflects funds to continue supporting the Metro LA Community Partnership at the FY 15-16 funding level. Given the 5-year financial projections for the Communities Outcome Area, First 5 LA can no longer fund Para los Niños (PLN) at this same level after FY 16-17. It is anticipated that funding will decrease beginning in FY 17-18 in alignment with the Long-Term Support Structure for Best Start. Therefore, First 5 LA will support the provision of technical assistance to Best Start Metro LA and PLN to build capacity in mobilizing additional resources to support their work beyond First 5 LA in anticipation of reduced funding in FY 17-18.

(B) Community Partnership Meeting Support (13 COMMUNITIES) = $1,560,000
Community Partnership Meeting Support includes resources associated with removing barriers to ensure full participation of community parents and residents including: transportation, interpretation and translation, child care, facilities, catering and audio visual services. The FY 16-17 budget estimates are based on historical expenditures and were developed using the following methodology:

a) 1 monthly Partnership meeting x $5,000 x 12 months x 13 BSCs = $780,000
b) 4 monthly workgroup meetings x $1,250 x 12 months x 13 BSCs = $780,000

(C) Long-Term Support Structure (LTSS) = $145,000 TOTAL

Consultant Support = $90,000
• Planning and design consultant(s) – approx. 50 hours per month over five months x $150 per hour based on First 5 LA's reimbursement schedule. Total = $37,500 ($40,000 rounded)
• Consultant(s) specializing in change management to assist staff in the development and implementation of plan to ensure effective transition (internally and externally) to a new support structure for the Community Partnerships. Consultant support @ 40 hours per month x $150 per hour based on First 5 LA's reimbursement schedule. Total = $48,000 ($50,000 rounded)

National Expert Panel Convening = $43,000
Funding consistent with costs associated with the Expert Panel being convened by the Research and Evaluation Department. Costs assume no more than 10 people and is based on a daily honorarium of $1,000 for one day, $150 per hour @ 10 hours to review materials in preparation of meeting, $1,500 per expert for travel costs (as needed), $3,000 for catering and location costs.
10 experts @ $1,000 each = 10,000
10 experts @ 10 hours prep time x $150 = $15,000
10 experts x $1,500 for travel costs = $15,000
Catering and venue = $3,000
Total cost = $43,000

Transition Team = $12,000
Includes resources to convene two representatives from each community to provide input that will inform the design of and transition to the Long-Term Support Structure. 6 meetings x $2,000 = $12,000

2. COACHING AND TECHNICAL ASSISTANCE = $1,948,000

(a) Performance Measurement Training & TA - Harder+Company = $47,000
Funding includes a Project Director, Associate Lead, 3 Research Associates, and a Research Assistant: 402 hours x $117 per hour = $47,000 (rounded)

(b) Coaching Support - Center for the Study of Social Policy = $1,775,000
Based on historical expenses and projected work for FY 16-17, funding for CSSP includes support for personnel, supplies, and services provided by subcontractors. Major cost categories are: a) capacity builders providing up to 65

Initiative	Investment Category
Communities Strategy 1 - Shared Vision & Collective Action	2015-2020 Strategic Plan: Focusing for the Future

hours of support per month per Community Partnership; and b) management and oversight of capacity builders to ensure continuous quality improvement.

- Capacity Builders = 65 hours x $110 per hour x 12 months x 13 communities = $1,115,400
- Management of Capacity Builders = 2 managers x 80 hours x $125 per hour x 12 months = $240,000
- Personnel, supplies, mileage and travel, space, and indirect costs = $419,600

(c) Specialized Training & Technical Assistance = $126,000
Training & TA Pool: 10 hours x $150 per hour x 6 months x 14 BSCs = $126,000 ($18,000 per BSC)
• $150 per hour based on First 5 LA's reimbursement schedule
• $18,000 allocated per community can be used for on-site and local trainings/conferences
• Expenses included for only 6 months of funding at which time these costs will be captured under the Capacity Building Consortium under the Communities Outcome Cross-Strategy Investments

3. LEARNING COMMUNITIES = $50,000

Costs based on historical expenditures for Learning Communities and Exchanges
• Quarterly Cross-Community Learning Exchanges: 2 exchanges x $10,000 (includes child care, transportation, food, translation) = $20,000
• Learning Exchanges by region or topic: 4 exchanges x $4,000 (includes child care, transportation, food, translation) = $16,000
• Contractor to support topical exchanges: 5 hours per month x 6 months x $150/hour = $4,500 ($5,000 rounded)
• BSF Grantee Convenings: 2 exchanges x $4,000 (logistical support minus child care, transportation, food, translation) = $8,000
Total = $49,000 ($50,000 rounded)

Expenses for Learning Communities included for only 6 months of funding at which time these costs will be captured under the Capacity Building Consortium under the Communities Outcome Cross-Strategy Investments

TOTAL COSTS = $4,815,000
(1) Infrastructure Support = $2,817,000
(2) Coaching and Technical Assistance = $1,948,000
(3) Learning Communities = $50,000

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

Initiative	Investment Category
Communities Strategy 2 - Coordinated Services & Supports	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Community Resource Networks	*	$1,064,000	0.00%

Program Summary

* Any FY 15-16 costs for these activities were covered through the Strategic Plan Implementation Fund (SPIF). Costs budgeted in SPIF were preliminary estimates because new Strategic Plan activities were still under development at the time the FY 15-16 Budget was approved. As such, costs were not necessarily delineated or defined in the same manner as presented in the FY 16-17 Budget. In some cases, no costs were included in SPIF for activities that were not anticipated to occur during Year 1 of the 2015-2020 Strategic Plan. Refer to the following narrative detail, as well as Attachment A – "FY 2016-17 Budget Summary for Programs by Initiative/Program" for additional information.

The 2015-2020 Strategic Plan outlines priority focus areas within each of the four targeted outcomes to further define the type of change that First 5 LA can measurably affect. One of the priority focus areas under the Communities Outcome is: Communities have ECE and health-related supports that meet family needs.

A significant challenge identified by families and organizations in Best Start communities is accessing quality services and supports that are coordinated and meet families' needs. Community members representing all 14 Best Start Communities participated in focus groups hosted by First 5 LA, and barriers shared by community members and organizational representatives include:

• Fragmentation and Silos: Services and supports are fragmented within and across systems due to the lack of coordination between organizations and between types of service. This results in a number of barriers, such as families' dissatisfaction with services, duplication of services, and underutilizing a particular organization's services.
• Access: While services and supports are generally available from organizations' perspective, families have difficulty finding information on available services and where to access them. This also contributes to duplication of services and some organizations' services being underutilized.
• Referrals: Families need warm handoffs (person-to-person connections) for referrals.
• Network-building: Organizations lack resources (time, funding, etc.) to engage in relationship building and other activities needed to design and build networks.
• Sustainability: Often coordination and collaboration among organizations are tied to particular grants or projects and are not sustained beyond the funding period.
• Cultural Competency: Outreach, parent engagement and services are not culturally and linguistically sensitive, leading to underutilization of available services and supports.
• Parent Engagement: There is a lack of parent engagement around the quality of services and supports being delivered by organizations.

Based on the inputs gathered from the focus groups staff determined that an investment in strengthening service coordination would best address these issues. Likewise, there are other efforts in the County focused on service coordination, such as the emerging work of the Office of Child Protection as it pertains to the Prevention and Aftercare Networks as well as the ongoing work of Health Neighborhoods spearheaded by the Department of Mental Health. This convergence of interests among key partners across the county is an opportunity to invest in, influence, and leverage existing and/or emerging efforts to strengthen the coordination capacity of community resource networks. Community resource networks are defined as groups of organizations operating formally or informally to coordinate services and supports within one Best Start community or regionally across multiple communities (e.g. Antelope Valley, South Los Angeles). Formal networks are those in which members have an established, often legal, relationship with one another. Informal networks are those in which organizations are engaged in some level of coordination without a formal agreement or defined method of doing so.

In February 2016, First 5 LA released a Request for Information (RFI) to understand current capacity, needs, and opportunities to improve service coordination within formal and informal resource networks serving Best Start communities. In addition to the RFI, First 5 LA is holding key informant interviews with County Department representatives and focus groups with Best Start community members. Staff will develop an implementation plan emphasizing how First 5 LA can add value to existing efforts to strengthen formal and informal community resource networks based on the RFI and other inputs.

This program is still in an exploratory phase. Resources to support this work include:

Initiative	Investment Category
Communities Strategy 2 - Coordinated Services & Supports	2015-2020 Strategic Plan: Focusing for the Future

• Continuation of current consultant contract for expertise in ECE and health-related services to finalize the implementation plan
• Funds for the procurement process (e.g. external reviewers and convening reviewers) for the selection of community resource networks to receive First 5 LA funding
• A pool of funds for initial implementation of strategies to strengthen community resource networks (based on prior First 5 LA investments in organizational capacity building)

Spending Plan and Funding Methodology

CONSULTANT COSTS = $9,000
Continuation of a contract with Laura Valles and Associates, which began during the FY 15-16 fiscal year. Current spending at approximately $3,000 per month for a three-person consultant team specializing in ECE and health-related services. During FY 16-17, it is anticipated that staff will continue to use this consultant support for three months.

$3,000 x 3 months = $9,000

PROCUREMENT = $5,000
Costs associated with external reviewers and convening reviewers.

FUNDING FOR COMMUNITY RESOURCE NETWORKS
Costs based on historical expenditures for the implementation of capacity building efforts such as Community Opportunities Fund (COF) and Policy Advocacy Fund (PAF). Grants ranged from $50,000 - $100,000 per year for a single organization. For the 2016-17 fiscal year, staff is allocating $1,050,000 as follows:

$75,000 per network x 14 Best Start communities = $1,050,000

This funding level is contingent on completion of information gathering and development of the final implementation plan. It is anticipated that resource networks would be funded in the second quarter of the fiscal year. Any required adjustments to funding amount will be made at mid-year.

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

Initiative	Investment Category
Communities Strategy 3 - Built Environment Policy & Advocacy	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Policy/Advocacy Partnerships	*	$1,005,000	0.00%

Program Summary

* Any FY 15-16 costs for these activities were covered through the Strategic Plan Implementation Fund (SPIF). Costs budgeted in SPIF were preliminary estimates because new Strategic Plan activities were still under development at the time the FY 15-16 Budget was approved. As such, costs were not necessarily delineated or defined in the same manner as presented in the FY 16-17 Budget. In some cases, no costs were included in SPIF for activities that were not anticipated to occur during Year 1 of the 2015-2020 Strategic Plan. Refer to the following narrative detail, as well as Attachment A – "FY 2016-17 Budget Summary for Programs by Initiative/Program" for additional information.

This program is aligned with Strategy 3 of the Communities Outcome Area of the 2015-2020 Strategic Plan, which focuses on convening and strengthening the capacity of existing advocacy groups to work with communities to create new and/or improved physical places and spaces.

First 5 LA's investment leverages existing advocacy resources and expertise around the revitalization of existing physical places and spaces to better meet the needs of families with children 0-5. The emphasis of this investment area currently centers around three areas of work:

1. Parks - working in conjunction with the Los Angeles County Department of Parks and Recreation and advocacy groups such as LA Neighborhood Land Trust to assess the needs of families, with the goal of increasing and/or improving existing park space and promoting health equity.

2. Transportation - investing in advocacy efforts to promote a data-driven and equity-centered approach to transportation planning and policy at the county and municipal levels. One such investment is a strategic partnership with Investing in Place for the development of a Technical Working Group to mobilize a broad range of stakeholders to work with the Los Angeles County Metropolitan Transit Authority (Metro) and provide training to Best Start community members on transportation-related needs and advocacy opportunities.

3. Joint Use - exploring opportunities to work with schools, county agencies and municipalities to promote shared use of public space and facilities.

Estimated funding is to support two strategies: 1) support for built environment advocates selected through a procurement process; and 2) resources for staff to take advantage of immediate and emerging leveraging opportunities related to advocacy around the built environment.

No funds will be utilized for capital expenditures. This funding builds off momentum within the philanthropic community and county agencies to enhance the existing built environments while facilitating the ability of families to engage in advocacy opportunities.

Spending Plan and Funding Methodology

The total budget for FY 16-17 is $1,005,000. This amount is based on historical expenditures in this area. In FY 15-16, staff developed two strategic partnerships with advocacy groups such as LA Neighborhood Land Trust and Investing in Place that are working to increase knowledge and technical assistance surrounding the specific needs relative to the built environment for children 0-5. During FY 15-16, the budgeted amount for the two partnerships was approximately $125,000. These investments may continue at the same level or be expanded in FY 16-17 to leverage support from other funders.

In addition to these investments, staff is anticipating support for six to seven advocacy groups with budget amount of approximately $100,000 each.

An additional cost of $5,000 is included for procurement (i.e. external reviewers).

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

Initiative	Investment Category
Communities Strategy 3 - Built Environment Policy & Advocacy	2015-2020 Strategic Plan: Focusing for the Future

Initiative	Investment Category
Communities - Cross-Strategy Investments	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Capacity Building Consortium	* *	$1,029,000	0.00%

Program Summary

**Costs were restructured for FY 16-17 into a new presentation that staff feels is more representative of the strategies and activities being advanced during the fiscal year. As such, costs for FY 15-16 were not defined or broken out in the same manner, and costs may have been embedded within other or multiple programs elsewhere in the Budget. Refer to the following narrative detail, as well as Attachment A – "FY 2016-17 Budget Summary for Programs by Initiative/Program" for additional information.

This program area is aligned with the intent of the Communities Outcome Area, which is to increase community capacity to support and promote the safety, healthy development and well-being of children prenatal to age 5 and their families. In alignment with the 2015-2020 Strategic Plan, community capacity means:

•Community members have a shared vision and act collectively to improve the policies, services and environments that impact families (Communities Outcome Priority Focus Area #1)
•Communities have ECE and health-related services and supports that meet family needs (Communities Outcome Priority Focus Area #2)
•Communities have physical places and spaces that promote healthy living and encourage interaction (Communities Outcome Priority Focus Area #3)

The purpose of First 5 LA's capacity building approach is the strengthen the ability of communities to support families, build parent/resident participation in their community, improve the coordination of the systems that serve families, and support enhancements to the environments in which families live, learn, play and work. Capacity building, therefore, is a cross-strategy investment and should be coordinated to promote integration across strategies and strengthen the overall impact of First 5 LA's capacity building efforts.

To this end, staff is developing a Capacity Building Consortium (CBC), which is a partnership of organizations and consultants that provide training, technical assistance, and coaching for nonprofit organizations, networks, and Community Partnerships involved in First 5 LA's Best Start community capacity building initiative. The purpose of the CBC is to assist these entities in becoming more effective, responsive, and innovative by: 1) sustaining collaborative efforts within and across sectors; 2) addressing barriers to improve programs and services; 3) engage in ongoing peer learning; 4) working with parents and residents as partners; and 5) building the information and evidence base to promote policy and systems improvements.

The CBC is the capacity building arm of the Communities Outcome Area. It is expected to fulfill some of the functions currently fulfilled by staff (e.g. facilitating Learning Communities and grantee convenings) and provide for a more coordinated and integrated capacity building approach. Specifically, the CBC will:

• Provide resources and expertise in the Communities Outcome Area
• Include experience and expertise in community capacity building, organizational capacity building, and network/coalition building
• Plan and implement Learning Communities for the Community Partnerships and grantees/partners across the three strategies of the Communities Outcome Area
• Be a repository of best practices
• Promote learning and action
• Be a thought partner with First 5 LA

There are several inputs to inform the development of the CBC. This includes information First 5 LA is gathering through two Requests for Information (RFI). One focuses on community resource networks and the other focuses on strengthening infrastructure support for the Best Start Community Partnerships. These RFIs as well as focus groups and interviews with key stakeholders -- including Best Start Community Partnerships, representatives from county departments, and other funders -- will provide information on the existing capacity, needs and opportunities for First 5 LA to add value and be a partner in and/or catalyst for capacity building work in Los Angeles County.

First 5 LA will hire one or more consultants (as needed) with expertise in capacity building approaches and systems

Initiative	Investment Category
Communities - Cross-Strategy Investments	2015-2020 Strategic Plan: Focusing for the Future

to assist staff with information gathering, analysis and the refinement of our capacity building approach across the three strategies in the Communities Outcome area. Staff anticipates the CBC to be launched in early 2017.

Spending Plan and Funding Methodology

Projected funding for the Capacity Building Consortium is $1,029,000, which consists of planning & development costs ($40,000) and implementation costs ($989,000).

I. Planning & Development = $40,000
Consultant Support – approx. 50 hours per month over five months x $150 per hour based on First 5 LA's reimbursement schedule. Total = $37,500 ($40,000 rounded

II. Implementation = $989,000
Total projected implementation consists of (a) Capacity Building Support ($693,000), (b) Specialized Training & Technical Assistance ($126,000), (c) Learning Communities ($79,000) and (d) Coordination ($89,000)

Projected funding based on the following activities and historical expenditures.

(A) CAPACITY BUILDING SUPPORT - $693,000

Costs for ongoing capacity building support to grantees and Community Partnerships
40 hours per month x $150 per hour x 6 months x 14 BSCs = $504,000 (Strategy 1)
15 hours per month x $150 per hour x 6 months x 14 BSCs = $189,000 (Strategy 2)

(B) SPECIALIZED TRAINING & TECHNICAL ASSISTANCE - $126,000

Training & TA Pool: 10 hours x $150 per hour x 6 months x 14 BSCs = $126,000
• $150 per hour based on First 5 LA's reimbursement schedule
• $18,000 allocated across strategies and used on an as-needed basis
• Expenses included for only 6 months of funding (Jan - June 2017). First six months of the fiscal year managed by First 5 LA staff.

(C) LEARNING COMMUNITIES - $80,000

- Strategy 1: Shared Vision/Collective Action ($59,000 TOTAL)

(1) Cross-Community Learning Exchanges = $41,000
Calculations based on historical expenditures:
• Quarterly Cross-Community Learning Exchanges: 2 exchanges x $10,000 (includes child care, transportation, food, translation) = $20,000
• Learning Exchanges by region or topic: 4 exchanges x $4,000 (includes child care, transportation, food, translation) = $16,000
• Contractor to support topical exchanges: 5 hours per month x 6 months x $150/hour = $4,500 ($5,000 rounded)

(2) Building Stronger Families (BSF) Grantees = $5,900 ($6,000 rounded)
Costs for convening of BSF grantees calculated as follows:
2 Half day convening (approx. four hours) = $5,900
• Consultant support for facilitation and prep = 5 hours x $150 per hour = $750
• Food = $15 per day x 30 attendees = $450
• Venue = $1,000 average cost based on historical expenditures = $1,000
• Experts/trainers (as needed) = 5 hours x $150 per hour = $750
Total = $2,950 x 2 convenings = $5,900

(3) Long-Term Support Structure (LTSS) Convenings = $12,000
Costs associated with convenings related to LTSS beginning in Spring of 2017
Full day convening with breakouts (six to eight hours):
• Consultant support for facilitation and prep = 10 hours x $150 per hour = $1,500

Initiative	Investment Category
Communities - Cross-Strategy Investments	2015-2020 Strategic Plan: Focusing for the Future

• Food = $15 per day x 70 attendees = $1,050
• Venue = $2,500 average cost based on historical expenditures = $2,500
• Experts/trainers (as needed) = 5 hours x $150 per hour = $750
Total = $5,800 x 2 = $11,600 (rounded to $12,000)

- Strategy 2: Community Resource Networks ($12,000 TOTAL)

Community Resource Network Convenings = $12,000
Full day convening with breakouts (six to eight hours):
• Consultant support for facilitation and prep = 10 hours x $150 per hour = $1,500
• Food = $15 per day x 70 attendees = $1,050
• Venue = $2,500 average cost based on historical expenditures = $2,500
• Experts/trainers (as needed) = 5 hours x $150 per hour = $750
Total = $5,800 x 2 = $11,600 (rounded to $12,000)

- Strategy 3: Built Environment: Policy/Advocacy ($9,000 TOTAL)

Convening advocacy partners/grantees = $9,000
Half day convening (approx. four hours):
• Consultant support for facilitation and prep = 5 hours x $150 per hour = $750
• Food = $15 per day x 30 attendees = $450
• Venue = $1,000 average cost based on historical expenditures = $1,000
• Experts/trainers (as needed) = 5 hours x $150 per hour = $750
Total = $2,950 x 3 convenings = $8,850 (rounded to $9,000)

(D) COORDINATION (calculated as 10% of total amount) - ($90,000 TOTAL)
• Capacity Building Support = $693,000
• Specialized Training & TA = $126,000
• Learning Communities = $80,000
• Subtotal = $899,000 x 10% = $89,900 (rounded to $90,000)

Total CBC Implementation Costs = $899,000 + $90,000 = $989,000

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

Initiative	Investment Category
Communities - Cross-Strategy Investments	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Communications & Marketing	$1,200,000	$1,670,000	39.16%

Program Summary

Communications is recognized as one of six Board-identified and approved investment strategies to advance the outcome areas of First 5 LA's 2015-2020 Strategic Plan.

In FY 16-17, the Communications and Marketing Department's activities to build First 5 LA's brand, engage decision makers, elevate awareness and create urgency, and support internal communications will advance all three strategies of the Communities Outcome Area, that include:
Strategy 1 - Shared vision/collective action
Strategy 2 - Coordinated resource networks; and
Strategy 3 - Built environment advocacy

The Communications and Marketing Department's activities will focus on strengthening communications skills, building relationships with key stakeholders, and effectively conveying the Best Start story in an effort to develop broad support and engagement in activities across the three strategies.

The Communications and Marketing Department work in advancing these strategies include building connections between and across Best Start communities and grantees and supporting the peer-to-peer learning strategy employed through Best Start.

The majority of resources (62%) for this cross-strategy Communications and Marketing investment is allocated to building the communications capacity of Best Start Community Partnership members.

For the past three years, Communications and Marketing Department staff assigned to the Best Start effort has worked to build Community Partnership capacity to more effectively use communications and marketing strategies as tools to engage the broader community. Communications skills development is a critical component of a healthy community change effort along with fostering a broader, sustainable impact. Because of this, there is a growing need and desire to continue and deepen communications capacity building work across the 14 Best Start communities.

Resources are allocated in the FY 16-17 budget to provide each Community Partnership with a dedicated Communications Capacity Builder (CCB) whose sole objective is to build and enhance the communications skills of the Partnership members and support community-level communications and marketing strategies.

In their first phase of work, CCBs will, under the guidance of Communications and Marketing Department staff, co-design and execute community-level communications and marketing plans with each Partnership's communications workgroup or equivalent. The plan's objectives will be to increase the visibility of the Partnership, build brand awareness, and build relationships that, in time, leverage and mobilize the existing community resources of a community. In phase two of work, communications capacity building support will be integrated into the Long-Term Support Structure with support from the Capacity Building Consortium, as needed.

Spending Plan and Funding Methodology

1) $600,000 GENERAL BEST START COMMUNICATIONS & MARKETING
The FY 16-17 budget for the Communities Outcome Area, Cross Strategy Investment Category places Communications and Marketing Department activities into three primary categories: Marketing, Strategic Communications, and Inter/Intra Communications.

Marketing: Projected expenses are based on prior experience with the development of marketing materials to support three strategies of the three Communities Outcome Area during FY 16-17. Anticipated activities for FY 16-17 will include, but are not limited to, the following:
• Publications and Collateral Materials: Expenses for publications (e.g., one-sheets, stories, graphic design, writing and editing) and collateral materials (e.g., brochures, posters, decals and signage) are based on historical costs. $44,500
• Promotional Items: Includes resources to promote activities across the three strategies of the Communications

Initiative	Investment Category
Communities - Cross-Strategy Investments	2015-2020 Strategic Plan: Focusing for the Future

Outcome Area and reinforce key messages. This cost area also included resources for reprinting the "Ready for Kinder Book" developed by one of the Best Start Partnerships. $81,000
• Website: Includes resources for a countywide contractor to re-design the website and produce content (e.g., stories). $70,000
• Videos: Projected expenses include live action videography (approx. $10,000) and animated graphics (approx. $25,000). $35,000
• Social Media: Projected expenses include Facebook promotional. $1,000
• Event and Conference Sponsorships. $30,000

TOTAL MARKETING = $261,500 (Rounded to $265,000)

Strategic Communications: Based on previous work and the projected need to message activities across the three strategies of the Communities Outcome Area, it is estimated that approximately $150,000 will be needed to support the work.

Anticipated activities for FY 16-17 will include, but are not limited to, the following:
• Stakeholder Engagement: During FY 14-15, stakeholder engagement support was provided via a contract with Nakatomi and Associates (approx. $75,000). For FY 16-17, it is anticipated that more support in this area will be required.
Total = 45 hours per community x $150 per hour x 14 communities = $94,500 (rounded up to $100,000)
• Message Training: Includes resources for consultants to support media and public speaking training.
Total = 12 hours x $150 per hour x 14 communities = $25,200 (rounded down to $25,000)
• Activities Events: Based on historical costs for hosting an annual cross-community event, projected expenses for FY 16-17 are estimated at $25,000 which includes resources for space rental, catering, invitations and even planning support.
• Transition Messaging: as the Best Start model evolves, the consistency and frequency of the communications with communities must be robust to ensure “buy-in.” These monies will go towards consultant support for a transition communications plan for all 14 communities. At the standard consultant rate of $150, with approximately 24 hours of consultant support per community, this will cost approximately $50,000.
TOTAL STRATEGIC COMMUNICATIONS = $200,000

Inter/Intra Communications: As First 5 LA implements the Communities Outcome Area of the 2015-2020 Strategic Plan, there will be an increased need to strengthen internal communication across departments and staff, as well as to Partnership members and other key stakeholders and partners across the 14 communities.

It is estimated that approximately $135,000 will be needed to execute the work. Anticipated activities for FY 16-17 will include, but are not limited to, the following:
• Partnership Update Newsletter: Includes the production of a monthly print/online newsletter to share updates on activities across the three strategies.
Graphic design for online and hard copy layout in four languages: $1,500 per issue x 12 months = $18,000
Print costs: $1,500 per issue x 12 months = $18,000
TOTAL = $36,000

• Support for Learning Communities: Includes resources to support cross-community convenings.
Videos = $2,000
Graphic design support = $2,000
TOTAL = $4,000

• Online tools: An online community site would require vendor support for site development and management.
Site manager: 40 hours per month x $100 per hour X 12 months = $48,000 (rounded up to $50,000)
A subscription to one or more online tools such as Groupsite = $2,500.

• Materials Translation: Because of the multilingual nature of First 5 LA's place-based work, resources are required to translate materials to Spanish, Khmer and Mandarin. Total resources anticipated for translation support: $12,000 for Spanish + $15,000 for Khmer + $15,000 for Mandarin = $42,000
TOTAL INTER/INTRA COMMUNICATIONS ESTIMATES = $134,500 (rounded up to $135,000)

Initiative	Investment Category
Communities - Cross-Strategy Investments	2015-2020 Strategic Plan: Focusing for the Future

2) $1,070,000 COMMUNICATIONS CAPACITY BUILDING/BEST START COMMUNITY-SPECIFIC MARKETING
During the first phase of work during FY 16-17, and under the guidance of the Communications Officers, Communications Capacity Builders will focus on the creation of and support of Communications Workgroups (or an equivalent type of group) within each Community Partnership. Communications Workgroups are responsible for the co-design and execution of communications and marketing plans for each Best Start community.

During FY 16-17, workgroups will increase the visibility of the Partnership, build brand awareness, and build relationships that, in time, leverage and mobilize existing community resources. The Community-Specific Marketing allocation is available to support the activities outlined in the Communications & Marketing Plans.
• Communications Capacity Builders = $720,000 (rounded)
Currently there are three full-time Communications Officers (CO) and two part-time staff dedicated to telling the Best Start story. For FY 15-16, COs spend approximately 30 hours per month on communications capacity building and community-level marketing for each BSC. Based on these numbers, it is estimated that for FY 16-17, each community will require approximately 28 hours of consultant time per Community Partnership per month, to build the communications capacity/literacy of the Communications Workgroup and Partnership. Based on the standard consultant's rate of $150 hour, the total for all 14 communities is approximately $720,000. Capacity building will include activities such as social media training, event planning, media relations, writing and storytelling, public speaking, etc.
TOTAL = 28.5 hours x $150 per hour x 12 months x 14 communities = $718,200 (rounded to $720,000)
• Community-Specific Communications & Marketing Plans = $350,000 for all 14 Best Start Communities
As Community Partnership members continue to develop communications skills, workgroup members will co-design Communications & Marketing plans with assistance from Communications Capacity Builders. Based on previous years' experience – in FY 13-14 each community had approximately $40,000 to support activities, and in FY 14-15 and FY 15-16 each community had approximately $25,000 to support activities – the implementation of Communications & Marketing plans will require an average of $25,000 of funding per community.
TOTAL = $25,000 x 14 communities = $350,000

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

Note that the FY 15-16 budget amount of $1,870,000 was reduced at mid-year by $670,000 ($520,000 for the Community Capacity Builders and $150,000 for technical assistance for the Capacity Builders). The Place-Based Communications & Marketing budget was reduced due to delay of enacting a plan to bring on Communications Capacity Builders for all 14 communities, thus resulting in the increase for FY 16-17.

Initiative	Investment Category
ECE Strategy 1 - Policy/Advocacy	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
ECE Policy Advocacy Fund	* *	$3,000,000	0.00%

Program Summary

**Costs were restructured for FY 16-17 into a new presentation that staff feels is more representative of the strategies and activities being advanced during the fiscal year. As such, costs for FY 15-16 were not defined or broken out in the same manner, and costs may have been embedded within other or multiple programs elsewhere in the Budget. Refer to the following narrative detail, as well as Attachment A – "FY 2016-17 Budget Summary for Programs by Initiative/Program" for additional information.

First 5 LA's 2015-2020 strategic plan envisions dedicating resources to Early Care and Education (ECE) public policy change and advocacy. The Board-approved FY 15-16 budget and Long Term Financial Projection assume up to $15 million dedicated toward ECE policy and advocacy activities through 2020, or up to $3 million per year. In January 2016, staff presented the concept of an ECE Policy and Advocacy Fund, known as ECE PAF, to the Board of Commissioners Program and Planning Committee. From this fund, staff envision two categories of funding: (1) partnership grants to key state and local ECE advocacy organizations, and (2) grant funding to support emerging ECE public policy and advocacy-related projects which will directly support First 5 LA's goal of ensuring all children in LA County have access to quality, affordable child care and preschool. Though First 5 LA will retain decision rights on both categories of funding, the ECE PAF would be administered by an intermediary organization to improve administrative efficiency and allow First 5 LA staff to directly engage with partners and grantees.

Spending Plan and Funding Methodology

The Board-approved FY 15-16 budget assumed the ECE PAF would launch in early 2016, and provided $1 million to fund activities for 4 months. This funding was appropriated within the Policy and Intergovernmental Affairs budget under the Policy Agenda/Advocacy initiative - Early Learning Advocacy Strategies program. Due to staff capacity constraints, the ECE PAF will not launch until the beginning of FY 16-17. Given these assumptions, the FY 16-17 budget appropriates a full year of ECE PAF funding ($3 million) to these strategic plan-related activities.

The funding appropriated for ECE PAF in FY 16-17 assumes resources for the development, launch, and implementation of the fund. Staff assumes the $3 million will be expended in the following ways:

For general ECE PAF development and implementation:
(1) One-time funding for the intermediary to work with First 5 LA staff to design and launch the first phase of ECE PAF funding - $50,000
(2) Funding for the intermediary to coordinate and manage all grantmaking and ECE PAF operations - $100,000

For the Partnership Grants:
(1) Funding for meeting facilitation and coordination - $150,000
(2) Funding for grantee technical assistance and capacity building activities - $200,000
(3) Funding for partnership grants to advocacy organizations - $2,000,000

For Emerging Opportunities:
(1) Set-aside for emerging opportunities - $500,000

Total funding for FY 16-17 - $3,000,000

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

FY 15-16 assumed $1 million in funding for the ECE PAF through the Policy and Intergovernmental Affairs Budget. The Long Term Financial Plan presented to the Board also assumed $3 million per year to support policy and advocacy activities related to ECE through 2020. The Policy and Intergovernmental Affairs Department Budget no longer assumes any funding for the ECE PAF.

Initiative	Investment Category
ECE Strategy 1 - Policy/Advocacy	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Grade Level Reading Campaign	$300,000	$285,000	-5.00%

Program Summary

In FY 16-17, First 5 LA will continue to dedicate fiscal resources, matched by other campaign stakeholders, to support the ongoing implementation of the LA Grade Level Readiness (GLR) School Readiness Workgroup (SRW) action plan. The GLR Campaign is a nationwide effort, conceived and launched by the Annie E. Casey Foundation in 2012 - with the goal that by 2020, a dozen or more states will increase by at least 100 percent the number of children from low-income families reading proficiently by the end of third grade. The GLR Campaign has three focus areas by which communities can address this challenge: school readiness, chronic absenteeism, and summer learning. Given the alignment of the of the School Readiness focus area with First 5 LA's Strategic Plan, First 5 LA initiated the convening of the SRW.

Launched in March 2015, the charge of the SRW is to increase the number of low-income children in LA County who enter Kindergarten ready for school. The SRW includes a diversity of systems-level actors from multiple sectors, all with a common interest in improving school readiness for children in LA County. The current SRW membership represents 23 organizations, including foundations, nonprofits, school districts, City/County agencies, colleges, advocacy organizations and the business sector. The SRW identified three priorities for which the SRWs' respective organizations will commit to collectively support to improve school readiness. The priorities include advancing policies and systems that:

1) Kindergarten Readiness Assessment (KRA): Support the adoption and implementation of a Countywide KRA;
2) Quality Rating Improvement Systems (QRIS): Increase the number of programs participating in QRIS;
3) Family Engagement: Effectively engage families to support school readiness in the home;

In FY 16-17, First 5 LA will continue its partnership with consultant Glen Price Group (GPG) to help facilitate and monitor the implementation of the SRW collective action plans. Resources are also budgeted to support emerging SRW implementation activities and tasks that require additional resources to accomplish.

This strategic partnership with GPG for continued facilitation of the SRW represents one specific contract and project—among a diversified portfolio of First 5 LA efforts—to support school readiness through policy and systems change as well as direct services (i.e. Welcome Baby, Select Home Visitation). While the GLR SRW will be managed under the ECE Outcome Area, First 5 LA's support for and participation in the SRW is aligned with and complementary to school readiness work across each of the four outcomes areas: families, communities, health and ECE.

The work of the SRW also provides an opportunity for stakeholders to elevate and address the need for greater alignment between developmentally appropriate early learning practices and principles and the more rigorous, academic focus of the K-12 system. As an example, the SRW has identified kindergarten readiness as an area for focused attention. Kindergarten readiness assessments (KRAs) can help support teachers to tailor their instruction to individual student needs as well as help policy makers craft policies and reforms that address readiness gaps identified at a population level. In LA County, there is variation in the KRA tools used, the developmental domains assessed, and the purposes for which the tools are used and valued. The SRW, informed by the First 5 LA-funded research of Children Now, provides a county-wide table for systematically thinking through and driving towards consensus on supporting both students and schools in this pivotal period of a child's transition to kindergarten.

Spending Plan and Funding Methodology

The FY 16-17 SRW Facilitation budget is based on actual costs in FY 15-16 needed to launch and facilitate the SRW and three subgroups for KRA, QRIS, and Parent Engagement. It is estimated that the SRW Facilitator will continue to provide an average of 73 hours per month (at $150/hour) for 12-months for up to 11 SRW monthly convenings, and up to 33 monthly subgroup calls. First 5 LA will also continue to cover associated meeting costs for the 11 in-person SRW convenings at $200 per month x 11 ($2,200 total).

Resources are also budgeted to support SRW Strategy implementation efforts and are estimated at $150,000 (two opportunities at $75,000 each, based on previous GLR related investments, such as the KRA Landscape Analysis).

Budget Fiscal Year: 2016 - 2017	Status: Proposed

Initiative	Investment Category
ECE Strategy 1 - Policy/Advocacy	2015-2020 Strategic Plan: Focusing for the Future

This budget is an estimate, as the scope and budget will be developed based on activities identified by the SRW and in alignment with First 5 LA Strategic Plan goals. Estimated funds are included to ensure staff have the ability to take advantage of immediate leveraging/partnership opportunities to advance SRW goals and action plans.

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

Total budgeted amount of $285,000 for the GLR Campaign in FY 16-17 is consistent with the $300,000 budgeted in FY 15-16, previously listed under Resource Mobilization-ECE.

Funds previously designated to support the GLR Steering Committee (no longer in existence) have been shifted to cover facilitation and support of the expanded work of the SRW and the implementation of the KRA, QRIS and Parent Engagement subgroup action plans. As action plans are refined by each SRW subgroup, additional financial resources, matched by other campaign stakeholders, are needed to support implementation, coordination and measurement of the SRW strategies in alignment with the First 5 LA Strategic Plan.

Initiative	Investment Category
ECE Strategy 1 - Policy/Advocacy	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Kindergarten Readiness Assessment	* *	$330,000	0.00%

Program Summary

**Costs were restructured for FY 16-17 into a new presentation that staff feels is more representative of the strategies and activities being advanced during the fiscal year. As such, costs for FY 15-16 were not defined or broken out in the same manner, and costs may have been embedded within other or multiple programs elsewhere in the Budget. Refer to the following narrative detail, as well as Attachment A – "FY 2016-17 Budget Summary for Programs by Initiative/Program" for additional information.

A goal of the Early Care and Education (ECE) outcome area of the 2015-2020 Strategic Plan is to advance a common Kindergarten Readiness Assessment (KRA) that can help inform and drive ECE policy, fiscal, and systems change.

In April 2015, First 5 LA contracted with Children Now to complete a landscape scan of KRA use across the County and produce a report with key findings and implications for the identification and adoption of a common KRA across districts in LA County. This scan intends to serve as the first phase of a multi-year strategy to achieve a common readiness assessment used throughout LA County.

In FY 16-17, First 5 LA will build upon the FY 15-16 KRA study by convening a KRA Communities of Practice (COP) with local school districts and other key stakeholders. Lessons from other states, as well as California counties that have begun to implement a common KRA, will provide guidance on speed, sequencing, and strategic partnerships needed to be successful in LA County. Learnings from these convenings will help First 5 LA determine the next steps in achieving the goal of a common KRA across the County.

The proposed COP builds upon the existing work of the First 5 LA-supported LA Grade Level Reading Campaign (GLR) School Readiness Workgroup (SRW) to advance a common KRA in LA County. The COP will leverage the momentum of the SRW KRA subgroup's action plans to maximize resources and ensure a coordinated effort among KRA stakeholders.

Spending Plan and Funding Methodology

The funding level budgeted for FY 16-17 is based on similar efforts planning and implementing Communities of Practice in other counties across the state. Budget includes projected costs for planning, facilitation, research and synthesis of findings. Specific budget and deliverables will be developed with identified partner(s) during contract negotiations.

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

The budget to support KRA activities was previously listed under Resource Mobilization-ECE under the Grade Level Reading Campaign.

In FY 15-16, First 5 LA funded a six-month KRA landscape study which cost $73,255 and involved conducting surveys and interviews with representatives from school districts. In FY 16-17 the next phase of KRA work, including support for the Communities of Practice, is anticipated to be more intensive and requires an increased level of funding.

Initiative	Investment Category
ECE Strategy 2 - QRIS	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Early Childhood Educators Improving Quality (CCALA)	*	$600,000	0.00%

Program Summary

* Any FY 15-16 costs for these activities were covered through the Strategic Plan Implementation Fund (SPIF). Costs budgeted in SPIF were preliminary estimates because new Strategic Plan activities were still under development at the time the FY 15-16 Budget was approved. As such, costs were not necessarily delineated or defined in the same manner as presented in the FY 16-17 Budget. In some cases, no costs were included in SPIF for activities that were not anticipated to occur during Year 1 of the 2015-2020 Strategic Plan. Refer to the following narrative detail, as well as Attachment A – "FY 2016-17 Budget Summary for Programs by Initiative/Program" for additional information.

Through F5CA's IMPACT Initiative, F5LA has convened the stakeholders who have implemented the Quality Rating Improvement Systems (QRIS) in LA County to date. These partners are collectively referred to as the QRIS Architects and include: LAUP, Child Care Alliance of Los Angeles (CCALA), LA County Office of Child Care (LAC -OCC), and the Los Angeles County Office of Education (LACOE). Also included are Partnerships for Education, Articulation and Coordination through Higher Education (PEACH) and the Local Planning Council. While the major focus of the QRIS Architects will be to build the single QRIS system over the next two to three years, the Architects have collectively agreed that it is also important to maintain engagement of providers currently involved in QRIS activities. Providers served through CCALA's Steps to Excellence Program (STEP) and Gateways for Early Educators will no longer be engaged in QRIS after June 2016 due to the ending of the federal Race to the Top - Early Learning Challenge (RTT-ELC) grant and the end of the First 5 LA- funded ECE Workforce Consortium. This continuation of quality support services provided through the STEP and Gateways projects is critical to accomplishing the QRIS objectives established in the strategic plan. To this end, the Commission approved the use of a portion of the remaining funds from the ECE Workforce Consortium to be used to support this effort.

On January 14, 2016, the Board of Commissioners voted to allocate remaining funds (estimated at $2.5-$3 million) from the ECE Workforce Consortium to support activities that are aligned to the Strategic Plan ECE Outcome Area (Agenda Item: 4E). This program (estimated at $600,000 per year over two years) is one of the activities supported by this Board action and will serve to provide quality improvement support to ECE sites rated under the LA County Office of Child Care's federal Race to the Top Early - Learning Challenge (RTT-ELC) grant.

Spending Plan and Funding Methodology

On January 14, 2016, the Board of Commissioners voted to allocate remaining funds (estimated at $2.5-$3 million) from the ECE Workforce Consortium to support activities that are aligned to the Strategic Plan ECE Outcome Area (Agenda Item: 4E). This program (estimated at $600,000 per year over two years) is one of the activities supported by this Board action and will serve to provide quality improvement support to ECE sites rated under the LA County Office of Child Care's federal Race to the Top Early - Learning Challenge (RTT-ELC) grant.

Numbers were calculated based on the cost estimates of the current structure of the Gateways coaching model, with the assumption of coaching approximately 200 sites (the anticipated number of sites that have been rated under RTT-ELC and who will not be receiving coaching under the California State Preschool Program (CSPP) QRIS block grant) . Total approximate cost per site to maintain the Gateways coaching model is approximately $3,000. $3,000 x 200 sites = $600,000 to maintain engagement of QRIS providers in FY 16-17.

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

Initiative	Investment Category
ECE Strategy 2 - QRIS	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
QRIS Architects Group and Systems Planning	*	$1,085,000	0.00%

Program Summary

* Any FY 15-16 costs for these activities were covered through the Strategic Plan Implementation Fund (SPIF). Costs budgeted in SPIF were preliminary estimates because new Strategic Plan activities were still under development at the time the FY 15-16 Budget was approved. As such, costs were not necessarily delineated or defined in the same manner as presented in the FY 16-17 Budget. In some cases, no costs were included in SPIF for activities that were not anticipated to occur during Year 1 of the 2015-2020 Strategic Plan. Refer to the following narrative detail, as well as Attachment A – "FY 2016-17 Budget Summary for Programs by Initiative/Program" for additional information.

QRIS Systems Planning involves several different contracts being funded through First 5 CA IMPACT funds. IMPACT is a First 5 CA initiative to support a network of local quality rating and improvement systems (QRIS) to better coordinate, assess, and improve the quality of early learning settings. First 5 IMPACT is an innovative approach that forges partnerships between F5CA and counties to achieve the goal of helping children ages 0 to 5 and their families thrive by increasing the number of high-quality early learning settings, including supporting and engaging families in the early learning process.

Through F5CA's IMPACT Initiative, F5LA has convened the stakeholders who have implemented QRIS in LA County to date. These partners are collectively referred to as the QRIS Architects and include: LAUP, Child Care Alliance of Los Angeles (CCALA), LA County Office of Child Care (LAC-OCC), and the Los Angeles County Office of Education (LACOE). Also included are Partnerships for Education, Articulation and Coordination through Higher Education (PEACH) and the Local Planning Council. In Los Angeles County, our IMPACT funding will focus on building a single, cohesive QRIS system that serves the counties children in both center-based settings as well as licensed family child care homes. The effort is organized into four phases: Define, Learn, Test, and Scale. FY 16-17 represents the second year of IMPACT funding and will largely focus on reflecting upon LA County lessons learned around QRIS, as well as lessons that might be applied to Los Angeles from other states and localities implementing QRIS. The majority of FY 16-17 costs are related to the provision of facilitation services by a contractor, VIVA Strategy + Communication (VIVA). VIVA has extensive experience working on issues related to developing and implementing QRIS, fostering collaboration between different entities, and has previously worked with a number of F5 Commissions on issues related to QRIS. The primary activities of QRIS Systems Planning during FY 16-17 include VIVA's contract to facilitate the QRIS Architects meetings, participation stipends for the QRIS Architects, and conducting a local validation study to see what results from a statewide QRIS validation study are applicable to Los Angeles County specifically.

Spending Plan and Funding Methodology

How the funds will be spent:
VIVA Strategy + Communication - VIVA will assist with a number of tasks related to IMPACT, including project management, preparing materials for and facilitating monthly QRIS Architects meetings, developing MOUs between the QRIS Architects, developing a microsite to facilitate communication and coordination, and coordinating meetings with content experts.

QRIS Architects Participation Stipends - As part of this systems-building process, First 5 LA is offering a participation stipend to each Architect agency fully participating in the the systems-building process with the understanding that participants' expertise and insight is valuable and necessary to create a unified QRIS vision and approach in for Los Angeles County. In the spirit of this shared ownership, the IMPACT systems building participation stipend is intended to honor the agency's participation and expenses, not to offset the entire staff cost incurred. The participation stipend will support the consistent attendance and participation of two key leadership level staff from each Architect organization at meetings and learning opportunities.

Local Validation Study - The Los Angeles County IMPACT work will include a research project that will build upon data collected as part of the Race to the Top – Early Learning Challenge (RTT-ELC) QRIS statewide validation study conducted by American Institutes of Research. The study will include (1) the replication of the statewide validation analyses to see if findings are different with Los Angeles County's population of providers and to explore alternative

Initiative	Investment Category
ECE Strategy 2 - QRIS	2015-2020 Strategic Plan: Focusing for the Future

ways of calculating QRIS ratings and (2) the collection of additional quality data (particularly in Family Child Care homes) to augment the data collected in the statewide study .

How funding level was determined:

Viva Strategy + Communications - $433,000
The FY 16-17 costs are based on the budget from the executed contract with Viva Strategy + Communication (February 2016 – June 2018). The estimated budget is $433,000 for FY 16-17, which includes 3,174 hours of staff time, travel costs, and supplies associated with facilitation of QRIS-related discussions among the LA County QRIS Architects.

Participation Stipends – $346,000 ($345,450)
In order to partially offset the costs associated with the time and effort commitment of the QRIS Architects, First 5 LA will provide participation stipends for each of the 7 entities at the QRIS Architects table. In FY 16-17, each QRIS Architect entity will receive a stipend of $49,350. To calculate the stipend amount, the following assumption was used: 326 hours of staff time at a rate of $150/hour, assuming two staff per entity. In addition, $450 per agency is budgeted for mileage costs to travel to and from the required meetings as part of the stipend.

Local QRIS Validation Study - $250,000
The budget for this study is based on a high level estimate from American Institutes for Research (AIR), the contractor who conducted the statewide QRIS validation study. The proposal includes costs for analyzing existing data ($65,000) as well as costs for collecting additional data from a broader range of quality sites and from additional Family Child Care Homes ($447,000) for a total 12 month estimate of $512,000. We do not anticipate beginning the study until halfway through the fiscal year, so the FY 16-17 budget is for approximately half the full amount.

Travel - $56,000 ($55,350)
Travel costs were estimated with an assumption of 4 in-state trips per Architect agency, with one staff member from each of the 7 agencies attending each trip and 2 F5LA staff attending each trip. The total cost estimate, including travel, lodging, and per diem per staff member per in-state trip was $675 (travel costs of $300, one night of lodging at $225 per night, and per diem of $150 per person per trip). This totals $2,700 per person ($675/in state trip * 4 trips * 9 individuals) per year or $24,300 total for in state travel. We also assumed 3 out-of-state trips for the same number of people. The total cost estimate, including travel, lodging, and per diem per staff member per out of state trip was $1,150 (travel costs of $550, two nights of lodging at $225 per night, and per diem of $150 per person per trip). This totals $3,450 per year per person ($1,150/out of state trip * 3 trips * 9 individuals), or $31,050 total for out of state travel.

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

FY 15-16 was focused primarily on establishing the QRIS Architects group and developing a countywide vision. FY 16-17 represents a full program year and moves IMPACT into the “learn” phase during which the Architects will go on learning journeys and meet more often.

Initiative	Investment Category
ECE Strategy 2 - QRIS	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
QRIS Continuous Site Engagement (LAUP)	*	$16,868,000	0.00%

Program Summary

* Any FY 15-16 costs for these activities were covered through the Strategic Plan Implementation Fund (SPIF). Costs budgeted in SPIF were preliminary estimates because new Strategic Plan activities were still under development at the time the FY 15-16 Budget was approved. As such, costs were not necessarily delineated or defined in the same manner as presented in the FY 16-17 Budget. In some cases, no costs were included in SPIF for activities that were not anticipated to occur during Year 1 of the 2015-2020 Strategic Plan. Refer to the following narrative detail, as well as Attachment A – "FY 2016-17 Budget Summary for Programs by Initiative/Program" for additional information.

In November 2015, the First 5 LA Board of Commissioners approved LAUP to access an estimated $50.5M in remaining funds following the end of LAUP's Master Agreement. A significant portion of the fund balance will be allocated to implement F5CA's Improve and Maximize Programs so All Children Thrive (IMPACT).

IMPACT is a First 5 CA initiative to support a network of local quality improvement systems to better coordinate, assess, and improve the quality of early learning settings. First 5 IMPACT is an innovative approach that forges partnerships between F5CA and counties to achieve the goal of helping children ages 0 to 5 and their families thrive by increasing the number of high-quality early learning settings, including supporting and engaging families in the early learning process. Through this contract, the bulk of LAUP's new activities will focus on providing early childhood sites with quality improvement services, including coaching and training, technical assistance and ratings. To further advance our organizations' respective strategic plans, LAUP will also engage in policy and advocacy activities to promote long-term, sustainable investments in high quality early learning activities as well as undertake activities related to the development of a highly qualified early care and education (ECE) workforce.

Spending Plan and Funding Methodology

Following the end of LAUP's Master Agreement on June 30, 2016, an estimated $50.5 million will remain in the fund balance. In FY 16-17, LAUP estimates spending approximately $16.87 million of those remaining funds. The first year of the new contract will focus on the provision of QRIS supports and ratings to 239 sites, representing 51% of the required number of sites through the IMPACT grant (remaining sites will be served through CSPP QRIS Block Grant), activities relating to advancing a high quality early care and education policy and advocacy agenda, and developing a highly qualified early care and education workforce.

These estimates include (all dollar amounts were rounded):

Personnel Costs
LAUP proposes funding approximately 91.67 FTEs with the remainder of the fund balance. These positions include senior cabinet positions, as well as communications and marketing positions, research and evaluation positions, financial positions, and coaching positions.

Fringe Benefits
Fringe benefits are calculated at 35% of the personnel costs, including 8.98% for FICA/SUI, Health Insurance at 13% , Retirement benefits at 3%, Insurance and workers' compensation at 6.73%, and PTO at 3.29%.

Supplies
General office supplies are estimated at $151,005 for FY 16-17.

Travel and Meeting:
These costs are estimated at $281,465 for provider trainings, $23,665 in conference fees, $84,415 in community event expenses (policy and advocacy), $180,660 in travel expenses, $6,015 in parking costs, and $161,783 for mileage for all field staff, including coaches, family engagement specialists, program leadership consultants, and community engagement staff.

Equipment:

Initiative	Investment Category
ECE Strategy 2 - QRIS	2015-2020 Strategic Plan: Focusing for the Future

These cost estimates include $147,105 in IT equipment and $4,500 in communications equipment

Contractual:
Contractual costs include fees for Quality Service Specialists, Program Support consultants, Provider Operations consultants, database consultants, and IT fees at $840,087

Lobbyist:
Estimated at $75,000 to hire a CA lobbyist specializing in ECE

Incentives/Stipends:
These costs include $478,000 (239 x $2,000) in stipends for participating sites' professional development, $1,070,640 (178.44 x $6,000) for Tier 4 Block Grants, $475,840 (59.48 x $8,000) for Tier 5 Block Grants, and $575,000 (575 x $1,000) in workforce stipends

Operating Expenses:
These costs include rent at $705,405; building parking at $240,300; maintenance at $39,971; advertising and promotions at $159,750; Dues and subscriptions (including media tracking) at $55,290; Printing and Copying at $181,463; Meeting expenses at $26,040; Staff Development at $78,750; Electricity at $6,480; Storage at $24,480; Liability Insurance at $78,714; IT telephone at $5,805; Printing/Copying Lease at $23,310; Software and licenses at $133,216; Payroll Processing Fees at $13,750; Services and Maintenance at $334,270; and Postage & Shipping at $55,998.

Indirect Costs:
$1,200,088 derived from 10% of modified direct total cost.

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

Initiative	Investment Category
ECE Strategy 2 - QRIS	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Shared Services Support	* *	$350,000	0.00%

Program Summary

**Costs were restructured for FY 16-17 into a new presentation that staff feels is more representative of the strategies and activities being advanced during the fiscal year. As such, costs for FY 15-16 were not defined or broken out in the same manner, and costs may have been embedded within other or multiple programs elsewhere in the Budget. Refer to the following narrative detail, as well as Attachment A – "FY 2016-17 Budget Summary for Programs by Initiative/Program" for additional information.

First 5 LA will continue to support the Shared Services movement to strengthen, sustain and improve ECE program quality in LA County. FY 16-17 will be the third year that First 5 LA has supported the education and training of the LA ECE provider community on the Shared Services approach, and leverages investments in Shared Services by other First 5 Commissions and funders nationwide.

Since 2014, First 5 LA has funded Opportunities Exchange (OpEx) to provide educational information sessions to the ECE community in LA County about the Shared Services approach and customized TA to those providers interested in further exploring the application of Shared Services. Shared Services is a capacity building strategy that aims to strengthen and sustain the system of ECE providers serving low-income families and improve program quality. Shared Services is a framework for "doing business" in a different way—specifically focused on leveraging resources, collaboration and consolidation—to maximize outcomes.

In FY 15-16, First 5 LA funded OpEx to engage local ECE providers in the planning and development of feasible Shared Services opportunities as well as provide TA to strengthen the capacity of ECE providers to position themselves as successful candidates for additional grant funding for Shared Services. First 5 LA staff also worked with OpEx to identify additional entry points for Shared Services in LA County, such as a website to facilitate sharing of information and resources across the ECE sector.

In addition to continuing support to OpEx in FY 16-17, First 5 LA will also fund the customization of the ECE Shared Resources California website to benefit LA County. The website offers users free access to vetted resources for ECE providers to promote efficiencies and improve program quality, such as staff and parent handbooks and policies, templates and lesson plans, links to joint purchasing and discounted program materials. The Shared Services web-platform already exists nationally and the CA version is currently only available to providers in San Francisco. First 5 LA funds will enable the customization of ECE Shared Resources California for LA County and provide up to 2,000 ECE providers in LA County with free access to the site.

Spending Plan and Funding Methodology

ALLIANCE/HUB FORMATION
$200,000 is budgeted to fund Opportunities Exchange's (OpEx) ongoing support for Shared Services Alliance/Hub Development. This budget is based on previous FY 15-16 costs for OpEx to host intensive orientations for executive directors and board members (approximately 50 organizations), perform readiness assessments, and provide training and technical assistance to ECE providers interested in exploring and/or applying the Shared Services framework. The FY 16-17 budget and scope will be developed to reflect explicit alignment of Shared Services efforts with First 5 LA's QRIS Strategies. OpEx will also capture ECE provider needs to inform the launch of a web-based platform for shared resources.

WEBSITE
Shared Services budget also includes $150,000 to customize, launch, host and maintain a web-based platform for shared resources. First 5 LA's investment will contribute to the shared costs associated with hosting, managing and maintaining the existing California Shared Resources for ECE site, as well costs to support LA specific content, and local marketing efforts to promote usage of the site by a diversity of LA County providers, including individuals in both direct service and administrative capacities. Budget estimates are based on actual costs in San Francisco and nationally to implement similar strategies to launch and manage a website. First 5 LA staff will seek financial and in-kind support from partners to support local effort and leverage existing investments in Shared Services across the state, including First 5 San Francisco and the Mimi and Peter Haas Fund.

Initiative	Investment Category
ECE Strategy 2 - QRIS	2015-2020 Strategic Plan: Focusing for the Future

The projected breakdown of First 5 LA funding includes: 25% of total budget for personnel to oversee the development and management of the website, including the ongoing development of new customized content for LA County; 65% for one-time customization of the site for LA County, annual user subscription fee for up to 2000 users, and technology consultant; 1% for printing outreach and training materials; 4% for office space and phone; 5% indirect. Final budget pending negotiations and confirmation of additional funding commitments.

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

Funding of $350K is consistent with prior year. Funds were previously listed under Resource Mobilization-Organizational Capacity-Organizational Capacity Building.

Funds for Shared Services website were budgeted but not expended in FY 15-16 as the timeline for the website launch was shifted to July 1, 2016 (FY 16-17).

Budget Fiscal Year: 2016 - 2017 Status: Proposed

Initiative	Investment Category
ECE Strategy 3 - Professional Development	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Early Childhood Education Credential Advocacy Project	*	$558,000	0.00%

Program Summary

* Any FY 15-16 costs for these activities were covered through the Strategic Plan Implementation Fund (SPIF). Costs budgeted in SPIF were preliminary estimates because new Strategic Plan activities were still under development at the time the FY 15-16 Budget was approved. As such, costs were not necessarily delineated or defined in the same manner as presented in the FY 16-17 Budget. In some cases, no costs were included in SPIF for activities that were not anticipated to occur during Year 1 of the 2015-2020 Strategic Plan. Refer to the following narrative detail, as well as Attachment A – "FY 2016-17 Budget Summary for Programs by Initiative/Program" for additional information.

The Early Childhood Education (ECE) Credential Advocacy Project will increase access to quality early care and education by strengthening the preparation and professional development system for early childhood educators. The project will support the development, modification and adoption of the Child Development Permit Matrix, a tool that defines California's six levels of Child Development Permits and the issuance requirements of each level, and the ECE teaching credential, a professional credential for teachers who work with children in 0-8 years old. The work will be led by Partnerships for Education, Articulation and Coordination through Higher Education (PEACH), a collaborative of early childhood education/child development faculty from over 20 colleges and universities. Through this project, PEACH will continue the advocacy work that is underway for the development and approval of a California ECE teaching credential. During the first year of this four year project, PEACH will create an advocacy plan to support the adoption of an ECE Credential, attend California Commission on Teacher Credentialing meetings, convene Los Angeles County colleges and universities to advocate for ECE Credential and connect with advocacy groups to plan strategies around ECE workforce development.

Spending Plan and Funding Methodology

The FY 16-17 budget for the Early Childhood Education (ECE) Credential Advocacy Project is $558,000. FY 16-17 represents a new strategic partnership for PEACH as a part of the ECE Outcome area. The budget below was based on a prior PEACH subcontract as a part of the ECE Workforce Consortium. The following activities were taken into account when developing the FY 16-17 budget:

a) $471,300 – Contracted services to coordinate PEACH collaborative and stipends for ECE faculty from colleges and universities. This includes $105,300 for the PEACH Consultant to lead the day-to-day work, $86,000 for the PEACH Coordinator to manage logistics (collaborative meetings, conference calls, travel, etc.) and $280,000 for 20 ECE faculty stipends @ $14,000 each.

b) $34,000 – Mileage and travel for PEACH representatives to attend local, state and national meetings (i.e. CTC meetings, ECE Advisory Panel, meetings with advocacy groups to plan strategies)

c) $19,500 – Trainings and meetings including convening Los Angeles County colleges, universities and other ECE stakeholders to advocate for ECE Credential. This amount would cover 10 meetings at $950 per meeting, 2 stakeholders convenings at $2,000 per meeting and 2 advocacy trainings at $3,000 per training.

d) $33,200 – Other costs including equipment, printing/copying, telephone, postage, supplies, evaluation and an administrative fee to their fiscal agent

ASSUMPTIONS:
a) Based on the lowest projected amount of funds remaining from the ECE Workforce Consortium
b) At least 20 community colleges and universities would like to participate in the project
c) Project will build on the work of PEACH
d) Strategic partnership will launch in July 2016

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

Budget Fiscal Year: 2016 - 2017 Status: Proposed

Initiative	Investment Category
ECE Strategy 3 - Professional Development	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Early Childhood Educator Competencies Curriculum Project	*	$170,000	0.00%

Program Summary

* Any FY 15-16 costs for these activities were covered through the Strategic Plan Implementation Fund (SPIF). Costs budgeted in SPIF were preliminary estimates because new Strategic Plan activities were still under development at the time the FY 15-16 Budget was approved. As such, costs were not necessarily delineated or defined in the same manner as presented in the FY 16-17 Budget. In some cases, no costs were included in SPIF for activities that were not anticipated to occur during Year 1 of the 2015-2020 Strategic Plan. Refer to the following narrative detail, as well as Attachment A – "FY 2016-17 Budget Summary for Programs by Initiative/Program" for additional information.

The Early Childhood Educator (ECE) Competencies Curriculum will increase access to quality early care and education by strengthening the preparation and professional development system for early care and education providers. The project will provide resources and support to integrate and align professional development provided outside the formal education system (e.g., noncredit bearing professional development) with state Early Childhood Educator Competencies (ECECs). The Early Childhood Educator Competencies reflect the professional knowledge, skills, and dispositions that early educators need to provide high quality care and education for young children. During the first year of developing the ECE Competencies Curriculum, key activities will include convening of stakeholders, securing a managing agency to lead the work, establishing a Curriculum Advisory Group and beginning curriculum design.

Spending Plan and Funding Methodology

The FY 16-17 budget for the Early Childhood Educator (ECE) Competencies Curriculum is $170,000. FY 16-17 represents the first year of a new four year project that is a part of the ECE Outcome area. The budget below is drawn from First 5 LA staff's experience and knowledge working on similar projects. The following activities were taken into account when developing the FY 16-17 budget:

a) $1,000 – Hold at least 2 ECE Competencies Stakeholder Meetings at $500 each. This cost may cover materials, food, space, etc.

b) $1,000 – Convene Advisory Committee to guide the work of the project at least 1 times at $1000 each. This cost may cover materials, food, space, parking, etc.

c) $55,000 – 3 months funding for convener/managing agency including (Director, Project Lead, Support Staff), space, telephone, postage, supplies, staff travel, training and indirect costs.

d) $90,000 – This amount is for both a Planning Consultant and a Curriculum Consultant. The Planning Consultant will lead stakeholder meetings and support First 5 LA staff in refining project plan. The Planning Consultant will support project for approximately 400 hours at $150.00 an hour. The Curriculum Consultant will support research and curriculum development once the convening/managing agency is secured in April 2017. The Curriculum Consultant will support the project for approximately 200 hours at $150.00 an hour.

e) $23,000– Contingency for other costs that may arise with the development and launch of the project.

ASSUMPTIONS:
a) Managing agency will be secured by April 2017

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

Budget Fiscal Year: 2016 - 2017 Status: Proposed

Initiative	Investment Category
ECE Strategy 3 - Professional Development	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Higher Education Peer Learning Project	*	$181,000	0.00%

Program Summary

* Any FY 15-16 costs for these activities were covered through the Strategic Plan Implementation Fund (SPIF). Costs budgeted in SPIF were preliminary estimates because new Strategic Plan activities were still under development at the time the FY 15-16 Budget was approved. As such, costs were not necessarily delineated or defined in the same manner as presented in the FY 16-17 Budget. In some cases, no costs were included in SPIF for activities that were not anticipated to occur during Year 1 of the 2015-2020 Strategic Plan. Refer to the following narrative detail, as well as Attachment A – "FY 2016-17 Budget Summary for Programs by Initiative/Program" for additional information.

The Higher Education Peer Learning Project (HE-PLP) will increase access to quality early care and education by strengthening the preparation and professional development system for early care and education providers. The project will provide resources and support to integrate and align professional development provided through the formal education system (e.g., credit-bearing courses in a postsecondary institution that could lead to a degree) with state Early Childhood Educator Competencies (ECECs). The Early Childhood Educator Competencies reflect the professional knowledge, skills, and dispositions that early educators need to provide high quality care and education for young children. During the Higher Education Peer Learning Projects' first year (FY 16-17), stakeholder meetings will be convened, a convener/managing agency will be secured, partnership agreements will be secured with at least 20 community colleges and universities, and a peer learning community will be established.

Spending Plan and Funding Methodology

The FY 16-17 budget for the Higher Education Peer Learning Project is $181,000. FY 16-17 represents the first year of a new four year project that is a part of the ECE Outcome area. The budget below is based on First 5 LA staff's experience and knowledge working on similar projects. The following activities were taken into account when developing the FY 16-17 budget:

a) $1,000 - Hold 2 ECE Competencies Stakeholder Meetings at $500 each. This cost may cover materials, food, space, etc.

b) $3,000 – 1 Professional Learning Community (PLC) meetings convened with 20 – 30 college and university faculty at $3,000 per meeting. These meetings may include training, research and best practices. This cost may cover materials, food, space, parking etc.

c) $60,000 - Consultant to help lead stakeholder meetings and refine project plan. Consultant will support project for approximately 400 hours at $150.00 an hour.

d) $57,500- Support for 20 institutions of higher education to participate in project. Since the project launches in April, only 3 months of stipends are projected for the first year. Annual stipends for 20 college faculty are estimated at $7,500 each ($7,500 x 20 = $150,000) and stipends for 20 college administrative staff are estimated at $4,000 per stipend ($4,000 x 20 = $80,000)

e) $45,000 - 3 months funding for convener/managing agency including (Director, Project Lead, Support Staff), space, telephone, postage, supplies, staff travel and indirect costs

f) $14,500 - Contingency for other costs that may arise as a part of the project development and launch.

ASSUMPTIONS:
a) 20 community colleges and universities would like to participate in the project
b) Project will build on the work of Partnerships for Education, Articulation and Coordination through Higher Education (PEACH)
c) Project convener/managing agency will be secured by April 2017

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

Budget Fiscal Year: 2016 - 2017	Status: Proposed

Initiative	Investment Category
ECE Strategy 3 - Professional Development	2015-2020 Strategic Plan: Focusing for the Future

Budget Fiscal Year: 2016 - 2017 Status: Proposed

Initiative	Investment Category
ECE Strategy 3 - Professional Development	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
ECE Workforce Registry	$581,000	$627,000	7.91%

Program Summary

The ECE Workforce Registry is a strategy within the ECE outcome area of the 2015-2020 Strategic Plan aimed at strengthening the professional development system for ECE providers. This project will continue to fund the Child Care Alliance of Los Angeles (CCALA) to operate the Early Care and Education (ECE) Workforce Registry in LA County. CCALA will monitor and manage Registry data, provide technical support to Registry users, outreach to potential Registry users, support the ongoing development and refinement of the data system and pursue data sharing agreements with state and county agencies to increase efficiency, minimized administrative duplication and expand the Registry to an increased number of users.

Spending Plan and Funding Methodology

Funds will be used to operate the Registry office which includes reviewing and entering data on a daily basis, conducting outreach to new and existing users, and developing strategic relationships with multiple entities. The FY 16-17 budget will increase from the previous year in order to support an additional staff person (such as Registry Director/Manager) to assist with Registry operations. The following costs are expected for FY 16-17:

- Labor costs: It is estimated that the project will require 10,375 hours of contractor labor in FY 16-17 at approximately $51/hr. Cost estimates for this category are based on spending in previous fiscal years. Total = $529,000.

- Direct costs: CCALA will incur direct costs including travel and database development and refinement. Database development costs will increase from the previous fiscal year because of an increased number of users (up to 15,000 users) as well as expanding the features offered in the Registry system. The total for all direct costs is approximately $98,000. Cost estimates for this category are based on spending in previous fiscal years.

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

Budget Fiscal Year: 2016 - 2017 Status: Proposed

Initiative	Investment Category
Health Strategy 1 - Early Identification/Developmental Screening/Connection to Services	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Developmental Screening/Help Me Grow	*	$1,236,000	0.00%

Program Summary

* Any FY 15-16 costs for these activities were covered through the Strategic Plan Implementation Fund (SPIF). Costs budgeted in SPIF were preliminary estimates because new Strategic Plan activities were still under development at the time the FY 15-16 Budget was approved. As such, costs were not necessarily delineated or defined in the same manner as presented in the FY 16-17 Budget. In some cases, no costs were included in SPIF for activities that were not anticipated to occur during Year 1 of the 2015-2020 Strategic Plan. Refer to the following narrative detail, as well as Attachment A – "FY 2016-17 Budget Summary for Programs by Initiative/Program" for additional information.

First 5 LA focuses on strengthening how health-related systems connect, coordinate, and assist families in receiving early intervention services needed for their child's healthy development. Specifically, First 5 LA works to improve how systems work together to provide timely screening, effective care coordination, and appropriate referrals so that more young children at risk of developmental delays have access to the care they need to thrive. Help Me Grow (HMG) is a national framework intended to improve the early detection of developmental delays and connect children to appropriate services as early as possible. HMG has been adopted in 25 states, including California. First 5 LA adopted the Help Me Grow framework in order to achieve health-related systems change outcomes as outlined in the 2015-2020 Strategic Plan. Help Me Grow is a framework that includes the adoption of four core components, including:

1) Child Health Provider Outreach: Efforts to strategically engage, outreach and train child healthcare providers to support early detection of developmental delays and the receipt of early intervention/care coordination
2) Community and Family Outreach: Efforts to strategically outreach to service/educational providers, social service agencies and community-based agencies to promote use of HMG and to provide networking opportunities among families and service providers
3) Data Collection and Analysis: Intentional and foundational efforts to undertake data collection and research to understand all aspects of the HMG system including the identification of gaps and barriers
4) Centralized Access Point: Established access platform(s) and county infrastructure (e.g. web-based, telephone, in-person, smartphone apps, chat/text, etc.) for facilitating care coordination and connection to services

FY 16-17 will be primarily an infrastructure building year, in which a core leadership team and workgroups will provide input and expertise to develop criteria related to the four core components described above. It is anticipated that RFPs and strategic partnerships will be developed in FY 16-17 related to these four core components, with funding to be awarded starting in FY 17-18.

Spending Plan and Funding Methodology

The HMG-LA budget was based on budgets from current HMG affiliates Orange County and Alameda County. HMG Orange County has been in existence since 2005 and HMG Alameda came on board in 2008. Those firmly established budgets were used to develop the 5-year HMG-LA budget projections. As both counties have much smaller populations, the budget projections were taken to scale based on LA County's population of 650,000 children ages 0-5.

FY 16-17 estimates are based on a 5-year spending projection. Year 1 (FY 15-16) is primarily focused on learning, partnership building, data gathering, and coordinating needed resources. The Steering Committee will meet monthly throughout FY 16-17 and the Workgroups will meet monthly for a period of 4-6 months. Year 2 involves the establishment of HMG-LA Organizing Entity and the development of consulting contracts for technical assistance around the HMG Core Components. Year 2 (FY 16-17) will be focused on building and maintaining the HMG LA Steering Committee and Workgroups around the following 4 HMG Core Components identified in the narrative.

FY 16-17 will be primarily an infrastructure-building year for HMG-LA, in which a core leadership team and workgroups will provide input and expertise to develop criteria related to the four core components described in the narrative. It is anticipated that RFPs and strategic partnerships will be developed in FY 16-17 related to these four core components, with funding to be awarded starting in FY 17-18. The following resources are required in FY 16-17

Initiative	Investment Category
Health Strategy 1 - Early Identification/Developmental Screening/Connection to Services	2015-2020 Strategic Plan: Focusing for the Future

to support building the appropriate infrastructure needed for HMG-LA:

1. Consulting Expertise $150,000
Consulting firm/expertise will be procured either via the First 5 LA consulting pool or via an open solicitation. Consulting firm/expertise will support HMG-LA with meeting coordination, facilitation, content development, internal communications and logistical support as needed. The consultant firm/expertise will also gather key information systematically to inform the development of solicitations/strategic partnerships related to the four core components (child health provider outreach, centralized access point [including telephonic, web-based and social media platforms], data collection/analysis, and community/family outreach components) to be developed in FY16-17, with the goal of awarding initial funding for early phase work in FY17-18. It is possible the consulting firm/expertise may be tasked with solicitation writing, if they have that expertise (if not, a separate consultant may need to be identified, #6 below). Contract is anticipated to begin June or July 2016 through June 30, 2017.

2. General meeting support for up to 36 meetings $30,000
Meeting support includes venue, catering, translation, parking etc.

3. Speakers/consultants travel/honoraria $20,000
Identified costs are associated with 36 steering committee/workgroup meetings.

4. Consulting Contract ECE Technical Assistance/W. Hayslip $24,900 ($150/hr for 166 hours over the life of contract)
Contract Term Feb. 2016-June 30, 2017. To determine consultant fee, staff conducted a cost analysis to ensure that the rate is reasonable. Consultant rate falls within the maximum composite hourly range for Education at $112-150/hour as established by the First 5 LA Consultant Fee Schedule.

5. Consulting Contract Regional Center Technical Assistance /T. Delgadillo $24,900 ($150/hr for 166 hours over the life of contract)
Contract Term April 2016-June 30, 2017. To determine consultant fee, staff conducted a cost analysis to ensure that the rate is reasonable. Consultant rate falls within the maximum composite hourly range for Education at $112-150/hour as established by the First 5 LA Consultant Fee Schedule.

6. Additional consulting contracts around other core components and/or consulting pool services as needed $147,300
Services may include facilitation, solicitation writing, technical assistance, communications support.

7. Communications and Marketing Materials (print, web-based etc.) $10,000

8. Technology development/usage $10,000

9. HMG-LA Organizing Entity $469,000
Upon Board approval (approx. Jan 2017), this entity will serve as the administrative hub for HMG-LA. Based on other HMG budgets, major expenses related to the Organizing Entity include Salaries and Benefits for the following positions ranging from .50 to 1FTE(approximately 7 positions): Program Director/Manager, Communications Director/Manager, Data/Research Analyst, Finance/Accounting staff, Website Designer, Administrative Support, Training and TA Lead. Additional costs include space rental, communications materials, etc. Organizing Entity is anticipated to be contracted by January or February of 2017.

10. Evaluation and Quality Improvement $100,000
Evaluation may include gap analysis, scans, development of evaluation plan etc.

11. Emerging Opportunities - $250,000
It is anticipated that there are opportunities that may emerge throughout the year that are time-sensitive and aligned with our desired goals and outcomes. In these cases, staff may recommend funding these opportunities prior to a formal solicitation process that emerges through HMG-LA. One example of this is a potential opportunity to work with the American Academy of Pediatrics (AAP) Chapter 2 on raising member physicians' awareness (through AAP meetings and conferences) of the HMG framework, and its relevance to their clinical work with children 0-5. This would ensure early engagement of AAP physicians in HMG-LA.

Budget Fiscal Year: 2016 - 2017	Status: Proposed

Initiative	Investment Category
Health Strategy 1 - Early Identification/Developmental Screening/Connection to Services	2015-2020 Strategic Plan: Focusing for the Future
Change from Prior Year (if >+-20%)	

Initiative	Investment Category
Health Strategy 2 - Trauma-Informed Care	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Trauma-Informed Care	*	$1,297,000	0.00%

Program Summary

* Any FY 15-16 costs for these activities were covered through the Strategic Plan Implementation Fund (SPIF). Costs budgeted in SPIF were preliminary estimates because new Strategic Plan activities were still under development at the time the FY 15-16 Budget was approved. As such, costs were not necessarily delineated or defined in the same manner as presented in the FY 16-17 Budget. In some cases, no costs were included in SPIF for activities that were not anticipated to occur during Year 1 of the 2015-2020 Strategic Plan. Refer to the following narrative detail, as well as Attachment A – "FY 2016-17 Budget Summary for Programs by Initiative/Program" for additional information.

In FY 16-17, First 5 LA will bring together County departments, foundations and key stakeholders on an ongoing basis as part of a Trauma-Informed Care Working Group to develop a county-wide trauma-informed care action plan using the Collective Impact Framework for Los Angeles County. As part of the working group, there will be a jointly funded environmental scan to answer key questions around trauma and ti-care to inform the county-wide action plan. First 5 LA, in partnership with three other funders (The California Endowment, California Community Foundation, Parsons Foundation), will contribute funds into a pooled fund that will be housed through a third-party fiscal intermediary. These funds will cover the costs associated with the working group, environmental scan, and other related costs. In addition to the environmental scan and action plan, First 5 LA will explore internal and external emerging opportunities that may arise during the FY 16-17 fiscal year that align with our strategy and goals.

Spending Plan and Funding Methodology

The Los Angeles County Trauma-Informed care Systems change efforts is building on the Center for Youth Wellness' Statewide Working Group's efforts that took place over the course of January to November 2015. The Los Angeles County effort will model the same approach of collective impact to support the design an action plan for the County. The budget estimates reflect similar costs for line items from the statewide effort. F5LA, in partnership with three other funders (the California Endowment, California Community Foundation and Parsons Foundation), have committed to contributing to a pooled fund at a third-party fiscal intermediary to help catalyze the countywide effort. These pooled funds will cover costs associated with supporting the initial phase work of the effort, including support for the facilitation of a trauma-informed care working group, the environmental scan and the development of an action plan (#1-3 below).

1) Trauma-Informed Care Working Group: $102,000
One facilitator and one support staff will be contracted to plan, facilitate and follow-up on deliverables for a series of monthly working group meetings. The item also includes the cost of holding meetings, including travel costs for speakers, meeting materials, and other meeting related costs.
Facilitator: $150/hr x 25 hrs/mtg x 12 mtgs/yea r= $45,000
Support staff: $45/hr x 25 hrs/mtg x 12 mtgs/year = $13,500
Other costs (meeting materials, venue, catering, travel reimbursement, expert speakers, etc) = $43,500

2) Environmental Scan: $372,000
A consultant will be contracted to conduct a scan of the literature, conduct key informant interviews with experts and partners, work with data related to TI-Care, and draft a report of findings to inform the development of the action plan. The budget for this deliverable was estimated based on previous budgets for environmental scans of similar scope conducted in the Research and Evaluation Department.

3) Action Plan: $96,000
The facilitator of the TI-Care Working Group will work to develop an action plan using information from the environmental scan and input from the working group meetings that will inform the work moving forward in LA County. The budget for this item was based on budgets for similar products developed through coalition building efforts.

4) Emerging Opportunities: $700,000
There are two strands of emerging opportunities First 5 LA staff will monitor in FY 16-17. The first is the external emerging opportunities (estimated at $500,000) that may arise throughout the fiscal year with other funders or

Initiative	Investment Category
Health Strategy 2 - Trauma-Informed Care	2015-2020 Strategic Plan: Focusing for the Future

systems that will be time sensitive opportunities to help support efforts that help us move toward achieving our desired outcomes (ie. leveraging current countywide efforts related to homelessness). The other is the internal emerging opportunities (estimated at $200,000 based on prior year experience) that may arise as we explore points of alignment with other work happening within the agency.

5) Third-party intermediary fees: $27,000
A key component of this strategy is around partnership building. It is anticipated that a pooled fund will be established at a third-party fiscal intermediary in FY 15-16, with funds from First 5 LA, Parsons Foundation, The California Endowment and The California Community Foundation. Fees are estimated at 12% of total revenue + support fees. Total of fees split between four funders is approx. $27,000 (First 5 LA's portion).

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

INVESTMENT CATEGORY:

2015-2020 Strategic Plan:

Focusing for the Future

Strategic Plan Investment Areas & Support Costs

Initiative	Investment Category
Policy Agenda/Advocacy	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Federal Policy and Sustainability Advocate	$127,000	$127,000	0.00%

Program Summary

The federal advocate supports First 5 LA priority policy and sustainability issues, aligned with First 5 LA's strategic plan, in the federal policy arena. The advocate will employ a variety of strategies and activities to support First 5 LA's advocacy priorities, such as: administrative advocacy and implementation support, policy issue identification and development, policy education and advocacy, meetings with key stakeholders and officials, and participating in coalitions on the agency's behalf.

First 5 LA's current federal advocate contract ends at the end of FY 15-16, but staff expects to enter into a new contract with a federal advocate by the start of FY 16-17.

Spending Plan and Funding Methodology

The main cost component for this contract is personnel; travel is also a key cost for contractors that often have to travel to meetings and hearings in DC and to LA to attend and present at First 5 LA Commission meetings.

The retainer-based contract has historically estimated a cost of $10,000 per month. This covers the contractor time spent on issues outlined in their Scope of Work. Staff negotiates this monthly rate based on the amount of time the consultant team has spent working on average per month. The first contract year was based on an hourly basis and allowed First 5 LA to establish a working knowledge of time spent on the contract. The contractor continues to track hours spent, in the case the organization needs to renegotiate their rate or add funds for additional work requested, beyond the reasonably expected fluctuation in hours between months.

Travel costs (not included in the retainer) of $7,000 are estimated to include 2-4 trips between DC and LA/Sacramento/San Francisco for up to 2 individuals per trip.

First 5 LA will be re-selecting a federal contractor at the beginning of FY 16-17, and assumes the contract amounts will stay constant. Any changes to the final scope of work and cost will be reflected in the mid-year budget adjustment.

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

Budget Fiscal Year: 2016 - 2017 Status: Proposed

Initiative	Investment Category
Policy Agenda/Advocacy	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
State Policy and Sustainability Advocate	$440,000	$440,000	0.00%

Program Summary

The state advocate supports First 5 LA priority policy and sustainability issues and the policy agenda in the state policy arena. The advocate will employ a variety of strategies and activities to support First 5 LA's advocacy priorities, such as: administrative advocacy and implementation support, policy issue identification and development; policy education and advocacy; meetings with key stakeholders and officials, and participating in coalitions on the agency's behalf.

Spending Plan and Funding Methodology

First 5 LA's current state sustainability advocate is California Strategies (CalStrat), a Sacramento-based strategy and advocacy firm with offices throughout the state, including Los Angeles. The main cost component is personnel. Travel is also a key cost for contractors that often have to travel to meetings and hearings in Sacramento and to LA to attend and present at First 5 LA Commission meetings and other key meetings.

The monthly retainer for FY 16-17 is based on $26,000 per month, which is the same rate utilized in FY 15-16. Staff recommends budgeting the same amount for travel - $8,000 per year, which covers travel from Sacramento to Los Angeles for in-person staff and Board meetings, as well as mileage costs for regional travel within Los Angeles and from Sacramento to the San Francisco Bay Area. Staff negotiates the contractor's monthly rate based on the amount of time the consultant team has spent working on average per month. The contractors continue to track hours spent, in case First 5 LA needs to renegotiate the rate or add funds for additional work requested, beyond the reasonably expected fluctuation in hours between months.

California Strategies leads mission-critical initiatives related to the strategic plan, including: developing and implementing First 5 LA's legislative agenda; monitoring the state's policy and political landscape; coordinating and supporting key state and local policy coalitions including the State ECE Budget Coalition, the State Home Visiting Coalition, and the Local Control Funding Formula Coalition; representing First 5 LA at key meetings including legislative hearings, meetings with key government officials, and priority coalitions including the Los Angeles Preschool Advocacy Initiative; planning advocacy events like the First 5 Association Advocacy Day and ACCESS Sacramento events; and providing strategy advice and technical assistance to policy and program staff.

In addition, through the contract with CalStrat, First 5 LA supports the engagement of a Title 19 (Medi-Cal) expert for work on sustainability issues for several major health investments including developmental screening and home visiting; this subcontract is currently with Health Management Associates (HMA). Policy and program staff work with this team to identify potential funding opportunities with the state and federal government to leverage potential grant and funding related to the issue areas identified previously. Staff recommends maintaining this contract amount at $120,000 for the fiscal year. Funding for this item was included in the FY 15-16 budget, and is envisioned to continue through implementation of the 2015-2020 Strategic Plan, as needed, to inform and advise strategies to leverage Medi-Cal funding for health and family strengthening investments. Future budgets may incorporate this work through separate line items within the Health and/or Families outcome areas as needs evolve.

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

Initiative	Investment Category
Policy Agenda/Advocacy	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Strategic Plan Advocacy Strategies	$2,055,000	$1,875,000	-8.75%

Program Summary

First 5 LA invests in key activities to support its work in Home Visiting (HV), Early Care and Education (ECE) and to develop/explore issues related to the 2015-2020 Strategic Plan. Among other activities, work in this area includes policy technical assistance to support the HV and ECE coalitions in Sacramento, the LA County Early Childhood Education Local Control Funding Formula Coalition, the LA County Home Visiting Consortium, and various state and local policy coalitions; support for First 5 LA staff and grantees to adopt policy and systems change approaches in their work; and research, briefs, and surveys to inform public policy and advocacy strategies.

Spending Plan and Funding Methodology

The proposed FY 16-17 budget includes costs related to the following activities:

(1) Early Care and Education (ECE) and Home Visiting (HV) State Technical Assistance (TA) ($350,000) - Resources will support TA on ECE and HV policy issues, the facilitation of two state level coalitions, technical assistance and participation in the LA County Local Control Funding Formula Coalition efforts and developing materials associated with those coalitions. First 5 LA currently has a contract with Children Now to perform these activities, which expires in 2020.

(2) LA County Home Visiting Consortium ($75,000) - $25,000 will support continued facilitation for the Consortium, which is currently provided by Gina Airey Consulting with additional funding from the LA Partnership for Early Childhood Investment. The Consortium is focused on establishing the broad vision, policy agenda and data system necessary to advocate effectively for expanded public funding for home visiting in LA County and with state and federal policymakers. An additional $50,000 is budgeted to respond to specific, time-limited needs identified by the Consortium. For example, in FY 15-16 additional funding supported the development of a new strategic plan for the Consortium. The Policy Department assumes additional opportunities will emerge in FY 16-17 to connect the work of the LA Consortium to state and federal home visiting coalitions, and to partner with the County Department of Public Health. Funding for this item in FY 15-16 was $45,000 to cover facilitation and a Consortium retreat.

(3) Emerging Strategic Plan Focused Public Policy Opportunities ($1,450,000) - Resources will support targeted opportunities to explore potential partners, scan/survey potential public policy opportunities, support time-sensitive advocacy activities, and advance public policy and advocacy goals related to the 2015-2020 Strategic Plan. This funding will enable staff to support the thinking and learning related to policy, advocacy, and systems change work integral to strategic plan implementation across the organization, acknowledging that First 5 LA will identify new areas requiring exploration, development, and support as new programs and initiatives are implemented and the external public policy environment shifts. All funding will support work which will advance First 5 LA's strategic plan goals. Examples of activities funded in the current year related to this item include: the organization-wide policy and systems change training; technical assistance to project staff on policy and systems change strategies; and First 5 Association policy activities including the development of white papers, a policy agenda, and coordinated advocacy days.

The estimated breakdown of funding for these emerging strategic plan opportunities include:

First 5 Association policy and advocacy activities ($200,000) - in FY 15-16 the Policy Department contributed $135,000 to Association activities which advanced First 5 LA policy goals. Planned activities in FY 16-17 include facilitating of statewide meetings on ECE, developmental screening, and home visiting; producing briefs and white papers outlining First 5 statewide policy priorities and proposals; hosting hearings and policy events in Sacramento which represent First 5 policy positions; engaging in efforts to sustain First 5 investments and identify alternative revenue sources. Staff expects these statewide activities to increase in FY 16-17 given increased state interest in early childhood health and learning issues. First 5 LA has worked closely with Association staff to align the Association policy and legislative agendas align with First 5 LA's policy and legislative priorities, as possible and appropriate.

LA County policy research, advocacy planning, mapping and landscape analyses ($750,000) - in order to effectively influence county and statewide resource allocation, assess advocacy priorities, and build effective partnerships with

Initiative	Investment Category
Policy Agenda/Advocacy	2015-2020 Strategic Plan: Focusing for the Future

key advocacy organizations, First 5 LA will need to conduct polls, assess the political landscape, map interests and opportunities, track funding for children's services, and research emerging opportunities, among other policy-focused research and reporting. The exact cost of each activity varies greatly depending on the scope of the project. For example, initial estimates for a county-wide political asset map are up to $400,000, the ECE landscape analysis conducted by the Advancement Project paid for by First 5 LA in FY 14-15 cost approximately $600,000, opinion research and polling can cost up to $100,000 per project, and project coordinators and consultants can cost up to $250,000 per year. Based on these cost ranges, this budget would allow First 5 LA to partner with others to conduct at least one large-scale opinion research project, one comprehensive political landscape analysis, one research project with associated briefings, and pay for project coordination as needed. First 5 LA is in the early stages of conversations with important county ECE and health partners about what foundational activities will be needed to help advance First 5 priorities, in particular identifying alternative sources of revenue to pay for priority services.

Development, TA, and Training ($300,000) - in FY 15-16 the policy department contracted with Barbara Masters Consulting for nearly $60,000 to provide policy and systems change 101 and 201 training to all staff, and targeted technical assistance related to the strategic plan through the end of the fiscal year. In FY 16-17, staff estimates the need for additional policy and systems change related training and TA will accelerate, especially in the context of our place-based initiatives and the Best Start Communities department, and our evolving work within the strategic plan outcome areas.

Policymaker Education and Policy Events ($200,000) - First 5 LA has historically supported a number of events and activities which highlight important early childhood policy issues, educate decision-makers on early childhood priorities, and influence policy and systems change. These include annual First 5 advocacy trips to DC and Sacramento, hosting elected official staff policy events at First 5 LA, hosting events highlighting First 5 LA investments like Welcome Baby hospital tours, and supporting events hosted by key partners like the Parent Voices advocacy day, the California Home Visiting Summit and advocacy day, and welcome receptions for key policymakers including the new LAUSD Superintendent Michelle King and the new California Assembly Speaker Anthony Rendon. The cost for each event varies depending on size and scope, ranging from $5,000 to $25,000. Assuming a contribution of $10,000 per event overall, this budget would allow First 5 LA to host and support up to 20 events in FY 16-17.

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

Initiative	Investment Category
Communications & Marketing	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Communications & Marketing	$4,672,000	$5,345,000	14.40%

Program Summary

Communications is recognized as one of six Board-identified and approved investment strategies to advance the outcome areas of First 5 LA's 2015-2020 Strategic Plan.

During FY 16-17, the Communications and Marketing Department will develop and implement strategic communications and marketing plans that build First 5 LA's brand, engage decision makers, elevate awareness and create urgency, and support internal communications to help advance the Strategic Plan's outcome and priority focus areas.

The proposed budget request includes funds for communications and marketing support for First 5 LA's programs, efforts and initiatives. This includes internal communications support, building the communications capacity of First 5 LA grantees, paid media advertising for First 5 LA public awareness programs, strategic partnerships to engage decision makers on early care and education and health care delivery systems, research and development of marketing outreach strategies for the Welcome Baby program, and sponsorships and collateral materials to elevate awareness of First 5 LA's brand.

Funding for strategic communications and marketing specific to the Best Start effort can be found in the "Communities Strategy 1" area of the budget. This includes funding for strategic communications and marketing support specific to the Best Start effort ($650,000) and the communications capacity building and community-specific marketing for Best Start Community Partnerships ($1,070,000).

Funding for the support of internal communications, grantee communications capacity building and collateral production within the Communications and Marketing Department budget is separate and distinct from the Best Start effort's funding of these categories.

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

Spending Plan and Funding Methodology

The FY 16-17 budget reflects the role of communications in supporting the implementation of the 2015-2020 Strategic Plan in advancing First 5 LA's programmatic and policy goals.

The methodology used to develop this budget is based upon analysis of several years of marketing and communications work associated with First 5 LA. This includes costs associated with utilization of a strategic communications and marketing firm to support these efforts; fees to freelance vendors and consultants to support staff in implementation; solicitations and invoices from vendors to print materials such as the Parenting Guides, posters and brochures; solicitations and invoices from vendors to produce promotional materials such as grocery bags, branded educational toys and other items; and costs associated with the development, implementation and evaluation of paid media placements.

1) $2,825,000 GENERAL MARKETING AND COMMUNICATIONS SUPPORT FOR FIRST 5 LA PROGRAMS, EFFORTS, AND INITIATIVES:
During FY 16-17, the Communications and Marketing Department will continue to support the work of other Departments and workgroups by providing communications and strategic communications and marketing counsel to advance the programmatic and policy goals of the 2015-2020 Strategic Plan. The proposed budget request includes $1,375,000 for strategic communications and marketing services to build First 5 LA's brand, engage decision makers, elevate awareness and urgency and support internal communications, $700,000 for public awareness campaign development, research and testing, and implementation, supporting the Families Outcome Strategy 1, $300,000 for editorial, translation, video production, website updates and other content creation support services, $250,000 to support internal communications through brand ambassador and social media training, and capacity building of First 5 LA staff on the role of communications in policy and systems change efforts, $200,000 to support communications

Initiative	Investment Category
Communications & Marketing	2015-2020 Strategic Plan: Focusing for the Future

coordination and capacity building of First 5 LA grantees not part of the Best Start effort.

Estimated spending is based on historical average spending with the previously contracted strategic communications and marketing firm over the last four years of approximately $704,800, along with scope of work estimates for work planned in FY 16-17.

2) $750,000 - STRATEGIC ADVERTISING PLACEMENTS TO SUPPORT FIRST 5 LA PUBLIC AWARENESS CAMPAIGNS:
These funds support the strategic planning, ad buy and other logistical support services involved in advertising placements that will include but are not limited to the following platforms: out-of-home (billboards, bus shelters, store signage); television and local cable, radio, newspaper; digital platforms, and events (booths at public events) as well as other emerging advertising and media platforms.

In FY 15-16, spending on advertising placements is projected for $703,000, with $225,000 of this projected amount already spent. To broaden the impact of First 5 LA advertising and to reach audiences that do not consume traditional media, such as broadcast TV and terrestrial radio, we estimate these expenses to increase in FY 16-17 to $750,000.

3) $150,000 STRATEGIC PARTNERSHIPS TO ENGAGE DECISION MAKERS ON EARLY CARE AND EDUCATION:
This funding will create a strategic partnership that will advance the 2015-2020 Strategic Plan's Early Care and Education Outcome area goals. First 5 LA's purpose in joining the California Community Foundation, the LA Partnership for Early Childhood Investment and the Tikun Olam Foundation to fund this effort is to provide unified messaging and materials to engage individual parents, caregivers and providers in local, regional and statewide ECE advocacy efforts. This effort complements the ECE advocacy efforts of the Policy and Intergovernmental Affairs Department. The LAPAI Coalition communications effort is a 2-year, $1,000,000 program. First 5 LA will fund $150,000 in FY 16-17 and an additional $150,000 in FY 17-18.

4) $225,000 STRATEGIC PARTNERSHIPS TO ENGAGE DECISION MAKERS ON EARLY CHILD DEVELOPMENT
This funding would create strategic partnerships with the Center for Health Reporting at the USC Schaeffer Center for Health Policy and Economics, and the USC Annenberg Center for Health Journalism to engage decision makers by elevating the quality and quantity of coverage on early child development issues. These partnerships also support the advocacy efforts of the Policy and Intergovernmental Affairs Department. First 5 LA would be joining the USC Schaeffer Center for Health Policy and Economics and David and Mary West Foundation in San Diego in supporting the Center for Health Reporting. For the USC Annenberg Center for Health Journalism's Children's Health Matters Blog and National Health Journalism Fellowship, First 5 LA would be joining The California Endowment, the Annie E. Casey Foundation and the Blue Shield of California Foundation in support.

Pending Board approval, these strategic partnerships would be funded across three years:
- The Center for Health Reporting at the USC Schaeffer Center for Health Policy and Economics: $125,000 (1st of 3 years)
- The USC Annenberg Center for Health Journalism's Children's Health Matters Blog: $60,500 (1st of 3 years)
- The USC Annenberg Center for Health Journalism National Health Journalism Fellowship: $36,000 (1st of 3 years)

5) $695,000 STRATEGIC PARTNERSHIPS TO ADVANCE THE FAMILIES OUTCOME AREA:
Funds for these two strategic sponsorships will be used for materials, advertising and communications platform support for "Talk, Read, Sing" (TRS), "Text4Baby" and for the exploration of other digital platforms.

This amount is based on projected FY 15-16 spending on two strategic partnerships pending Board approval and an expansion to reach additional mothers and their families. In FY 15-16, First 5 LA is slated to spend $171,000 on TRS to reach 10,000 new mothers. First 5 LA plans to increase the number of mothers reached in FY 16-17 to 11,500, for a total projected cost of $196,650 for materials.

Also in FY 15-16, $98,000 is slated to be spent on Text4Baby. In the FY 16-17, we are seeking to expand the number of families reached through these two strategic partnerships through advertising and content integration on Univision,

Initiative	Investment Category
Communications & Marketing	2015-2020 Strategic Plan: Focusing for the Future

plus advertising TRS in Welcome Baby hospitals. Funding for these Strategic Partnerships in FY 16-17 includes: $196,650 for TRS materials $98,000 for Text4Baby $300,000 Advertising and content placement, and Public Service Announcements (PSAs) on Univision $100,000 Advertising TRS in Welcome Baby hospitals.

6) $250,000 RESEARCH AND DEVELOPMENT OF MARKETING STRATEGIES TO INCREASE PARTICIPATION IN THE WELCOME BABY PROGRAM:
Funds will be used to research, develop and refine marketing strategies in the Welcome Baby program in order to increase its utilization. The strategies developed through this effort will then be used to maximize the impact of existing outreach funds embedded in current Welcome Baby site contracts. The budget of $250,000 includes a comprehensive communications and marketing review of barriers to enrollment, research of existing outreach strategies, marketing program creation, development and execution, and includes potential advertising, sponsorships and partnership development costs. The budget for this program was determined using scope of work estimates developed by strategic marketing and communications agencies for similar projects.

7) $250,000 STRATEGIC SPONSORSHIPS TO ELEVATE AWARENESS OF FIRST 5 LA'S MISSION AND BRAND:
First 5 LA is offered multiple opportunities to sponsor events by organizations aligned with our mission and goals, and whose work complements First 5 LA’s outcome areas. These events are opportunities to elevate the awareness of First 5 LA’s mission, its brand and serve as a vehicle to engage parents and diverse audiences.

The FY 16-17 Communications and Marketing Department budget includes a consolidated $250,000 in spending on strategic sponsorships. Spending under this category, which was previously under the Communications and Marketing Department, “marketing and communications agency support” in FY 15-16 is estimated at $148,500. Combined with similar spending under this category previously housed within the Community Investments ($12,500) , Best Start ($24,000) and Policy and Intergovernmental Affairs ($17,500) Departments, the total FY15-16 spending is estimated at $202,500. An increase of $47,500 is being sought as a contingency for new opportunities to build the First 5 LA brand.

8) $200,000 PROMOTIONAL AND COLLATERAL MATERIALS TO BUILD FIRST 5 LA'S BRAND:
Funding in this program will be used for the creation, production and distribution of the Parenting Guide, a quarterly publication, a variety of collateral material to inform the public and targeted audiences of our mission, vision and our work. This also funds other mission-aligned give-away items (such as books and educational toys) for children and families at events.

This amount is based on historical spending on the Parenting Guide of approximately $88,000 per year, along with an additional $75,000 on collateral materials used at multiple events to help engage with our audience. In FY 16-17, the Communications and Marketing Department is seeking an augmentation of $37,000 to support its plans to increase the production and distribution of the Parenting Guide, along with increasing the number of events First 5 LA participates in to further our goals of building our brand and engaging parents, caregivers, stakeholders and decision makers.

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

The Communications and Marketing Department seeks an augmentation of $697,350 to strengthen its capacity to advance First 5 LA’s programmatic and policy goals.

The Communications and Marketing Department budget combines funding categories across previously separate, but related services detailed in the Department’s FY 15-16 budget. The proposed FY 16-17 budget separates and defines advertising and sponsorships costs that were previously housed in the “marketing and communications agency support” category in FY 15-16. The Department’s FY 16-17 budget also consolidates funding from other Departments from the same spending category.

Funding shifts include $450,000 from the FY 15-16 “marketing and communications agency support” category into two separate categories to support internal communications ($250,000) and the coordination and communication capacity building of First 5 LA grantees ($200,000).

New investments include $375,000 on strategic partnerships to engage decision makers on early care and education,

Initiative	Investment Category
Communications & Marketing	2015-2020 Strategic Plan: Focusing for the Future

and health care delivery systems. These investments will serve to support the Policy and Intergovernmental Affairs Department's advocacy efforts by elevating awareness and urgency of these issues among policy makers, parents and the general public.

Augmentations of $297,500 are requested to support strategic advertising placements ($250,000) and event sponsorships ($47,500).

In order to reach our intended audiences of parents and caregivers of children prenatal to age 5 with its public awareness campaigns supporting Families Outcome Strategy 1, First 5 LA must extend its advertising into new and emerging platforms. Spending in FY 15-16 was estimated at $500,000. This proposed budget seeks an increase of $250,000 to augment its planned advertising placements.

Funding for the FY 16-17 Research and Development of Marketing Strategies to Increase Participation of the Welcome Baby program combines $100,000 under the "Families Strategy 1 - Home Visiting" program and $450,000 under the FY 15-16 Communications and Marketing budget. Based on an estimate for services using a refined scope of work, this planned spending of $550,000 ($450,000 + $100,000) is being reduced to $250,000. The remaining $300,000 will be shifted to the funds used for the FY 16-17 Strategic Partnership to Advance the Families Outcome Area program.

The Communications and Marketing Department budget also combines "marketing and communications agency support" and "freelance editorial support" into a single category "General Marketing and Communications Support for First 5 LA Programs, Efforts and Initiatives," to define the agency-wide support services the Communications and Marketing Department will provide.

Initiative	Investment Category
Communications - Conference Funding	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Conference Funding	$200,000	$300,000	50.00%

Program Summary

First 5 LA's goal for funding conferences and events is to support knowledge-sharing activities that advance the field of early childhood development through:

- Increasing community and/or professional capacity
- Disseminating best and promising practices
- Sharing new research findings

First 5 LA's Conference Sponsorship policy provides for two cycles of funding during the year and an efficient, transparent and objective evaluation process for applications. The total budget amount approved for the fiscal year must fund conferences and events that align to the 2015-2020 Strategic Plan. Specifically, the plan approved the following four priority outcomes to guide the Commission's investments and efforts, and conferences/events supported by the Commission must relate to one or more of these outcome areas:

1. FAMILIES: Increased family Protective Factors
   -- Work with parents and caregivers so that they have the skills, knowledge and access to resources they need to support their child's development.

2. COMMUNITIES: Increased community capacity to support and promote the safety, healthy development, and well-being of children prenatal to age 5 and their families
   -- Support a community's ability to foster safe, healthy, engaged neighborhoods that help children and their families thrive.

3. EARLY CARE AND EDUCATION (ECE) SYSTEMS: Increased access to high-quality early care and education
   -- Increase access to affordable, quality child care and preschool.

4. HEALTH-RELATED SYSTEMS: Improved capacity of health, mental health, and substance abuse services systems to meet the needs of children prenatal to age 5 and their families
   -- Improve how health-related systems coordinate and deliver care to young children and their families in LA County.

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

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

Spending Plan and Funding Methodology

The submission and review of applications, and the awarding of grants, will continue with the same process and based on the same funding parameters as in FY 15-16. The timeline for the application process is the following, with each grant period awarding up to $100,000:

- April 2016: Open application submission period to fund conferences/events for the period of July 1 – December 31, 2016
- October 2016: Open application submission period to fund conferences/events for the period of January 1 – June 30, 2017

If there are insufficient applications to fulfill $100,000 in awards during the first application period, the remaining dollars will roll over to the second applications period.

Budget Fiscal Year: 2016 - 2017	Status: Proposed

Initiative	Investment Category
Communications - Conference Funding	2015-2020 Strategic Plan: Focusing for the Future

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

The Communications and Marketing department seeks an augmentation of $100,000 for this program based on the number of applicants and First 5 LA's ability to make an impact. First 5 LA received nearly $400,000 in grant requests last year. Grantees are consistently awarded a reduced amount from what they request, limiting First 5 LA’s impact and its ability to engage grantees and partners to support communications strategies and First 5 LA’s programmatic and policy goals.

INVESTMENT CATEGORY:

Legacy Investments

Budget Fiscal Year: 2016 - 2017 Status: Proposed

Initiative	Investment Category
At-Risk Fathers Investment	Legacy Investments

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
At-Risk Fathers Investment	$150,000	$299,000	99.33%

Program Summary

At the November 2013 Commission Meeting, the Board approved a motion to allocate $600,000 for a two-year effort to support at-risk fathers of children ages zero to five. Planning for the At-Risk Fathers Investment includes the Birth Outcomes Exploratory Study, consultant report, Request for Information (RFI), focus group, and internal committee work to align with the 2015-2020 Strategic Plan. The RFI was released in March 2015 to canvass existing fatherhood efforts and identify opportunities to enrich these efforts in LA County. In particular, input on supporting fathers that have been foster youth or placed on probation to complete school, get a job, and become involved parents and partners will be sought, consistent with the Board motion. During FY 15-16, staff continued to plan and design the investment with continued input from stakeholders and community.

Spending Plan and Funding Methodology

The specific design of the program is still yet to be determined as staff continues to plan and design the program with continued input from the community and key stakeholders. The planning phase for the At-Risk Fathers Investment is expected to conclude in June 2016. The appropriate procurement method is anticipated to be issued in October 2016 with contracts executed in February 2017. With $600,000 allocated for this two-year effort, staff anticipates spending approximately $299,000 in FY 16-17.

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

The FY 15-16 budget level was $150,000 for this project as staff planned to complete the planning phase in early 2015 and release funding in February 2016. However, the project has been delayed as staff waited for the Strategic Plan to be completed in order to ensure alignment of this new investment. In addition, staff was also waiting for the County's My Brother's Keeper Task Force to get off the ground in order to also determine any possible alignment and leveraging opportunities. In waiting for these crucial inputs, the At-Risk Father's timeline was delayed and no dollars in FY 15-16 were spent. As such, staff continues to plan and develop the investment and estimates releasing funding early in FY 16-17. With no funding from the original allocation being spent in FY 15-16, the balance of the two-year allocation remains at $598,000 ($600,000 less minimal costs to date), with approximately $299,000 estimated to be contracted and spent in FY 16-17.

Budget Fiscal Year: 2016 - 2017 Status: Proposed

Initiative	Investment Category
Baby Friendly Hospitals	Legacy Investments

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Baby Friendly Hospital Project - Cycle 3	$477,000	$453,000	-5.03%

Program Summary

$10.5 million was approved by the Commission in March 2009 to support the Baby Friendly Hospital Initiative. The initiative aims to achieve International Baby Friendly designation, which indicates that the hospital has met key criteria related to the support of breastfeeding and bonding. Birthing hospitals aim to enhance and support a continuum of care to improve initiation and duration of breastfeeding by improving breastfeeding policies and procedures. Cycle 3 grants are expected to end no later than FY 17-18.

Spending Plan and Funding Methodology

Three hospitals are funded as part of Cycle 3 of the Baby Friendly Hospital Project in FY 16-17 for $453,000. The proposed funding amount reflects the average cost of implementation for Baby Friendly Hospitals in previous cycles. The majority of the budget will be spent on personnel, staff training and supplies.

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

Budget Fiscal Year: 2016 - 2017 Status: Proposed

Initiative	Investment Category
Baby Friendly Hospitals	Legacy Investments

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Baby Friendly Hospital Project - Cycle 4	$600,000	$465,000	-22.50%

Program Summary

$10.5 million was approved by the Commission in March 2009 to support the Baby Friendly Hospital Initiative. The initiative aims to achieve International Baby Friendly designation, which indicates that the hospital has met key criteria related to the support of breastfeeding. Birthing hospitals aim to enhance and support a continuum of care to improve initiation and duration of breastfeeding by improving breastfeeding policies and procedures. Cycle 4 grants are expected to end no later than FY 17-18.

Note that the Cycle 4 grants do not reflect the allocation of new resources, but will be drawing down from the remaining amount approved by the Commission for this initiative. Cycle 4 hospitals align with the Welcome Baby program and support the goals outlined in the 2015-2020 Strategic Plan.

Spending Plan and Funding Methodology

Two hospitals are funded as part of Cycle 4 of the Baby Friendly Hospital Project in FY 16-17 for $465,000. The proposed funding amount reflects the average cost of implementation for Baby Friendly Hospitals in previous cycles. The majority of the budget will be spent on personnel, staff training and supplies.

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

The FY 15-16 budget reflected estimated expenditures for three hospitals, based on the budget being developed while Cycle 4 was still in procurement. Only two hospitals were procured, therefore the FY 16-17 budget reflects estimated expenditures for two hospitals rather than three.

Budget Fiscal Year: 2016 - 2017 Status: Proposed

Initiative	Investment Category
Black Infant Health	Legacy Investments

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Birth Outcomes and Disparities – Policy and Systems Change	$500,000	$500,000	0.00%

Program Summary

This project was established via board motion and approval in November 2013. The intent of the motion was to provide funding to support advocacy to address the disparity in positive birth outcomes for African American families. Although the motion did not specify the time period over which the $500,000 should be spent, the entire amount could be spent in FY 16-17. To-date, no actions or plans have been developed to implement this project. The Policy Department will establish an interdepartmental workgroup to review previously proposed strategies and recommend opportunities to implement this project in alignment with the 2015-2020 Strategic Plan. This may include opportunities to engage in policy and systems change work relevant to the strategic plan areas in Family Strengthening, Communities, and Health in particular.

Spending Plan and Funding Methodology

This amount is based on the motion from the November 2013 Commission meeting establishing this project. This program was not developed/executed in FY 15-16 due to limited staff capacity.

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

Initiative	Investment Category
Black Infant Health	Legacy Investments

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Black Infant Health Program	$1,455,000	$1,509,000	3.71%

Program Summary

The Black Infant Health (BIH) Program is a state program of the California Department of Public Health to address the large and persistent disparities in maternal and infant health that affect the African American community. Programs are at local health jurisdictions where more than three quarters of African-American births occur in California. First 5 LA has been supporting three BIH Programs in Los Angeles County since 2009: Los Angeles County Department of Public Health (LAC DPH), the City of Pasadena, and the City of Long Beach. In November 2013, the Commission approved an allocation of $7,262,415 to the BIH Program for five years beginning in FY 14-15.

The goal of the BIH Program is to improve the health of African American mothers and infants in California and decrease Black:White health disparities by empowering pregnant and parenting women to make healthier choices for themselves and their children. The three BIH programs will be implementing the new model of the state BIH Program which includes a group-based approach (10 prenatal sessions and 10 postpartum sessions) with complementary client-centered case management to help women develop life skills, learn strategies for reducing stress, and build social support through a life-course perspective. Eligible clients for the new model include pregnant or parenting (up to 3 months postpartum) African American women who are 18 years of age or older.

Spending Plan and Funding Methodology

First 5 LA is one of multiple funding streams needed to run the BIH Program. The BIH Program is supported by Title V, State General Funds (reinstated in FY 14-15), Title XIX matching funds, and First 5 LA funds. The First 5 LA funding level for BIH was determined based on last year's expenditures, historical spending and anticipated costs. Costs were informed by BIH grantees with staff's review and approval. All three grantees will be implementing the new model of the state BIH Program.

1. The City of Long Beach: Major costs include supporting core staff to implement the program to fidelity - BIH coordinator, family health advocates (case managers), group facilitator, & mental health professional (social worker). Other program costs include supplies for group intervention sessions and retention as well as training for staff. Support will also be provided to recruit and enroll eligible clients into the group-based program with complementary case management. The estimated budget for the City of Long Beach is $229,000.

2. The City of Pasadena: Major costs include supporting core staff to implement the program to fidelity - BIH coordinator, family health advocates (case managers), group facilitator. A mental health professional (social worker) will be on board in FY 16-17. Other program costs include supplies for group intervention sessions and client workshops as well as training for staff. Support will also be provided to recruit and enroll eligible clients into the group-based program with complementary case management. The estimated budget for the City of Pasadena is $259,000.

3. The Los Angeles County Department of Public Health (LAC DPH) has been implementing the old model of the state BIH Program and will implement the new model this year. LAC DPH will release an Invitation for Bid (IFB) in March 2016 to subcontract with three community-based organizations in FY 16-17. The number of subcontractors will decrease from five to three CBOs because the staffing costs for the new model are higher than the old model. Major costs include subcontractors to provide BIH services: group intervention (10 prenatal group sessions and 10 postpartum group sessions) and complementary case management. Other program costs include personnel for administrative and compliance oversight, supplies for group sessions, and training for staff. The estimated budget for LAC DPH is $1,021,000.

The total FY 16-17 funding level requested for BIH is estimated to be approximately $1,509,000.

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

Initiative	Investment Category
Children's Dental Care	Legacy Investments

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Children's Dental Care Program	$10,656,000	$8,336,000	-21.77%

Program Summary

The Children's Dental Care Program (CDCP) funds three Strategic Partnerships with the University of California Los Angeles (UCLA), University of Southern California (USC) and Western University (additional programmatic detail for each is provided below), with a total allocation of $38 million across 5 years. The first few years of the project centered around activities related to providing direct services but also planning and setting up the needed infrastructure to provide these services. Now entering the fourth year of the project, CDCP will continue to focus on providing direct oral health services to children ages 0-5, parent education and provider training. The program also requires continued collaboration across the three schools. In FY 16-17, the program will continue these collaboration activities through quarterly meetings focused on program evaluation and sustainability. CDCP is currently scheduled to end in February/March 2018.

In addition, by the end of the 5-year contract period, CDCP aims to:
1) Increase knowledge and behavior change among parents and primary caregivers;
2) Increase knowledge and behavior change among community organizations;
3) Increase knowledge, skill level and practice change among dental providers;
4) Increase access to quality preventive and treatment services provided to children ages 0-5; and
5) Improve organizational/delivery systems.

UCLA: expands the 21st Century Dental Home Project model to 10 community clinics to serve as quality dental homes for children 0-5 and pregnant women. The program will provide preventative and treatment services at the clinics, conduct clinical and ECE provider training, and support capital improvements for the UCLA -Venice Family Clinic Mar Vista to provide services and serve as a service-learning site.

USC: expands access to oral health services in LA County, by providing preventative dental care to children from birth through age five, with a referral to a dental home. The project utilizes a case management model that consists of interns from the USC School of Social Work, an oral health promotora and a Benefits Enrollment Specialist to address access to oral health care for underserved children.

Western: provides preventative and treatment dental services for children ages 0-5 in school-based settings. In addition, dental students will be exposed to pediatric populations in non-traditional settings providing necessary preventative and comprehensive services.

Spending Plan and Funding Methodology

In FY 16-17, it is expected that the majority of the costs will be associated with the direct implementation of the program (personnel, dental equipment/supplies, training and contracted services with community clinics and key partners, such as policy and advocacy partners). Main activities during this period will include providing direct services to children, provider training, technical assistance and capacity building.

The funding level for the year was estimated based on cost projections submitted by each of the universities as well as historical data of actual expenditures for the year. The estimated budgets are based on actual costs to provide services which include staff, supplies, dental equipment, training, etc. In addition, the projected budget assumes that all programs will be operating at full capacity and there are no-delays in programming/operating. The estimated budget for CDCP projects is consistent with the previous year implementation and is aligned with the overall 5-year allocation for the project.

Estimates for each university are as follows:

UCLA: $3,140,000
UCLA will provide preventative services to at least 8,000 children. Trained ECE providers will ensure up to 5,000 parents' receive information and educational materials to increase awareness of oral health. The project will also continue providing training to at least 50 clinical providers to increase their knowledge and skills to provide preventive oral health services to children 0-5, train up to 500 childcare providers to increase awareness of the

Initiative	Investment Category
Children's Dental Care	Legacy Investments

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

USC: $4,496,000
The USC CDCP Project will continue to focus on expanding access to oral health services in LA County, by providing preventative dental care to children 0-5 by providing referrals to a dental home. The project utilizes a case management model to provide services to families. It is estimated that the program will serve 9,000 children with preventative dental services, provide 9,000 parents with oral health education, and 600 providers with training.

Western: $700,000
Western University's Children's Dental Care Project will continue to provide preventative and treatment dental services for children 0-5 in school-based settings. In addition, dental students will be exposed to pediatric populations in non-traditional settings providing necessary preventative and comprehensive services. For FY 16-17, it is estimated the project will serve 6,000 children with preventative services, provide 6,000 parents with oral health education, and train 300 providers.

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

The CDCP program is now entering its 4th year of operation; as such, start-up costs are not as high as many of the systems and infrastructure have been established during the previous three years. In addition, sustainability plans (including billing Medi-Cal and Denti-Cal for services, where applicable) have also started to be implemented resulting in a small reduction of funds needed from First 5 LA.

Initiative	Investment Category
Children's Vision Care	Legacy Investments

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Children's Vision Care	$1,341,000	$1,333,000	-0.59%

Program Summary

The Children's Vision Care Program aims to improve the vision and school readiness of preschool children. Services include vision screening and eye examinations at preschool, community events, and youth service organizations. Children receive free prescription eyeglasses if needed. The program started in FY 12-13 with University of California Los Angeles (UCLA) serving as the sole grantee. The program was expanded in FY 13-14 to fund two additional grantees, Vision to Learn and Junior Blind of America. A total of $5.6 million has been allocated to the Children's Vision Care Program, which will end in FY 17-18.

Spending Plan and Funding Methodology

The requested funding level was determined based on a cost-per-child, which varies by grantee. Each project provides a varying degree of vision services which affects the total cost per child. The following highlights each project's cost-per-child and what contributes to that cost.

1. UCLA provides vision care services to preschool children that include vision screenings at preschool sites, eye examinations on the UCLA Mobile Eye Clinic, referrals to specialists, and prescription eyeglasses if needed. In FY 16 -17, the project anticipates to screen 23,000 children at $45.40/child for a total estimate of about $1,045,000.

2. Vision to Learn (VTL) provides vision care services to children ages 2-5 that include vision screenings, eye examinations on the Vision to Learn mobile eye clinic, referrals to specialists, and prescription eyeglasses if needed. For the initial vision screening, VTL provides vision screenings for children at youth service organizations, parochial schools, and community events. VTL subcontracts with LAUSD to perform vision screenings for children in preschool and transitional kindergarten. In FY 16-17, the project anticipates to screen 10,000 children at $28.80/child for a total estimate of $288,000.

Note that the third grantee, Junior Blind of America, ended their project on January 31, 2016. The total FY 16-17 funding level requested for Children's Vision Care is estimated to be approximately $1,333,000.

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

Initiative	Investment Category
Early Identification and Intervention - Autism and Other Developmental Delays	Legacy Investments

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Early Identification and Intervention - Autism and Other Developmental Delays	$946,000	$908,000	-4.01%

Program Summary

The overall goal of this investment is to address systemic barriers and reduce disparities in screening and care faced by young children with Autism Spectrum Disorders and other developmental delays and their families from culturally and linguistically diverse and underserved communities with limited access to services.

In September 2011, First 5 LA approved a $900,000 allocation to focus on the early identification of Autism and other developmental delays to increase the number of children from underserved communities that are screened, receive referrals to early intervention services, if needed, and are integrated into Los Angeles County's various systems of care. In May 2013, First 5 LA approved an additional $1.6 million, bringing the total allocation to $2.5 million for a three-year project. In March 2016, as a result of potential alignment with the 2015-2020 Strategic Plan (Health Strategy 1), the Commission approved an extension of the initiative through June 30, 2018, with an additional $1.25 million.

This investment supports: 1) developing and implementing six pilot projects with culturally and linguistically competent community-based providers to address systemic barriers and reduce racial/ethnic disparities in developmental screening and access to early intervention services faced by underserved children; and 2) raising the competencies of the six community-based providers capacities to conduct developmental screenings, identify developmental delays, and refer identified children and families to appropriate early intervention services.

The program costs include seven (7) contracts: one Training and Technical Assistance (TA) Provider and six community-based organizations (CBOs) to implement this program. The majority of contract/grant expenses include: personnel costs, screening materials, outreach, and training.

The Training and TA Provider and the six community-based organizations will enable developmental screenings for infants and toddlers to be initiated and/or continued in underserved communities; conduct outreach to parents and families; create support and educate parents and families; provide referrals, guidance, and follow up for intervention services; and work with the selected TA Provider to build their capacities.

With this investment, all six community-based organizations will serve the Best Start Communities.

The Training and TA Provider will also support the selected six community-based organizations by developing guidelines for screening tools adherence, scoring completed screening tools, discussing screening results with parents, making appropriate referrals for early intervention services, and follow-up on referred services.

Spending Plan and Funding Methodology

FY 16-17 funding reflects a third year of operation for the three-year program involving all seven contractors (1 TA provider and 6 CBOs). The FY 16-17 budget is based on current contract amounts and pre-negotiation of anticipated contract renewal amounts. In March 2016 the Commission approved an extension of the initiative through June 30, 2018 with an additional $1.25 million, due to potential alignment with the 2015-2020 Strategic Plan Developmental screening strategy (HMG) and the opportunity to leverage the existing work and partners from the EII Task Force. This has impacted the scope (to include sustainability efforts), the amount and timeframe of the FY 16-17 contracts (9 months to 12 months).

MAJOR COSTS AND ACTIVITIES SUPPORTED
Personnel costs, screening material, outreach, and training comprise the major expenses for FY 16-17 for the project.

Major FY 16-17 activities to be conducted by the Training and TA Provider include continued assistance and support for the six community-based agencies to:
- Conduct developmental screenings effectively;
- Score questionnaires, interpret results, and identify developmental risk factors;

Initiative	Investment Category
Early Identification and Intervention - Autism and Other Developmental Delays	Legacy Investments

• Understand the referral process for diagnosing screened children, and providing parents with follow-up to make sure the referral was completed;
• Understand parents' role in the screening process and discussing screening results sensitively with families;
• Identify existing resources to support implementation of a developmental screenings program; and
• Incorporating sustainability efforts.

To support the effort at the initiative level, the Training and TA Provider will also:
• Assist selected community-based agencies in identifying and overcoming systemic challenges for families to receive early intervention services;
• Assist selected community-based agencies in identifying and following through with leveraging opportunities beyond First 5 LA funding; and
• Lead the Developmental Screening Task Force to inform the program and provide a platform for sharing common challenges/issues, lessons learned, and promote systemic changes.

Major FY 16-17 activities for each of the community-based agencies to conduct include:
• Initiating and/or continuing developmental screening for infants and toddlers;
• Conducting outreach to, and education for parents and families to promote awareness of autism and other developmental delays;
• Providing and documenting referrals, guidance, and follow up on finding resources for intervention services and treatment related to autism and other developmental delays; and
• Building the community-based agencies' capacity to conduct developmental screenings, identify developmental delays, provide referrals and follow-up to early intervention services programs, and explore strategies to leverage fiscal and non-fiscal resources to support the program beyond First 5 LA funding through the support of the Training and Technical Assistance provider.

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

$908,000 budgeted for FY 16-17 reflects the work of the community-based agencies and the training and technical assistance provider. Recognizing the potential alignment with the 2015-2020 Strategic Plan (Health Outcome, Development screening strategy--HMG) and the potential to leverage the existing work and partners from the EII Task Force, in March 2016, the Commission approved an extension of the initiative through June 30, 2018 (as part of the Expiring Initiatives process) with an additional $1.25 million. This has impacted the scope (to include sustainability efforts), the amount and timeframe of the FY 16-17 contracts (9 months to 12 months).

Budget Fiscal Year: 2016 - 2017 Status: Proposed

Initiative	Investment Category
Healthy Food Access	Legacy Investments

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Children's Garden Collaborative	$1,389,000	$434,000	-68.75%

Program Summary

The goals of the Children's Garden Collaborative are broadly aligned with the 2015-2020 Strategic Plan Communities Focus Area 3: Communities have physical places and spaces that promote healthy living and encourage interaction. This is a Commission-allocated investment and will end consistent with the Governance Guidelines in FY 16-17.

The purpose of the Children's Garden Collaborative is to design and construct 8 community gardens, with a minimum of 1 garden per Supervisorial District by FY 16-17. The 8 gardens will provide families with children prenatal to 5 with space to grow fresh fruits and vegetables. Garden members also receive gardening and nutrition classes supported by leveraged funds. Each garden will have a network of support to rely on for sustainability purposes that includes community members and local stakeholders, including elected officials.

Spending Plan and Funding Methodology

To date, the contractor has constructed 7 of 8 gardens. Each garden has the capacity to serve a minimum of 30 families, for a total of 240 families by the end of FY 16-17.

The FY 16-17 budget is based on the projected balance available after the 4th year of this 5-year investment. The 8th and final garden may be completed in FY 15-16 but timeline and building schedules may dictate a completion date in FY 16-17. Therefore, the FY 16-17 budget covers one-time construction costs for one garden site including: site location, securement of a long-term lease, design of garden, and construction; and ongoing costs for seven gardens including: outreach to potential families as gardeners, developing broad community support, maintenance of gardens; and comprehensive project costs including a comprehensive external evaluation, marketing efforts and exploring additional private and public funding to support long-term sustainability of gardens beyond the project end.

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

FY 16-17 is the last year of this 5-year allocation/program. The lead grantee, Los Angeles Conservation Corps (LACC), has a FY 15-16 budget of $1,262,634. LACC has requested a no-cost extension to apply the balance of funds available to the 12 months of FY 16-17 with a revised project expiration date of June 30, 2017. The no-cost extension to June 30, 2017 will also support the evaluation of the program to allow data collection to be completed for the 8th and final garden. Originally, this investment was set to expire March 2017.

Budget Fiscal Year: 2016 - 2017 Status: Proposed

Initiative	Investment Category
Healthy Food Access	Legacy Investments

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Market Match	$675,000	$700,000	3.70%

Program Summary

The goals of Market Match are broadly aligned with the 2015-2020 Strategic Plan Communities Focus Area 3: Communities have physical places and spaces that promote healthy living and encourage interaction. This is a Commission-allocated investment and will end consistent with the Governance Guidelines in FY 17-18.

Market Match leverages an existing fruit and veggie voucher program to increase the purchase and consumption of fresh fruit and vegetables by families with children prenatal to 5. Market Match is a voucher system that matches a family's purchase amount when they use their CalFresh, WIC, or cash benefits at 19 farmers' markets in LA County. The families receive a dollar-for-dollar match up to $10 that can only be spent on fruits and vegetables at the farmers' markets. This is the 4th year of a 5-year partnership, expected to end in FY 17-18.

Spending Plan and Funding Methodology

To date, the contractor has established voucher programs at 24 farmers' markets. In FY 15-16, the budget request was $675,000 based on increased demand for vouchers and a burn rate of approximately $55,000/month. In FY 16-17, the budget request is estimated to be $700,000 based on the current burn rate and anticipated increase in Market Match incentives to be distributed to families. This project has significant administration costs, because it is operated in 24 different locations with multiple farmers' market operators who need to be trained and compensated for administering this project. The budget also includes funds for a comprehensive external evaluation of Market Match ($20,000) and significant outreach to families who are eligible to receive the vouchers. Any cost savings from project administration will be redirected to voucher distribution.

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

Budget Fiscal Year: 2016 - 2017 Status: Proposed

Initiative	Investment Category
Healthy Kids	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Healthy Kids Insurance Coverage	$630,000	$373,000	-40.79%

Program Summary

Healthy Kids, administered by LA Care Health Plan, offers low-cost health coverage for children ages 0-5 who are not eligible for Medi-Cal or other health insurance programs. The vision for Healthy Kids is: 1) to achieve health insurance coverage for all children ages 0-5 living at or below 400% of the Federal Poverty Level (FPL); 2) to optimize children's health and development by increasing access to coordinated and quality health care; and 3) to support the health care safety net by increasing the pool of insured children. LA Care administers eligibility determination, provides a comprehensive benefits package (medical, mental health, dental and vision care) to enrollees, and ensures the Provider Network Principles (e.g., quality assurance standards).

The program was slated to end on June 30, 2015. However, to ensure that children are not left without access to health care, First 5 LA worked with LA Care and the Los Angeles County Department of Health Services to explore opportunities to connect children currently enrolled in Healthy Kids to the County's MyHealthLA (MHLA) program or to other insurance coverage options. The FY 15-16 State Budget included an expansion of Medi-Cal to cover low-income, undocumented youth ages 19 and younger. The vast majority (95%) of children currently covered by Healthy Kids will be eligible for Medi-Cal under this expansion. As a result, the First 5 LA Healthy Kids program was extended to September 2016 until Med-Cal expansion is in place to ensure continuity of care. Additional subsequent analysis indicates the need for additional time and funds, due to an unanticipated rise in Healthy Kids enrollment, with a recommendation up for Board approval in May 2016 to add additional funds. Note that with the approved extension to September 2016, the Board also authorized the Executive Director to extend the partnership until December 2016 should there be a delay in expanding Medi-Cal.

Spending Plan and Funding Methodology

Since the passage of SB 75 in June 2015 expanding full-scope Medi-Cal to children under 19 years of age regardless of immigration status, enrollment into Healthy Kids has increased. Effective outreach and communication efforts from multiple trusted local resources has resulted in more parents enrolling their children in health insurance programs, including Healthy Kids. The influx of young child refugees from Central American countries over the last year has also contributed to the increase in Healthy Kids enrollment. Approximately 531 children (members) are anticipated to be covered by Healthy Kids in FY 16-17. The budget is calculated based on covering the cost of the premium per member per month (pmpm) which is $117 pmpm. For the expected six-month contract period in FY 16-17:

$117 pmpm x 531 members X 6 months = $372,762

The total FY 16-17 funding level requested for Healthy Kids is estimated to be approximately $373,000.

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

This contract was extended to September 30, 2016 (with an anticipated extension through December 2016 up for Board approval in May 2016) to connect current children enrolled in Healthy Kids to other health care coverage to avoid gaps in coverage and support continuity of care. A majority (~95%) of Healthy Kids enrollees will be eligible for the expanded Medi-Cal program that now covers undocumented, low-income youth up to age 19. Healthy Kids enrollees that do not qualify for this expansion because their family incomes are too high will be connected to the County's MyHealthLA (MHLA) program or other insurance coverage options. The limited time frame accounts for the variance from FY 15-16.

Budget Fiscal Year: 2016 - 2017 Status: Proposed

Initiative	Investment Category
Information Resource and Referral	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
211 LA County	$1,340,000	$1,240,000	-7.46%

Program Summary

The Information and Referral Federation of Los Angeles County, Inc. (dba 211 LA County, or "211") is a comprehensive telephonic information and referral center. 211 LA County provides services to more than 500,000 clients each year and covers the following components:

1. Efficient and timely response to calls from pregnant women and parents/primary caregivers of children 0-5 (First 5 LA Target Population)
2. Community Resource Advisors (CRAs) provide accurate and knowledgeable information to the Target Population; and
3. Face-to-face comprehensive information and referral is provided at the Los Angeles Family Court location (Goal of 900 parent consultations)

Through 211's comprehensive database, the information available and referrals given covers a broad range of issues pertinent to the 0-5 population such as health insurance, child care, health care providers, and parenting support.

Spending Plan and Funding Methodology

Through the Expiring Initiatives Assessment process, it was recommended that the program be extended up to a maximum of two fiscal years through June 30, 2018 for up to $2.5 million. Based on Board approval of this recommendation in March 2016 and the FY 15-16 contract amount of $1,239,535, a budget of $1,240,000 is projected for FY 16-17.

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

Budget Fiscal Year: 2016 - 2017 Status: Proposed

Initiative	Investment Category
Information Resource and Referral	2015-2020 Strategic Plan: Focusing for the Future

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Performance Based Agreement (Consulting)	$20,000	$20,000	0.00%

Program Summary

Technical assistance and support to 211 LA County's Information and Referral Services project, including contract monitoring, research and data collection on comparative metrics, assessment of performance, and development of options for quality improvement if needed.

Spending Plan and Funding Methodology

As the 211 LA County Information Resource and Referral program has been extended by First 5 LA's Board of Commissioners at the current level of funding, the associated technical assistance needs will be extended at the current level. The FY 16-17 budget will be the same as the budget for FY 15-16 to cover the cost associated with time and materials. The hourly rate will remain at $150 and the contract budget will include 133 hours. The total budget for FY 16-17 is $20,000.

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

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

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Little by Little/One Step Ahead Program	$3,515,000	$3,116,000	-11.35%

Program Summary

In January 2011, the Commission approved an allocation of $30 million for the One Step Ahead/Little by Little (OSA/LBL) program, a modification of the Little by Little (LBL) program previously implemented by Public Health Foundation Enterprises-Women, Infants and Children Program (PHFE-WIC) and funded by First 5 LA. During the same year the program also underwent a name change to only “Little by Little” due to existing trademarking of the One Step Ahead name.

In May 2013, the Commission approved a six-year strategic partnership with PHFE from October 2013-September 2019 to lead and manage the expansion of the LBL program to other WIC sites throughout LA County. In FY 16-17 the LBL program will be in its third year of program implementation. The program provides anticipatory guidance to parents regarding early literacy and safety awareness in ten WIC sites located across Los Angeles County.

The core program components include:
1. Providing individual counseling and handouts regarding child development, early literacy, and child safety at each WIC client visit.
2. Distributing developmentally appropriate books and safety items during WIC clients’ visits.

Spending Plan and Funding Methodology

HOW FUNDS WILL BE SPENT IN FY 16-17
• Partnering with the six LA County WIC agencies and overseeing the implementation of the LBL program at the selected 10 WIC site locations;
• Providing LBL program services to a total of 62,610 unique WIC participants across 10 WIC site locations;
• Providing technical assistance to help WIC sites improve services and strengthen program quality;
• Ensuring client data is being collected and entered in the LBL client database system;
• Implementing fund development and sustainability plan activities in order to support the effectiveness and sustainability of the program; and
• Managing LBL process and outcome evaluations.

MAJOR COST AREAS
The funding level for FY 16-17 was determined based on contractor spending patterns for the past two fiscal years and recent conversations with the contractor on programmatic budget projections for FY 16-17. In FY 16-17, the LBL program will provide services to a total of 62,610 unique WIC participants at $49.77/child for a total budget estimate of about $3,116,000. The following are the major programmatic and administrative cost categories and estimated annual amounts for FY 16-17:
1. Personnel- a total of 25 staff positions will be needed to manage the various initiative components including training and technical assistance, fiscal and contract management and direct services at two WIC sites for a total of $1,000,000 (32% of the overall budget).
2. Contracted Services- an estimated 9 subcontractors including six subcontractors delivering direct services at eight WIC sites, a trademark, a communications and an implementation consultant will be hired in order to complete the various components of the LBL direct service, marketing and intervention implementation. Total estimated expenses for subcontracts: $1,141,000 (37% of the overall budget).
3. Program Supplies- Program expenses are related to program materials (187,830 books and 62,610 safety items) and brochures. Total estimated expenses for supplies: $757,000 (24% of the overall budget).
4. Operating, Evaluation and Administrative Costs- A total of $218,000 is estimated for evaluation, space, postage, travel, mileage, indirect and other expenses (7% of the overall budget).

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

Initiative	Investment Category
Oral Health & Nutrition - Dental Home	Legacy Investments

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Oral Health & Nutrition - Dental Home	$3,414,000	$890,000	-73.93%

Program Summary

The Dental Home Project, is a 4-year program that began in July 2012 and was scheduled to end June 2016. A 6-month no-cost extension through December 2016 will be requested as part of the FY 16-17 Contract Renewal process for the program to complete all program activities and to implement activities under the Special Revenue Fund (SRF) plan. UCLA was advanced funds at the beginning of the project, and per the contract terms can request approval from F5LA to expend SRF accrued interest and any remaining funds for purposes consistent with the project as long as all required deliverables have been met.

The overall goal of the DHP program is to increase access to dental care for 13,000 children ages 0-5 and perinatal women by establishing dental homes in 12 Federally Qualified Health Centers (FQHCs) countywide. The program is intended to be a comprehensive sustainable model that uses integrated service delivery to link local healthcare providers, childcare providers and families of children 0-5. In the final 6 months, FQHCs will complete capacity building activities in order to improve the quality and efficiency of dental services and operations and integrate medical and dental services so children can receive more comprehensive services. The project will also raise awareness of the dental home model to policymakers and other key stakeholders.

From July 2016-December 2016, the clinics will provide preventative services to at least 2,000 additional children. The project will also:
• Provide limited infrastructure and TA support to sustain the referral and integrated medical-dental delivery systems implemented by the 12 FQHCs over the course of the project to promote 0-5 oral health care
• Complete and distribute final policy brief on medical dental integration and DHP project results to raise awareness of the dental home project model to policymakers and other funders
• Gather and analyze patient outcomes/i2i data and finalize project evaluation report
• Continue technical support for 7 clinics that received medical dental integration software in FY 15-16
• Convene at least 1 Quality Improvement Learning Collaborative sessions and provide support for 3 DHP clinic dental teams to serve as peer leaders to other clinics participating in the collaborative

Spending Plan and Funding Methodology

MAJOR COST AREAS
The primary cost areas for FY 16-17 include:
1. UCLA personnel - for programmatic/fiscal oversight of the DHP to provide project leadership, administration, and evaluation.
2. Subcontracts with Community Clinics - The 12 clinic sites are in the final 6 months of full implementation. Subcontracted clinic budgets are based on the implementation of the Enhancement Plans (began in FY 14-15), which include dental home activities and staffing. This includes a PT Community Dental Home Coordinator to sustain the successful implementation of the dental home model in the clinic and community linkages. The Coordinator and other clinic staff will also serve as peer leaders for other clinics.
3. Subcontracts with Other Project Partners -
   • Quality Improvement (QI) Learning Collaborative Director to lead the collaborative and Consultants to provide QI coaching for the clinics

The FY 16-17 budget of $890,000 was estimated based on FY 15-16 contractor spending and the following assumptions/methods:
• The 4-year project began in FY 12-13 and was estimated at a total cost of $9.2 million. Staff is requesting an extension of the project by six months so that it ends December 31, 2016 rather than June 30, 2016, in order to complete all planned activities and to implement the Special Revenue Fund Plan activities, which staff will review and approve.
• The FY 15-16 budget was revised at mid-year to $3.4 million due to lower spending by some clinics and other subcontractors, as well as personnel savings. Approximately $500,000 will remain at the end of FY 15-16. Additionally, the contractor's estimate of the balance of accrued interest in the SRF at mid-year is $350,000.
• In FY 16-17, the program will complete capacity building/systems change interventions and provide direct services

Initiative	Investment Category
Oral Health & Nutrition - Dental Home	Legacy Investments

to an additional 2,000 0-5 children above the original 13,000 0-5 children goal, and complete related community outreach and policy activities.
• The estimated budget reflects ramp down of the program and related subcontractor costs ($582,000), including smaller subcontractor costs not included here:
-12 clinic sites averaging approximately $37,500 per subcontractor based on Enhancement Plans that will be completed by December 2016, for a total of approximately $450,000. Each plan includes 1 FTE or a portion of 1 FTE Community Dental Home Coordinator as well as additional personnel and program costs related to each individual clinic's plan.

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

The nearly 75% reduction is due to the proposed partial year 6-month budget. Also, fewer program activities will be implemented as the project ramps down and ends in December 2016.

Initiative	Investment Category
Parent Child Interaction Therapy	Legacy Investments

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Parent Child Interaction Therapy	$2,742,000	$3,590,000	30.92%

Program Summary

The overall goal of Parent Child Interaction Therapy (PCIT) investment is to expand access for young children and their families' to PCIT services. This is being accomplished by increasing the number of PCIT-certified mental health providers in Los Angeles County and expanding the number and capacities of clinical programs to provide PCIT services. This program, ending in FY 16-17, has a five-year approved $20 million allocation and is being implemented through a $17 million strategic partnership with the Los Angeles County Department of Mental Health (DMH) and a $3 million contract with UC Davis which is the project's Training Contractor for DMH-contracted mental health agencies' professionals to become certified in PCIT.

The program was initiated in FY 12-13 and, at minimum, 58 agencies with four mental health professionals each are expected to be trained over the five year investment.

Spending Plan and Funding Methodology

FY 16-17 activities are geared at improving workforce development and service delivery for 2-5 year olds' with up to 10 new provider agencies (with teams of 4 clinicians each) trained in PCIT and supporting previously trained PCIT therapists in agencies with an existing PCIT program.

There are two principal contractors for this project: the Los Angeles County Department of Mental Health (DMH) and UC Davis PCIT Training Center. Key cost categories include:

- Personnel for both DMH and UCD contracts;
- Facility upgrades to retrofit facilities for the delivery of PCIT services that require the use of a specially equipped facility including audio equipment and two-way mirrors;
- Provider stipends to help offset costs incurred by DMH contracted therapists to participate in the PCIT training;
- Outreach monies to assist agencies finding appropriate clients for the intervention; and
- Indigent assistance to give agencies the ability to serve some clients that are not Medi-Cal eligible
- Potential expansion of support for training to include a cohort of Los Angeles County-based PCIT certified trainers to support sustainability of the practice.

First 5 LA is projecting FY 16-17 expenditures of $3,080,000 for the DMH contract based on the proposed scope and historical spending rates for prior years of the project that have never reached 100% of original projections as listed below:

FY 12-13: $2,961,000 DMH projected; $962,000 expended
FY 13-14: $3,183,000 DMH projected; $1,530,000 expended
FY 14-15: $3,800,000 DMH projected; $1,044,000 expended
FY 15-16: $3,865,000 DMH projected; $1,900,000 projected by DMH to be expended

DMH has submitted a projection of $6,080,000 for the FY 16-17 contract.

First 5 LA is projecting FY 16-17 expenditures of $510,000 for the training provider, UC Davis based on the proposed scope and current projected contract amount provided by the contractor.

At the March board meeting, PCIT went through the Expiring Initiatives process and the board endorsed the continuation of the project. It was noted that there may be potential alignment with the 2015-2020 Strategic Plan but it is not yet clear, pending further development of Health outcome, Trauma Informed (TI) Care strategy. Staff will return to the Board in Spring 2017 with an update on Expiring Initiatives review findings and recommendation regarding use of potential remaining funds, informed by progress made with TI Care implementation work.

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

The 31% variance from FY 15-16 includes increased training support to establish a cohort of Los Angeles County-

Initiative	Investment Category
Parent Child Interaction Therapy	Legacy Investments

based PCIT certified trainees to serve as local experts to support sustainability of the practice. Other new costs include supports to improve client retention necessary to complete training of clinicians. In addition, a van equipped to provide PCIT services in underserved and isolated areas of the County is a new cost in the FY 16-17 budget.

Initiative	Investment Category
Policy Advocacy Fund	Legacy Investments

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Policy Advocacy Fund - I	$805,000	$300,000	-62.73%

Program Summary

The Policy-Advocacy Fund (PAF) was designed to support a variety of strategies in the policy and advocacy arena that help advance the First 5 LA Policy Agenda under the previous strategic plan. Grantees vary in size and strategic approach (such as community based organizing, administrative advocacy, and legislative advocacy). There were 13 Cycle I grants awarded in March 2012, ranging from 3-5 years in length. Five (5) PAF Cycle I grants remain for FY 16-17, all of which will end during the fiscal year.

Spending Plan and Funding Methodology

In FY 16-17 there will be five (5) active Policy Advocacy Fund (PAF) Cycle I grantees employing a variety of strategies and activities to support their advocacy projects, such as: administrative advocacy and implementation support, policy issue identification and development; policy education and advocacy; and community engagement.

The FY 16-17 budget estimate was developed by calculating their remaining available funds, less the amount the grantees have spent to-date. In addition, a 10% contingency fund was included to account for grantees who may accelerate their spending throughout the fiscal year, or use grant balances from previous years. This is particularly important for three grantees whose grant term ends in FY 17-18. Historically, 10% has been the contingency built into annual appropriations to handle spending fluctuations. In previous years the PAF portfolio contingency was 15% of the total award to account for any additional grantee/contract costs that were unanticipated with respect to each individual project. The PAF portfolio has funded individual projects that meet 10 different and individual project policy goals from 2009-2015 strategic plan. In FY 16-17 the proposed contingency has decreased to 10% to cover any additional or unanticipated cost to support grantees in project success and meeting their performance goals.

Given the diversity of grantees there is a range of components that comprise the costs associated with this fund. Many policy grantees rely heavily on staff to conduct analyses, develop materials, convene meetings and engage stakeholders. The main cost component (up to 90%) of most grants is personnel. Other typical costs include contractors to support the work of collaborative partners and coalition members, as well as consultants to support event planning, facilitation, or for technical assistance on complex policy issues. Finally, travel is a key cost for policy grantees that often have to travel to meetings and hearings in Sacramento. Some grantees have larger costs related to major events or convenings.

All five grants are scheduled to end on February 28, 2017.

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

The FY 16-17 budget decreases PAF Cycle I funding to account for past grants which ended in FY 15-16. In addition, remaining grants will only be active for 9 months of FY 16-17. At the end of FY 16-17, all PAF Cycle I grants will be closed.

Budget Fiscal Year: 2016 - 2017 Status: Proposed

Initiative	Investment Category
Policy Advocacy Fund	Legacy Investments

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Policy Advocacy Fund - II	$1,276,000	$850,000	-33.38%

Program Summary

The Policy Advocacy Fund (PAF) is designed to support a variety of strategies in the policy and advocacy arena that help advance the First 5 LA Policy Agenda under the previous strategic plan. Grantees vary in size and strategic approach (such as community based organizing, administrative advocacy, and legislative advocacy). Five Cycle II grantees remain in FY 16-17.

Spending Plan and Funding Methodology

In FY 16-17 there will be five (5) active Policy Advocacy Fund (PAF) Cycle II grantees employing a variety of strategies and activities to support their advocacy projects, such as: administrative advocacy and implementation support, policy issue identification and development; policy education and advocacy; and community engagement.

Given the diversity of grantees there is a range of components that comprise the costs associated with this fund. Many policy grantees rely heavily on staff to conduct analyses, develop materials, convene meetings and engage stakeholders. The main cost component (up to 90%) of most grants is personnel. Other typical costs include contractors to support the work of collaborative partners and coalition members, as well as consultants to support event planning, facilitation, or for technical assistance on complex policy issues. Finally, travel is a key cost for policy grantees that often have to travel to meetings and hearings in Sacramento. Some grantees have larger costs related to major events or convenings.

For the five (5) grantees active in FY 16-17, the budget estimate was developed by calculating their remaining available funds, less the amount the grantees have spent to-date. In addition, a 10% contingency fund was included to account for grantees who may accelerate their spending throughout the fiscal year, or use grant balances from previous years. This is particularly important for three grantees whose grant term ends in FY 17-18. In previous years the PAF portfolio contingency was 15% of the total award to account for any additional grantee/contract costs that were unanticipated with respect to each individual project. The PAF portfolio has funded individual projects that meet 10 different and individual project policy goals from 2009-2015 strategic plan. In FY 16-17 the proposed contingency has decreased to 10% to cover any additional or unanticipated cost to support grantees in project success and meeting their performance goals.

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

The budget amount is lower in FY 16-17 because five PAF Cycle II grants ended in FY 15-16, and two of the remaining grants will end before the close of FY 16-17. All PAF Cycle II grants will end by March 2018.

Budget Fiscal Year: 2016 - 2017 Status: Proposed

Initiative	Investment Category
Policy Advocacy Fund	Legacy Investments

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Policy Advocacy Fund Technical Assistance Provider	$113,000	$113,000	0.00%

Program Summary

First 5 LA has supported consultants to provide technical assistance, advice, support and guidance to policy grantees in a number of key areas including: evaluation support, strategic planning, navigating complex policy systems and decisions, and reviewing data to develop recommendations.

Spending Plan and Funding Methodology

The TA Consultant regularly checks in with contractors to identify areas for potential support and follows up with them as needed. This can take place in the form of in-person meetings, telephone check in calls, reviewing data, providing feedback and guidance. The TA consultant team also regularly checks in with Policy staff to discuss contractor progress, flag potential challenges and identify solutions. The TA consultant team also supports the planning and execution of quarterly policy contractor meetings.

In addition, the TA consultant team will develop and execute a series of capacity building workshops focused on management, HR, finance and communications to support the effective development of internal systems to support the policy work of the agencies. This will also provide resources to allow grantees to receive individual TA in the topics discussed in the workshops.

Finally, as PAF comes to a close staff will work with the TA consultant to ensure First 5 LA is capturing lessons learned from the initiative.

The total consultant costs are estimated as followed:

Quarterly grantee convenings and additional workshops - $6,500 per meeting x 8 meetings = $52,000
Internal coordination, planning, and learning - $150/hr x 150 hrs = rounded up to $23,000
Direct grantee TA - $150/hr x 250 hrs = rounded up to $38,000

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

Budget Fiscal Year: 2016 - 2017 Status: Proposed

Initiative	Investment Category
Reducing Childhood Obesity	Legacy Investments

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Reducing Childhood Obesity	$15,462,000	$5,133,000	-66.80%

Program Summary

The Reducing Childhood Obesity Project aims to reduce the prevalence of overweight and obesity among children ages 0-5 and their families in Los Angeles County. The project is implemented and managed by the County of Los Angeles Department of Public Health (DPH). In July 2011, the First 5 LA Commission approved a $41.2 million allocation for the project for four years. Although initially scheduled to end in June 2016, in April 2015 DPH was granted a one year no-cost extension through the Expiring Initiatives Assessment process to continue the project and successfully complete work through June 2017. The Strategic Partnership with DPH began July 1, 2012 and will continue through June 30, 2017. The project brings together a broad range of partners to implement community-based public education, skills-building, and environmental change to promote physical activity and healthy eating among the nearly one million Los Angeles County children ages 0-5 and their families. The three major interventions of the project to be implemented countywide are:

1. Choose Health LA Kids (CHLA Kids), an intensive community-based public education and skills-building effort in targeted community clinics, restaurants, grocery stores, and neighborhoods in order to promote healthy eating and physical activity.
2. Choose Health LA Child Care (CHLA Child Care), a program focused on increasing the capacities of licensed and licensed-exempt child care providers to improve nutrition and physical activity in child care settings.
3. Choose Health LA Moms (CHLA Moms), a program designed to reduce obesity among postpartum women through guidance on breastfeeding, nutrition, physical activity, water consumption, and stress reduction.

Spending Plan and Funding Methodology

FY 16-17 will be the last year of the Reducing Childhood Obesity Project. Across programs, fewer activities will be implemented in the last year, but core project activities will be maintained (parent workshops, restaurant enrollment, website management) with a ramp up in evaluation. Projected activities in Year 5 are as follows:

1. Choose Health LA Kids: Continued subcontracting of 20 selected community based organizations; continuation of Healthy Parenting workshops; policy development, implementation and maintenance via the parent collaboratives; promotion of campaigns (Physical Activity and Screen Time in Year 5); CHLA Restaurant enrollment; dissemination of the Marketing to Children White Paper; evaluation.
2. Choose Health LA Child Care: Evaluation (for the first 6 months of the fiscal year).
3. Choose Health LA Moms: Partnerships with organizations to both offer and recruit for website curriculum participation; management of the website (transferred under DPH's main website); evaluation.

Approximately $900,000 will be needed for personnel to run the administrative and programmatic components of the project in the last year. Approximately $4 million will be needed for Contracted Services to maintain temp personnel for the project; community work, media campaign and policy work for CHLA Kids; evaluation for CHLA Child Care; and website needs for CHLA Moms.

The total allocation of $41.2 million minus actual and anticipated expenses through June 2016 is anticipated to be approximately $36 million, leaving approximately $5 million for the last year. The total FY 16-17 funding level budgeted for Reducing Childhood Obesity is estimated to be $5,133,000 and will be within the remaining balance of the allocation.

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

Lower spending is anticipated FY 16-17, the last year of the 5-year project. Fewer activities will be implemented in the last year, but those that continue will have a greater, long-lasting impact in the community.

Budget Fiscal Year: 2016 - 2017 Status: Proposed

Initiative	Investment Category
Resource Mobilization - ECE	Legacy Investments

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
ECE Recoverable Grant/Bridge Fund	$225,000	$800,000	255.55%

Program Summary

First 5 LA established a 4-year strategic partnership with the California Community Foundation (CCF) to administer the LA ECE Bridge Fund, a recoverable grant fund to bridge payments to center-based child care operators in LA County. First 5 LA's total investment of $2.075 million, which provides funding for program administration and repayable grants, is matched by other funders at a 1:1 rate. The breakdown of First 5 LA funding includes $1.075 million in Year 1 of the fund ($1.0M for repayable grants and $75,000 for administration of grants and technical assistance to grantees), plus a $1.0 million challenge grant which can only be drawn down as additional funding is secured. Challenge grant funds may be used to increase the available funds for repayable grants, support Fund administration, technical assistance and advocacy efforts, as determined by funding partners. To date, a total of $200,000 in challenge grant funds have been drawn down by CCF and used to cover a portion of cost for the annual administration of the Fund and to support additional technical assistance to grantees.

To date, the Fund has awarded almost $5.4 million in recoverable grants ($2 million revolving loan for 3.5 years) with no defaults. Grantees report the Fund helped them serve an average of 3,000 children, retain 3,000 parent jobs and 530 staff jobs each year. Fund recipients have also received individualized technical assistance and training workshops from the Low Income Investment Fund (LIIF) to help maximize their CA Department of Education (CDE) contracts and budget more effectively. State policy issues identified through ECE provider and Bridge Fund Grantee surveys have informed CCF's L.A. Preschool Advocacy Initiative (LAPAI) Policy Framework and been shared with ECE advocates and funders. F5LA challenge grant has also leveraged private funding to support the Fund loans and related capacity-building efforts.

This is year 4 of a 4-year strategic partnership with CCF, scheduled to end during FY 16-17, consistent with the Governance Guidelines. First 5 LA, CCF and other key partners are assessing the current need for and impact of the the Bridge Fund to-date, in order to inform future support for a bridge fund and related advocacy efforts.

Spending Plan and Funding Methodology

In FY 16-17, it is anticipated that the fund will provide at least 10 recoverable grants as well as TA to grantees. This award level is consistent with the prior 3 years and is based on the average grant award of $200,000 per agency. The total budget for FY 16-17 is up to $800,000 in remaining challenge grant funds, as $1.275 million was previously released to CCF. The full amount of remaining challenge grant funds ($800,000 as of March 2016) is included in the FY 16-17 budget, as CCF has the ability to draw down up to this amount at any time during the contract period as additional matching funds are secured.

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

The FY 15-16 budget was reduced at mid-year based on the rate of matching funds being drawn down. Only $200,000 of the total $1 million challenge grant funds have been expended to date. Therefore, up to $800,000 is remaining for CCF to draw down as additional matching funds are secured. Because the funds are available to draw down at any time, the entire remaining amount is included in the FY 16-17 budget.

Initiative	Investment Category
Resource Mobilization - Funder Partnerships	Legacy Investments

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Funder Collaboratives	$30,000	$75,000	150.00%

Program Summary

First 5 LA will continue to participate in and provide membership support for funder collaboratives whose goals and activities are aligned with the 2015-2020 Strategic Plan. This expense was included in FY 15-16, in support of the Strategic Plan's emphasis of leveraging funder partnerships to advance policy and systems change. Support and participation in funder collaboratives also aligns with the Commission's adopted investment guidelines, specifically "Engage partners at the earliest possible stage of activity and/or investment."

EMERGING FUNDER COLLABORATIVES
Relevant funder collaboratives will be identified by staff throughout the fiscal year.

LA FUNDERS COLLABORATIVE
First 5 LA will continue to support and participate in the LA Funders Collaborative, as goals of the collaborative are broadly aligned with First 5 LA's 2015-2020 Strategic Plan Communities Outcome Areas and Investment Strategies. LA Funders Collaborative is a cross-sector collaborative which aims to harness the changes being catalyzed by landmark transportation and environmental policies to create equitable, healthy, sustainable communities in Los Angeles County.

LA-N-SYNC
First 5 LA will continue to support and participate in the LA-N-Sync funder collaborative, as goals of LA-N-Sync are broadly aligned with First 5 LA's 2015-2020 Strategic Plan Priority Outcome Areas and Investment Strategies. LA-N-Sync is a cross-sector initiative to strengthen the Los Angeles region as a compelling destination for investment. LA-N-Sync works with public and private agencies to identify funding priorities and opportunities, and to position applicants to be as competitive as possible. In FY 15-16, First 5 LA did not expend this budget item as staff did not determine a need for investment in LA-N-Sync efforts at that time. Funds are included in FY 16-17 to ensure staff have ability to take advantage of immediate leveraging/partnership opportunities via LA-N-Sync as they emerge through the year.

LA PARTNERSHIP FOR EARLY CHILDHOOD INVESTMENT
First 5 LA will continue to support and participate in the The LA Partnership for Early Childhood Investment funder collaborative, as the LA Partnership's goals are broadly aligned with First 5 LA's 2015-2020 Strategic Plan Priority Outcome Areas. The LA Partnership for Early Childhood Investment is a public/private funder collaborative investing in and promoting innovations that advance the lifelong health and well-being of LA County children, age 0-5.

SOUTHERN CALIFORNIA GRANTMAKERS
First 5 LA will continue to provide annual support and participate in the Southern California Grantmakers (SCG)--an association of more than 300 local funders--and SCG's targeted Funder Peer Groups, whose goals are aligned with First 5 LA's 2015-2020 Strategic Plan Priority Outcome Areas.

Spending Plan and Funding Methodology

The estimate is based on First 5 LA providing $15,000 in financial support to each of the five funder collaboratives. The funding methodology is consistent with membership support by First 5 LA to member collaboratives, such as Southern California Grantmakers, and ensures First 5 LA a seat at the table among public/private funders and business leaders.

First 5 LA's annual membership fee to Southern California Grantmakers is calculated based on First 5 LA's prior year total competitive grantmaking and location of organization. First 5 LA member rate is $15,000 per year.

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

First 5 LA support for funder collaboratives is consistent with FY 15-16 budget. Budgets for funder collaborates that were previously listed as individual Programs under Resource Mobilization-Funder Partnerships are now included under a single Funder Collaboratives.

Budget Fiscal Year: 2016 - 2017 Status: Proposed

Initiative	Investment Category
Resource Mobilization - Health	Legacy Investments

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Early Childhood Linkages to Wellness	$1,250,000	$326,000	-73.92%

Program Summary

The goals of The Early Childhood Linkage to Wellness demonstration project are broadly aligned with the 2015-2020 Strategic Plan Communities Focus Area 2: Communities have ECE- and health-related supports that meet family needs and Health, Mental Health and Substance Abuse Systems Focus Area 1: Increased effectiveness and responsiveness of screening and early intervention programs across health, mental health and substance abuse services systems.

The Early Childhood Linkage to Wellness demonstration project at six select LAUSD Wellness Center sites connects families to preconception, prenatal, infant and toddler care, mental health and oral health services offered by the Wellness Centers. Additionally, families are connected to a broader set of community-based resources supporting a child's wellness and development, including other First 5 LA investments such as Family Strengthening, Oral Health and Best Start. This project also seeks to change the physical space of the Wellness Centers to be child-friendly and to provide training to ensure that families have access to professionals who understand the needs of very young children. This is the 3rd year of a 3-year partnership, ending December 2016.

In FY 16-17, funded staff will work on continued program operations and sustaining the project through LAUSD negotiations and partnership development. Staff will also work on collecting remaining program implementation data as part of the project's evaluation plan and compile a final public document highlighting the impact of the dollars invested.

Spending Plan and Funding Methodology

The Early Childhood Linkages to Wellness demonstration project was funded at $2,900,000 over three years through a Strategic Partnership approved by the Board. The project will reach its three year term in FY 16-17 with the end date of December 30, 2016. The proposed FY 16-17 budget amount of $326,000 is the expected amount remaining by June 30, 2016 out of the $2.9 million investment.

The FY 16-17 budget of $326,000 will provide funding for six months for a core team of personnel: LAUSD Project Supervisor at .50 FTE, LAUSD Administrative Assistant at .50 FTE, LA Trust Executive Director at .20 FTE, and LA Trust Communications Manager at .20 FTE. Staff will work on continued program operations, collecting remaining data as part of the program's evaluation plan and work on sustaining the project through LAUSD negotiations and partnership development.

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

The project will be ending in December 2016. The FY 16-17 budget reflects remaining funds for the project to complete all contract objectives and deliverables. The $326,000 amount will provide funding for six months for a core team of personnel.

Budget Fiscal Year: 2016 - 2017 Status: Proposed

Initiative	Investment Category
Resource Mobilization - Organizational Capacity Building	Legacy Investments

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Organizational Capacity Building	$550,000	$125,000	-77.27%

Program Summary

First 5 LA will support Organizational Capacity Building through partnerships with other funders, an Organizational Capacity Building effort that focuses on building the long-term stability and strength of local organizations who are critical to supporting the successful implementation of the 2015-2020 Strategic Plan.

ORGANIZATIONAL CAPACTIY BUILDING PARTNERSHIPS
This funding is specifically linked to the organizational capacity building criteria supporting the activities of the 2015 -2020 Strategic Plan. More specifically criteria #3. When there is an opportunity to partner with public/private grantmaking partners to support groups of organizations not necessarily funded by First 5 LA to ensure there is sufficient capacity of the sector to advance the overall goals of First 5 LA’s strategic plan.

Spending Plan and Funding Methodology

Organizational Capacity Building Partnerships ($125,000): First 5 LA's investment will provide support for start-up activities and initial trainings for nonprofit leaders. Based on previous experience, this effort, in partnership with other funders is estimated to cost approximately$125,000 (over 12-months) and includes partnership development, outreach and grantee trainings. First 5 LA's contribution will be leveraged by other funders investments at a 1:1 rate.

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

In FY 16-17, Shared Services ($350,000) is budgeted under the ECE Outcome Area. The Real Cost for Program Initiative ($75,000) was a 1-year contract with CalNonprofits ending in FY 15-16, with no costs in FY 16-17. These two aforementioned changes resulted in a $425,000 reduction to the Organizational Capacity Building budget, compared to FY 15-16.

Budget Fiscal Year: 2016 - 2017 Status: Proposed

Initiative	Investment Category
Resource Mobilization - Project Development	Legacy Investments

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Consulting	$5,000	$150,000	2900.00%

Program Summary

Funding is included for consultants to support First 5 LA's work around emerging leveraging opportunities and to provide technical assistance for innovative investments and approaches to partnership (e.g., Collective Impact) to support the implementation of strategies across the 4 Outcome Areas in the 2015-2020 Strategic Plan.

Spending Plan and Funding Methodology

Consulting costs are estimated based on previous consulting fees, anticipated needs (up to 1,000 hours at $150/hour) to support the exploration of emerging leveraging opportunities, innovative approaches to partnership, as well as ongoing technical assistance needs. The actual scope of work and budget will be determined as needs arise.

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

In FY 15-16, these costs were included in the Strategic Plan Implementation Fund budget. However, staff recommends that costs move back to Resource Mobilization in FY 16-17, as the Strategic Plan Implementation Fund will not continue in FY 16-17 in the same capacity. The funding level is consistent with the previous year.

Budget Fiscal Year: 2016 - 2017 Status: Proposed

Initiative	Investment Category
Resource Mobilization - Project Development	Legacy Investments

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Convenings	$0	$100,000	0.00%

Program Summary

Funding is included to support convenings of public and private funders and external stakeholders to coordinate and align investments across the 4 Outcome Areas in the 2015-2020 Strategic Plan to achieve maximum long-term impact. Examples of potential convenings include: convening cross-sector stakeholders to educate and engage on Local Control Funding Formula, Kindergarten Readiness Assessments, Quality Rating Improvement Systems, home visitation, trauma-informed care, Help Me Grow, nonprofit/community capacity building and parent engagement.

Spending Plan and Funding Methodology

Based on the costs of other funder convenings, FY 16-17 funds will support four convenings at a cost of $25,000 each, which covers food, space, materials and speaker/facilitation costs. Funding for convenings has been included in previous Resource Mobilization budgets and staff expects to focus on convening funders again in FY 16-17. The actual budget for each convening will be determined as staff identifies opportunities to support Strategic Plan goals and activities.

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

In FY 15-16, these costs were included in the Strategic Plan Implementation Fund budget. However, staff recommends that costs move back to Resource Mobilization in FY 16-17, as the Strategic Plan Implementation Fund will not continue in FY 16-17 in the same capacity. The funding level is consistent with the previous year.

Initiative	Investment Category
Universal Assessment of Newborns	Legacy Investments

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Welcome Baby Hospitals	$6,981,000	$8,451,000	21.05%

Program Summary

Welcome Baby is an integral component of the 2015-2020 Strategic Plan and in alignment with the Families outcome, with a focus on increasing family protective factors. The Welcome Baby program is a voluntary, universally provided hospital and home-based intervention for pregnant and postpartum women. The primary objective of Welcome Baby is to work with families to maximize the health, safety and security of the baby and parent-child relationship and to facilitate access to support and services when needed. The program is intended to be offered universally to all families regardless of income status, potential challenges or risk. The Welcome Baby program includes prenatal and postpartum home-based visits, as well as a hospital visit at the time of the child's birth. Families residing outside a Best Start Community are eligible for up to 4 engagement visits, if needed: 1 hospital and up to 3 postpartum visits.

The Welcome Baby program focuses on the following outcomes:
* Increased breastfeeding
- Increased initiation, duration and exclusivity of breastfeeding
- Improved parent knowledge of nutrition
* Families receive appropriate health and developmental care
- Higher immunization rates
- Higher rates of health insurance coverage
- Increased number of mothers screened for post-partum depression
- Increased numbers of parents administering high quality developmental screens
* Families experience improved connections to supports, resources, and services in their community, resulting in more referrals and increased utilization of existing resources for families with unmet basic needs: drug, alcohol, or domestic violence exposure; social isolation; post-partum depression; or risk factors for developmental delays.

FY 16-17 objectives are to:
• Achieve an enrollment of a minimum of 40% of participating hospitals births
• Achieve 75% rate for program participants that will initiate any breastfeeding at time of hospital visit
• Achieve 80% rate for program participants receiving 2-4 week postpartum visit that will be given options for ongoing emergency and other care
• Achieve 80% rate for program participants receiving a 3-4 month home visit that will receive an ASQ screening at that visit
• Achieve 80% rate for babies receiving a 9 month visit that are up to date on immunizations

Spending Plan and Funding Methodology

In FY 16-17, program costs will include 14 Welcome Baby providers. The budget for each Welcome Baby grantee is based upon anticipated enrollment and percentage of Best Start and non-Best Start families to be served. The majority of contract expenses will be spent on personnel costs, with increases in expenses for supplies, mileage, and client materials. Welcome Baby anticipates enrolling 11,500 families in FY 15-16 (an estimated 5,050 Best Start and 6,450 Non Best Start) and a total of 14,500 in FY 16-17 (an estimated 6,380 Best Start and 8,120 Non Best Start). The increased projected enrollment rate assumes successful improvements in enrollment outreach strategies; additional funding has been included in the Communications and Marketing budget to support outreach and enrollment strategies.

The following were taken into account when developing the FY 16-17 estimate:
• Hospital birth rate county information from 2013 to inform personnel needs and estimated enrollment.
• Increases in related program costs (mileage, supplies) in anticipation of increased enrollment.
• Calculation of services provided to Best Start and non-Best Start families, which drives costs expensed to Best Start Family Strengthening.
• Inclusion of the program model change that provides the RN Visit for the High Risk, Best Start clients, with associated increases in personnel and program costs.
• A 2.5% contingency amount was included to anticipate any unexpected expenses encountered during the contract renewal process.

Initiative	Investment Category
Universal Assessment of Newborns	Legacy Investments

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

The FY 15-16 budget was decreased at mid-year due to slower enrollment rates; one provider that did not complete contract negotiations; and one provider that began implementation later than anticipated. These factors resulted in decreased expenses in areas such as personnel, program materials, supplies, and mileage. The increasing rate of referrals and the addition of a new provider will result in increased enrollment in FY 16-17, resulting in a projected increase in related program costs.

Initiative	Investment Category
Workforce Development	Legacy Investments

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
P-5 Workforce Development Core Competencies	$522,000	$555,000	6.32%

Program Summary

The Prenatal to Five (P-5) Workforce Development Project will expand the Prenatal to Three Core Competencies to reflect content for professionals serving expectant parents and children birth through five years old. The Cross-sector Core Competencies identify the knowledge, skills and attitudes needed by professionals across the early care and education, early intervention, mental health, physical health and social services sectors. Over the course of five years, ZERO TO THREE Western Office (ZTT) will develop cross-sector training modules on each of 8 main domains identified as core knowledge and competency areas; glean ongoing feedback on the training modules as they are being developed; implement trainings in select Los Angeles communities and provide communities of learning and practice for training participants; evaluate outcomes of the training; identify strategic partners to focus on embedding cross-sector professional development approaches throughout LA County; and work with First 5 LA to integrate this approach in the organization's workforce development investments and broader policy and systems change efforts. FY 16-17 represents the fourth year of a five-year project spanning from 2013 to 2018. While the project does not have a multi-year allocation, the contractor was awarded an overall amount based on the expected five-year lifespan of the project.

Primary objectives include:
* Refine core competencies developed through the Prenatal to Three Workforce Development Project to strengthen knowledge and practice of the prenatal to age 5 workforce to better support their work with young children and families.
* Integrate and embed P-5 Core Competencies which are explicitly aligned with the Building Stronger Families Framework and Core Results, and Training within the Los Angeles County Health and Human Service delivery system, educational institutions, and community based organizations.

Spending Plan and Funding Methodology

In FY 16-17, Zero To Three will spend $555,000 on the following activities to support the P-5 Cross-Sector Training Program:
• Conduct 4 additional P-5 Cross-Sector Core Competencies Trainings in Best Start Communities or Regions
• Continue to evaluate pilot training and Communities of Practice
• Convene meetings of the P-5 Steering Committee and Zero To Three staff to continue to inform sustainability
• Continue to work towards integrating and embedding the cross-sector core competencies and training within the Los Angeles County Health and Human Services delivery system, educational institutions and community-based organizations

FY 16-17 represents the fourth year of the five-year project spanning from 2013 to 2018. Based on project projections, analysis of spending patterns and program monitoring, the information below represents the budget projection for FY 16-17:
• $430,000 - Personnel and benefits for staff at Zero To Three to manage day to day operations of P-5 Cross-Sector Training Program.
• $47,000 - Space includes the monthly rental costs, utilities, and building costs/maintenance charges for the office space used by Zero To Three.
• $22,300 - Local and long-distance travel will include parking and mileage to attend community meetings, statewide conferences (e.g. Water Cooler Conference and First 5 CA Health, Education and Care Summit) and national convening's (Zero To Three Annual Conference, Program Division Meeting, and Zero To Three's Scientific Meeting)
• $2,300 - Sub-contracts will include a contract with TOPYX ($300), a learning management system, to maintain the on-line P-5 training platform, as well as honorariums ($2,000) to support expert presenters for the P-5 training.
• $53,400 - Other costs including printing/copying, postage, telephone, supplies, indirect costs and other expenses.

The program spending trends and projected FY 16-17 spending closely follow the five-year budget projection submitted by the grantee in the first year.

Budget Fiscal Year: 2016 - 2017	Status: Proposed

Initiative	Investment Category
Workforce Development	Legacy Investments

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

INVESTMENT CATEGORY:

Research and Evaluation

Budget Fiscal Year: 2016 - 2017 Status: Proposed

Initiative	Investment Category
Data Development and Integration	Research & Evaluation

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Data Consultant	$8,000	$4,000	-50.00%

Program Summary

First 5 LA has a need to contract with experts to advise on the construction of databases and data collection projects, particularly to ensure that the data is handled in a HIPAA-compliant manner. This project will employ consultants to work with First 5 LA on our projects that collect client-level data and to establish the necessary policies and protocols for these projects.

Spending Plan and Funding Methodology

FY 16-17 funds will cover 40 hours of consultant time at $100 per hour.

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

Estimates for FY 16-17 are lower because staff anticipates a decreasing need for consultant support in this area.

Budget Fiscal Year: 2016 - 2017 Status: Proposed

Initiative	Investment Category
Data Development and Integration	Research & Evaluation

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Data Requests	$9,000	$5,000	-44.44%

Program Summary

External datasets allow First 5 LA to better understand and serve the children and families of LA County. Data sets may be purchased for planning and research purposes.

Spending Plan and Funding Methodology

FY 16-17 funds will be spent on datasets as they are identified. GIS datasets typically cost $5,000+, while public records like birth files are $200+.

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

Staff has not identified a specific data set that is needed for FY 16-17, so a lower amount was requested.

Budget Fiscal Year: 2016 - 2017 Status: Proposed

Initiative	Investment Category
Data Development and Integration	Research & Evaluation

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Dissemination	$42,000	$15,000	-64.28%

Program Summary

Welcome Baby and Select Home Visitation are critical components of the 2015-2020 Strategic Plan. This budget item funds the Tableau server licenses needed to pull data from the Stronger Families Database, allowing the Welcome Baby and Select Home Visitation contractors to view their reports more easily. This platform allows program staff (both First 5 LA and contractor staff) to be able to view and filter the data as needed to help them in ongoing program improvement.

Spending Plan and Funding Methodology

FY 16-17 funds will support costs for 100 Tableau server users to view data pulled from the Stronger Families Database. The budget estimate is based on standard nonprofit rates from Tableau of $150 per year for license maintenance.

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

Maintenance costs for existing Tableau licenses are considerably lower than new licenses. No new licenses are expected this year.

Budget Fiscal Year: 2016 - 2017 Status: Proposed

Initiative	Investment Category
Data Development and Integration	Research & Evaluation

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
First 5 LA Contracts and Grants Program Reporting Database	$187,000	$187,000	0.00%

Program Summary

First 5 LA invests in an organization-wide data system hosted externally that collects end-of-year data from all programmatic grantees. This data system will also provide electronic invoicing and client-level data collection for projects that need a straightforward tool.

Spending Plan and Funding Methodology

FY 16-17 funds will be used in the following primary areas:

- Database license fee, reflecting a standard flat fee for the online database ($130,000)
- Training and technical support ($3,000)
- Custom interfaces with Financial Edge and GIFTS platforms ($2,000)
- User fees, providing for up to 400 users at $130 per user ($52,000)

The costs above reflect discounts received due to coordination of database use along with three other Southern California First 5 County Commissions.

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

Budget Fiscal Year: 2016 - 2017 Status: Proposed

Initiative	Investment Category
Data Development and Integration	Research & Evaluation

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Stronger Families Database	$873,000	$875,000	0.22%

Program Summary

Welcome Baby and Select Home Visiting are critical components of the 2015-2020 Strategic Plan, and the Stronger Families Database is the administrative structure to track the clients served by these programs. This budget item will support and continue the build-out of the Stronger Families Database. These data will include client-level information on services, screening, and assessments.

Spending Plan and Funding Methodology

Aside from the ongoing database hosting and maintenance, the system will be expanded in FY 16-17 to include better referral tracking for the Welcome Baby programs, create a supervisor module for Welcome Baby programs, support Tableau reporting and additional features requested by users. In addition, planning work will be done to eventually include Stronger Families Data in a countywide home visiting data warehouse.

FY 16-17 funds will support the following areas:

DATABASE DEVELOPMENT ($400,000)
The database expansions and changes will take about 2,000 hours of development. At $200/hour, this is $400,000.

PROGRAM DEVELOPMENT AND PROJECT MANAGEMENT ($275,000)
For consultants, staff anticipates using about 1,200 hours of program development/management consultant time at $125/hour, 1,100 hours of tester time at $50/hour, 600 hours of data-sharing consultant time at $100/hour and 100 hours of HIPAA consultant time at $100/hour.

HOSTING ($200,000)
The web hosting with NetChemistry to make the database available to program staff costs $15,000/month. The hosting to make the Tableau reports available to staff costs $20,000/year.

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

Budget Fiscal Year: 2016 - 2017 Status: Proposed

Initiative	Investment Category
Data Development and Integration	Research & Evaluation

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
WIC Data Mining Research Partnership	$320,000	$650,000	103.12%

Program Summary

With an emphasis on data in the strategic plan, WIC can provide both county level and community specific data. In an effort to collect critical data about low-income families with children aged 0–5 in Los Angeles County (LAC), First 5 LA partnered with PHFE-WIC (WIC) to create the Data Mining Project. Through collaborations with the six other local WIC agencies and the California state WIC Branch, the project will continue to achieve its goal of comprehensive data gathering through its administrative database. This partnership also funded the Los Angeles County WIC Survey (2005, 2008, 2011, and 2014) to collect information to better understand health outcomes and factors associated with the well-being of WIC families. These two ventures provide comprehensive information to health planners, policy makers and community leaders about local families in need - a crucial first step to better serving this vulnerable population. The 2014 year survey and annual administrative data is available to help answer specific questions that may come up during the coming fiscal year. In addition, effective FY 16-17 they will be starting the 2017 WIC Survey which includes revising the survey, getting IRB approval, recruitment, and the beginning of data collection.

Spending Plan and Funding Methodology

This contract follows the federal fiscal year (July 1 - June 30). Therefore, staff estimated which costs from the current contract will remain at the end of FY 15-16 and approximately how much will be billed in FY 16-17 from the next contract term. FY 16-17 will consist of responding to data requests, research activities and publications, getting the 2016 WIC administrative data from the state and making it available and user-friendly. In addition, they will begin the 2017 WIC survey. A contingency of $10,000 was added to the overall spending estimate to cover tasks that may be delayed and/or completed earlier than anticipated. The remaining activities from the current contract will cover the cost of data requests, dissemination activities, and reports.

- Estimate of remaining dollars on current contract to be billed in FY 16-17: $110,000
- Estimate of dollars in next contract to be billed in FY 16-17: $530,000 ($320,000 for the survey, $210,000 for data mining)
- Contingency: $10,000

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

The FY 16-17 budget increases in order to add the costs associated with the planning and start of data collection for the 2017 WIC survey. This includes survey refinement and finalization, IRB, recruitment, and the first part of data collection. The costs related to the annual data mining portion of the project (approximately $320k) remain the same.

Budget Fiscal Year: 2016 - 2017 Status: Proposed

Initiative	Investment Category
Data Partnership with Funders	Research & Evaluation

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Children's Data Network (CDN)	$900,000	$900,000	0.00%

Program Summary

The Children's Data Network is a significant piece of First 5 LA's approach to making data more accessible and useful to First 5 LA, our stakeholders and others through linking data from various systems. It is an integral part of the 2015-2020 Strategic Plan as part of the Monitoring, Evaluation and Learning (MEL) Framework currently being developed. First 5 LA will utilize the CDN as an anchor partner to complete various data linkage projects throughout the year that are part of the different outcome areas. Examples of future data linkage projects include linking Welcome Baby data to the Department of Children and Family Services (DCFS) and/or Regional Centers. The Children's Data Network is a data and research collaborative housed at the University of Southern California (USC) School of Social Work to inform children's policies and programs through the linkage and analysis of administrative data. Our partners at USC are continuing to work on their sustainability approach and have already received $800,000 over 3 years from the Hilton Foundation to help fund the Children Data Network's efforts. The Children's Data Network is continuing talks with other foundations and agencies around additional funding for specific projects and will likely engage in more funding partnerships throughout the upcoming year.

Spending Plan and Funding Methodology

FY 16-17 funding will cover tasks related to data acquisition (data sharing agreements, applications for access to data), stakeholder outreach and engagement (quarterly meetings, conferences, other events), developing data products through data linkage (reports and partnerships for research), and project management. Infrastructure building will continue to be a focus of the upcoming year, leading to further data partnerships and a sustainability plan.

The budget estimates below are based on previous costs and discussions with the contractor regarding plans for FY 16 -17:

STAFF (includes Project Team, USC IT staff, and a Research Scientist):
Staff Salary + Fringe = $410,000

OTHER DIRECT COSTS (includes software, facilities, server, mileage, communications, dissemination, community meetings, publication costs, project supplies, etc.):
Other Direct Costs = $300,000

SUBCONTRACTS/CONSULTANTS (includes website, data support at UCB, ongoing Conditions of Children Report support, communication support, etc.):
Other Costs = $190,000

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

Budget Fiscal Year: 2016 - 2017 Status: Proposed

Initiative	Investment Category
Program Evaluation	Research & Evaluation

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Best Start Evaluation	$374,000	$734,000	96.25%

Program Summary

The Best Start Evaluation in FY 16-17 will focus on: (1) studying the implementation of Strategy 1 of the Communities Outcome area (including the implementation of Best Start community-identified investments) across communities to better understand what has happened as a result of those grants and what is being learned (through challenges and successes) and (2) developing and launching an evaluation of the broader community capacity building strategy being implemented as part of the Communities Outcome in First 5 LA's Strategic Plan. We anticipate the implementation evaluation would begin in July 2016 and continue through the fiscal year. The larger community capacity building evaluation would go through a full procurement (RFP) process, with a contractor starting in February 2017.

Spending Plan and Funding Methodology

Implementation Study: $295,000
Focus Groups: $140,000 ($5000 per focus group -including preparation, focus group, and write up, 2 focus groups per community = 28 total)
Interviews: $40,000 (Key informant interviews with grantees, Best Start Community Partnership members and First 5 LA staff. Estimate 40 interviews at $1,000 per interview)
Survey: $10,000 (contractor time to design, develop, and implement survey. Approximately 75 hours at average $133/hour)
Analysis: $20,000 (contractor time to analyze data from focus groups, interviews and surveys. Approximately 150 hours at average $133/hour)
Reporting/Presentations: $60,000 (assumes report writing and additional analyses, presentations to contractors and partnership members at a learning community, presentation to Best Start Communities (BSC) staff, presentation to Commissioners, as well as graphic design and translation of report of findings and a community-friendly report. Approximately 350 hours at $133/hr. = $46,550 and additional costs related to translation and report design = $13,450)
Project management: $25,000 (cost for general project oversight and management, communication with First 5 LA, and progress reporting). Estimated at 188 hours at average $133/hr.

Community Capacity Building Evaluation: $380,000
Assumes a February 2017 contract start date. Costs were estimated using the monthly burn rate for the Developmental Evaluation since it covered all 14 communities and is our best estimate of the time/staffing that would be required to do a comprehensive evaluation. The monthly burn rate for the Developmental Evaluation was $95/hour, with an average of 1,000 hours per month, for a total of $95,000 per month ($95,000 per month for 4 months, February through June, including one month for start-up).

Evaluation Review: $4,000 (rounded)
The reviewer costs for the RFP of $3,500 assumes there will be about 8 applications, 3 reviewers each with reviewer costs of approximately $146 per application.

Expert Panel: $55,000
The expert panel will consist of 10 people and is based on a daily honorarium of $1,000 per day for one day, $150 per hour for preparation for 10 hours, $1,500 per expert panel member for travel costs, $3,000 for catering and location costs and $10,000 for a facilitator. The total expert panel costs are rounded from $53,000 to $55,000.

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

The increase in funding level reflects the implementation of two new evaluation activities related to the implementation of capacity building strategies approved in the 2015-2020 Strategic Plan.

Budget Fiscal Year: 2016 - 2017 Status: Proposed

Initiative	Investment Category
Program Evaluation	Research & Evaluation

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Early Care and Education Policy Advocacy Fund Evaluation		$243,000	0.00%

Program Summary

The ECE Policy and Advocacy Fund (ECE PAF) is a multi-year project focused on public policy and advocacy as one of its six investment areas outlined in First 5 LA's 2015-2020 Strategic Plan. This investment is in direct support of First 5 LA's target outcome area in Early Care and Education systems that lead to increased access to quality ECE. Given the strategic importance of this investment, its large scope and opportunities for learning, it is anticipated that there will be an evaluation of the project. The scope and duration of the evaluation will be determined in conjunction with First 5 LA Policy staff and ECE PAF intermediary. The intermediary will be responsible for developing an RFP and administering grants for the ECE PAF and is expected to come on board in Spring 2016. First 5 LA staff will then work with and the intermediary to determine the evaluation focus and priorities and incorporate evaluation expectations into the Policy Advocacy Grants RFP. We anticipate contracting with an evaluator in Fall 2016.

Spending Plan and Funding Methodology

Evaluation contract -
The FY 16-17 budget for this project was estimated based on the assumption that evaluation costs during the first year will be equal to 8% of the overall budget for the Partnership Grants component of the ECE Policy Advocacy Fund. Evaluation costs typically range from 5 to 10% of the initiative being evaluated. The FY 16-17 budget for Partnership Grants component of the ECE PAF is $3,000,000 so the estimated budget for the evaluation is $240,000.

External reviewers -
We anticipate contracting with an evaluator through an RFP or RFQ process, thus will need a budget for external reviewers. We are estimating a maximum of 6 applicants and 3 reviewers with a per proposal cost of $150 = $2,700.

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

Budget Fiscal Year: 2016 - 2017 Status: Proposed

Initiative	Investment Category
Program Evaluation	Research & Evaluation

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Obesity Prevention & Nutrition Collective Inpact Evaluation	$720,000	$961,000	33.47%

Program Summary

While the 2015-2020 Strategic Plan does not identify obesity prevention as a priority, the focus of this evaluation is on learning from the strategies that do align with the refined strategic approach (i.e., systems and policy change and community capacity building). Additionally, the Strategic Plan has identified moving forward with Collective Impact approaches to our work. This evaluation will be one of the first to look at our investments in this way. A number of stakeholders may be interested in the findings from this evaluation to inform policy or systems change. The findings will ultimately help to clarify what sorts of interventions have the most impact on reducing early childhood obesity in LA County. In an effort to evaluate the collective impact of our nutrition and physical activity investments to help reduce early childhood obesity in LA County, First 5 LA has partnered with a contractor to evaluate the collective impact of these investments. The funds will be used to collect qualitative and quantitative data, analyze the data, generate dissemination products, and general project management. First 5 LA has invested a significant amount of funds ($65 million) to reduce early childhood obesity rates. These investments focus primarily on systems and policy change and community engagement and capacity building. Only one of the investments (LA MOMS) focuses on direct services.

Spending Plan and Funding Methodology

FY 16-17 funds will be used to support data collection, analysis, and dissemination activities - including progress reports on analyses and draft and final versions of dissemination products.

The requested funding level is based the following activities anticipated for next year (estimates are based on FY 15-16 costs; direct costs are accounted for in these estimates):

1) Collecting Data (Key Informant Interviews, Focus Groups, Quantitative Data Acquisition): $228,000
a. The contractors will collect qualitative data by conducting focus groups and key informant interviews. Quantitative data will be collected by reviewing RECO Grantee Reports and any existing Evaluation Reports.
b. This task will take approximately 1520 hours to complete (at $150 per hour).

2) Analyzing Data (2 Progress Reports): $458,000
a. The contractors will analyze all qualitative and quantitative data gathered during the data collection efforts. Draft tables, figures, summaries, maps, and models will be prepared and submitted to First 5 LA.
b. This task will take approximately 3053 hours to complete (at $150 per hour).

3) Disseminating Findings (Draft and Final Versions of a Interim Study Brief, Interim Report, Interim Findings Presentation): $206,000
a. The contractors will prepare draft and final versions of an Interim Study Brief, Interim Report, and Interim Results Presentation.
b. This task will take approximately 1373 hours to complete (at $150 per hour).

4) Managing Overall Project (Monthly Progress Reports and Biweekly Teleconferences): $69,000
a. The contractors will meet with First 5 LA on a biweekly basis. The contractors will also provide monthly progress memos to First 5 LA.
b. This task will take approximately 460 hours to complete (at $150 per hour).

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

This is the second full year of a 4.5-year evaluation, with the majority of the evaluation activities occurring in Years 2 and 4. Years 2 and 4 have a greater focus in data collection and data analysis (respectively). Year 3 activities are expected to be less intensive and will mainly include some final data collection, some data analyses, and data maintenance. This explains the increase in funding level from Year 1 to Year 2.

Initiative	Investment Category
Program Evaluation	Research & Evaluation

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Parent-Child Interaction Therapy Evaluation	$47,000	$125,000	165.95%

Program Summary

Because many children participating in Parent-Child Interaction Therapy (PCIT) also have experiences with trauma, practitioners approach PCIT with a trauma-informed lens. This evaluation is aligned with a strategy within the Health, Mental Health, and Substance Abuse Systems outcome area in the 2015-2020 Strategic Plan to promote best practices around trauma-informed care that improve the service delivery system, especially because the emphasis of the evaluation is on the PCIT service delivery system rather than success of the intervention itself.

This evaluation aims to document county and agency efforts undertaken to expand PCIT services, following a 5-year PCIT training program funded by First 5 LA, and to evaluate the preliminary outcomes of the expansion for provider agencies, the County, and PCIT clients.

Spending Plan and Funding Methodology

FY 16-17 funds will be used to support data collection activities - including updated Protocols and Scripts for each of the three Interview groups (County Stakeholders, Parents of PCIT Clients, PCIT Therapists and Agency Staff Members).

The requested funding level is based the following activities anticipated for next year (estimates are based on FY 15-16 costs; direct costs are accounted for in these estimates):

1) Data Scan, Report, and Presentation: $9,000
a. The contractors will conduct a scan of data that is being collected and available as a part of the PCIT Implementation Training project. This line item was originally on the FY 15-16 budget; however, due to collection and reporting issues it will not be completed (thus not paid out) in FY 15-16.

2) County-Level Stakeholder Interviews: $35,000
a. The contractors will conduct interviews with PCIT stakeholders at the County-level. This cost also includes the analysis of interview data.

3) Parents of PCIT Clients Interviews: $38,000
a. The contractors will conduct interviews with the parents of clients served by PCIT. The contractors will provide $50 gift cards to all parents of PCIT clients who participate in the interviews (60 parents). This cost also includes the analysis of interview data.

4) PCIT Therapists & Agency Staff Members Interviews: $35,000
a. The contractors will conduct interviews with therapists utilizing PCIT and also staff members at agencies who are utilizing PCIT. This cost also includes the analysis of interview data.

5) Project Management: $8,000
a. The contractors will maintain ongoing communication with First 5 LA via monthly contacts (teleconferences and in-person meetings) and quarterly progress reports.

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

This is Year 3 of a 4-year evaluation, with the majority of the evaluation activities occurring in Years 1 and 3. Years 1 and 3 are heavier in data collection to account for mid-project and end-of-project activities, respectively. Year 2 and 4 activities will be minor and consist mainly of data maintenance and wrapping up the evaluation, respectively. Additionally, the contractors will be conducting a scan of data that is being collected and is available as a part of the PCIT Implementation Training project. This line item was originally on the FY 15-16 budget; however, due to collection and reporting delays, it will not be completed (and thus not paid out) in FY 15-16. These aforementioned factors explain the increase in funding level from Year 2 to Year 3.

Budget Fiscal Year: 2016 - 2017 Status: Proposed

Initiative	Investment Category
Program Evaluation	Research & Evaluation

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Professional Development Program Evaluation	$1,501,000	$490,000	-67.35%

Program Summary

This evaluation is related to and will inform the Early Care and Education (ECE) outcome area of the 2015-2020 Strategic Plan, specifically the strategy to "strengthen the professional development system for early care and education providers." Findings from this evaluation will provide information about the ECE workforce and professional development system in LA County as well as evidence to support potential activities. Results from the study can be used by numerous stakeholders, including policy makers and other funders. In addition, results will provide information about outcomes for early educators related to their participation in First 5 LA-funded professional development programs, personal characteristics, aspects of the workplace, etc.

The Professional Development Evaluation will continue to fund Mathematica Policy Research to conduct a longitudinal evaluation of the effectiveness of five professional development (PD) programs in First 5 LA's ECE Workforce Development Portfolio (FY 16-17 will be the last year of this multi-year study). Four of the five programs are implemented through subcontracts with LAUP through the ECE Workforce Consortium and are part of First 5 LA's overall investment in the ECE workforce. The five programs that are a part of the evaluation include:

(1) Child Development and Education Workforce Initiative (CDWFI)
(2) A Stipend Program for Early Educators (ASPIRE aka CARES Plus)
(3) Family Child Care Higher Education Academy (aka Project Vistas)
(4) Gateways for Early Educators
(5) Early Childhood and Education Professional Learning Communities (ECEPLC)

Spending Plan and Funding Methodology

The funding level requested for FY 16-17 was determined by subtracting the total estimated amount for the study from the amount expected to be spent by the end of FY 15-16.

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

The most expensive evaluation activities (sample recruitment) took place in the earlier years of the study. The main activities for FY 16-17 are data analysis and dissemination of findings. The budget for FY 16-17 is therefore lower compared to previous years.

Budget Fiscal Year: 2016 - 2017 Status: Proposed

Initiative	Investment Category
Program Evaluation	Research & Evaluation

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Quality Rating and Improvement System Evaluation		$100,000	0.00%

Program Summary

This project is aligned with the 2015-2020 Strategic Plan in support of the outcome area of Early Care and Education Outcome (ECE) area. Within this outcome area, First 5 LA will focus on the improved quality of ECE services through increased provider capacity. One of the two strategies for this priority focus area is supporting implementation of a uniform Quality Rating and Improvement System (QRIS) within LA County to build the evidence base to support advocacy and policy change. This includes advocating for greater public investment in quality ECE. This evaluation will support our goals related to implementing a uniform QRIS in LA County and contributing to the evidence base. The purpose of the evaluation is to assess early implementation of Quality Start Los Angeles, a new QRIS in LA County currently in its second year, in order to identify what's working well and opportunities for improvement. A solicitation for this project is currently in development, with the goal of starting on April 18, 2016. On March 10, 2016 the First 5 LA Board of Commissioners authorized staff to receive funds and execute a contract with the Los Angeles County Office of Education (LACOE) for this project. The funding for this project is being provided by the Los Angeles County Office of Education.

Spending Plan and Funding Methodology

The methodology used to estimate the proposed cost was examining other similar evaluations as well as the anticipated deliverables. Staff assumes that an expert will be hired at $150/hour and that major deliverables will include an evaluation plan, data collection protocols and instruments, an analysis plan and a final report. Staff estimates that this work will take approximately 650 hours x $150/hour = $97,500 and approximately $2,500 in direct costs (e.g., travel, materials).

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

Initiative	Investment Category
Program Evaluation	Research & Evaluation

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Universal Screening Psychometric Study	$183,000	$67,000	-63.38%

Program Summary

Welcome Baby and Select Home Visiting are key strategies in the Families Outcome Area of the 2015-2020 Strategic Plan. This study aligns with the Strategic Plan through the organization's investment in home visiting as it investigates the Modified Bridges for Newborns Screening Tool, which is a key component of the home visiting system.

The purpose of the study is to examine whether the Modified Bridges for Newborns Screening Tool (the Welcome Baby hospital screening tool) is accurately assessing risk among mothers giving birth in Welcome Baby hospitals near or in the 14 Best Start Communities. This screening tool triages Best Start mothers into Welcome Baby or Select Home Visiting Services based on their level of risk assessed. The current psychometric study will examine both the reliability and the validity of the Modified Bridges for Newborns Screening Tool.

Spending Plan and Funding Methodology

This study was contracted for 18 months beginning in FY 15-16. The FY 16-17 budget will include the final 7 months of this study. The FY 15-16 budget of $183,000 included the first 11 months of the study.

The current amount will fund data analysis for the validity portion of the study and writing the overall reliability and validity report of the Modified Bridges for Newborns Screening Tool. It is estimated that $66,800 will cover the costs of these tasks, which is based on an estimate of approximately 535 hours to complete the work at $125 per hour.

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

The FY 16-17 budget will decrease because FY 15-16 was 11 months of the study which included data collection efforts, while FY 16-17 includes the final 7 months of the study with a primary focus on data analysis and report writing.

Initiative	Investment Category
Program Evaluation	Research & Evaluation

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Welcome Baby Impact Study	$183,000	$1,035,000	465.57%

Program Summary

Welcome Baby and Select Home Visiting are key strategies in the Families Outcome Area of the 2015-2020 Strategic Plan. The Welcome Baby Impact Study is an integral part of the portfolio of evaluations being used to build an evidence-base for Welcome Baby. The Board of Commissioners approved the Welcome Baby Impact Study in September 2014 as part of an evaluation framework for the Welcome Baby program.

The purpose of the Welcome Baby Impact Study is to determine if participation in Welcome Baby leads to changes in expected maternal and child variables using a randomized control trial (RCT). RCTs are considered the gold-standard for impact evaluations. They utilize a methodologically rigorous research design that allows for the comparison of program participants to similar non-participants. Successful implementation of this evaluation design will allow First 5 LA to attribute changes in outcomes among the Welcome Baby participants to the Welcome Baby program. The Welcome Baby Impact Study will provide information to a variety of stakeholders about the effectiveness of Welcome Baby and is expected to support long-term sustainability efforts (e.g. Pay for Success contract).

Spending Plan and Funding Methodology

Welcome Baby Impact Evaluation:
The costs for the Welcome Baby Impact Study were determined by reviewing the Scope of Work (SOW) and budget submitted by American Institutes for Research (AIR) as part of the contracting process. The SOW indicates the following activities in FY 16-17: Institutional Review Board (IRB) approvals, piloting data collection protocol and instruments, recruiting and enrolling participants for primary data collection, collecting primary data, and project management. Direct costs (e.g. participant incentives) and travel costs were also included in the budget. A breakdown of the tasks and anticipated dollar amounts are listed below. Of note, in order to adequately address the research questions of interest to First 5 LA and potential partners, a large number (over 800) women and their children will be enrolled in this study. The process of recruiting, enrolling, and retaining a large number of participants is a labor intensive process that will require many hours of staff time, as well as travel for staff, study materials, and incentives for participants. Many of the tasks below are linked to the process of participant enrollment, retention and data collection accounting for the high study costs.

- IRB approval: $32,000
- Pilot Data Collection Protocol and Instruments: $66,000
- Recruit and Enroll Participants for Primary Data Collection: $105,000
- Collect Primary Data Collection: $59,000
- Project Management: $32,000
- Materials & Supplies (includes incentives for families, printing, equipment for data collection and analysis): $334,000
- Travel (used for travel to meetings with First 5 LA team and hospitals, and for data collection with families): $19,000
- Contractual costs (includes data collection sub-contractor costs): $200,000
- Consultant Costs (includes consultant planning and implementation study costs): $148,000

Expert Consultant: $40,000
The expert consultant travels quarterly to First 5 LA to consult with staff about the field of home visiting, potential improvements First 5 LA's home visiting investments and evaluation strategies. The expert also talks with staff via phone and email on an as needed basis. The funds will be used to compensate the expert for their time and to cover travel expenses. The funding level being requested is based on the FY 15-16 budget - The consultant's Scope of Work (SOW) is expected to be similar in FY 16-17 to the SOW for FY 15-16.

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

Costs are expected to increase in FY 16-17 as a contractor will be planning and conducting the impact evaluation for all 12 months. In FY 15-16, staff were engaged in procurement with a very short period of time at the end of the fiscal year (mid April 2016 to June 2016) when a contractor was conducting evaluation work.

Budget Fiscal Year: 2016 - 2017 Status: Proposed

Initiative	Investment Category
Program Evaluation	Research & Evaluation

Program Name	Prior Year Revised Budget	Curr. Year Revised Buget	% Variance
Welcome Baby Implementation and Outcomes Evaluation	$515,000	$775,000	50.48%

Program Summary

Welcome Baby and Select Home Visiting are key strategies in the Families Outcome Area of the 2015-2020 Strategic Plan. This study is part of the portfolio of evaluations being used to improve and better understand Welcome Baby and to help support sustainability efforts.

The purpose of the Welcome Baby Implementation and Outcomes Evaluation is to generate implementation information and participant outcome findings that can be used by a broad array of Welcome Baby stakeholders when making decisions and mid-course corrections related to the program. The primary goals of the evaluation are to:
1) Understand the factors that affect Welcome Baby program fidelity across replication sites;
2) Document the participant experience in participating in Welcome Baby;
3) Monitor selected Welcome Baby participant outcomes;
4) Understand the relationship between implementation and outcomes; and
5) Develop a process for ongoing implementation and outcomes monitoring.

Spending Plan and Funding Methodology

The anticipated FY 16-17 costs include:

1) Collect data: $300,000
2) Analyze data: $150,000
3) Work with Stronger Families Database Team to analyze data from the database: $85,000
4) Design/recommend a system that will sustain monitoring of implementation and outcomes beyond the contract period $90,000
5) Dissemination Activities: $50,000
6) Manage the project: $56,000
7) Referral Document review: $35,000

An additional $9,000 in contingency funding is included in the total FY 16-17 budget. The estimates above were calculated by examining the contractor's current payment schedule as well as the costs associated with other similar projects. The overall project length is April 2015-September 2017. The costs for the first 15 months of the project are based on the overall project amount of $1.5 million (which was based on tasks and deliverables to be expected for a project of this scale and scope). The FY 16-17 amount reflects the work that will be accomplished in this fiscal year. Direct and indirect costs are included in the budget amount.

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

The budget for FY 16-17 is significantly higher because the majority of data collection and analyses will take place in FY 16-17, while in FY 15-16 the work centered around planning, IRB approval, and only a few months of data collection.

ATTACHMENT D:

OPERATING BUDGET – SUMMARIES AND DETAIL TABLES BY DEPARTMENT

SUMMARIES

OPERATING COSTS SUMMARY FY 2016-17

		FY 2015-16			FY 2016-17					
		Revised Budget	Estimated Expenditures	Variance	Governance and Executive	Administration	Program	Other Program (MAA)	Proposed Budget	Variance from FY 2015-16
Personnel Services										
	Total Salaries	12,387,038	11,785,481	601,557	1,306,758	3,412,213	8,420,422	39,164	13,178,557	791,519
	Total Employee Benefits	3,980,943	3,148,026	832,917	292,741	984,415	2,616,017	16,365	3,909,538	(71,405)
	Total Personnel Services	**16,367,981**	**14,933,507**	**1,434,474**	**1,599,499**	**4,396,628**	**11,036,439**	**55,529**	**17,088,095**	**720,114**
General Operating Expenses										
6131	ADP Payroll Charges	31,000	31,000	-	-	31,000	-	-	31,000	-
6132	Workers' Compensation Insurance	100,000	90,173	9,827	-	100,000	-	-	100,000	-
6202	Utilities	165,000	163,000	2,000	-	165,000	-	-	165,000	-
6203	Corporate Insurance	76,000	66,136	9,864	-	76,000	-	-	76,000	-
6205	Mileage and Parking	65,850	41,657	24,193	7,800	5,450	50,900	300	64,450	(1,400)
6206	Telephones and Modems	45,800	45,800	-	-	35,000	-	-	35,000	(10,800)
6207	Cell Phones and Mobile Devices	43,350	38,000	5,350	600	18,840	31,800	-	51,240	7,890
6208	Outside Printing	21,700	16,566	5,134	-	2,500	16,250	-	18,750	(2,950)
6209	Other Supplies	12,150	12,000	150	150	12,000	-	-	12,150	-
6210	Postage and Delivery	13,500	13,400	100	-	13,300	-	-	13,300	(200)
6211	Educational Supplies	5,300	818	4,482	-	-	1,450	-	1,450	(3,850)
6212	Office Supplies	79,780	58,375	21,405	8,500	54,920	17,000	220	80,640	860
6214	Subscriptions and Publications	9,860	4,096	5,764	-	4,160	5,900	-	10,060	200
6218	Equipment Rental	118,200	110,000	8,200	-	118,200	-	-	118,200	-
6220	Building Repairs and Maintenance	180,000	180,000	-	-	180,000	-	-	180,000	-
6221	Equipment Repairs and Maintenance	27,000	5,173	21,827	-	25,000	1,000	-	26,000	(1,000)
6222	Offsite Storage	23,700	17,397	6,303	-	13,700	6,000	-	19,700	(4,000)
6223	Hardware and Software Maintenance	228,000	200,405	27,595	-	220,000	600	-	220,600	(7,400)
6230	Miscellaneous Service Charges	27,000	12,000	15,000	-	12,000	-	15,000	27,000	-
6231	Miscellaneous/Contingency	70,200	44,295	25,905	50,000	25,000	-	-	75,000	4,800
	Total General Operating Expenses	**1,343,390**	**1,150,292**	**193,098**	**67,050**	**1,112,070**	**130,900**	**15,520**	**1,325,540**	**(17,850)**
Professional Services										
6502	Audit	70,000	70,000	-	-	70,000	-	-	70,000	-
6504	Legal	175,000	162,000	13,000	175,000	-	-	-	175,000	-
6507	Professional Dues	86,350	22,950	63,400	3,000	23,500	58,552	-	85,052	(1,298)
6508	First 5 California Association	50,000	50,000	-	70,000	-	-	-	70,000	20,000
6509	Professional Development	202,945	75,327	127,618	14,000	175,500	76,500	-	266,000	63,055
6512	Staff Recruitment	25,000	16,902	8,098	-	25,000	-	-	25,000	-
6514	Commission Stipends	34,000	33,000	1,000	34,000	-	-	-	34,000	-
6606	Human Resources Related Costs	68,000	36,000	32,000	-	78,000	-	-	78,000	10,000
	Total Professional Services	**711,295**	**466,179**	**245,116**	**296,000**	**372,000**	**135,052**	**-**	**803,052**	**91,757**
Consultant Services										
6601	Consultant Fees	1,488,705	1,079,190	409,515	150,000	780,000	200,000	78,000	1,208,000	(280,705)
6602	Other Professional Fees	276,950	269,000	7,950	-	276,950	-	-	276,950	-
6603	External Reviewers	12,800	12,800	-	-	8,000	-	-	8,000	(4,800)
	Total Consultant Services	**1,778,455**	**1,360,990**	**417,465**	**150,000**	**1,064,950**	**200,000**	**78,000**	**1,492,950**	**(285,505)**
Travel and Meeting Expenses										
6701	Airfare	95,242	37,230	58,012	6,600	16,092	66,200	600	89,492	(5,750)
6702	Program Events	40,000	40,000	-	-	-	-	-	-	(40,000)
6703	Lodging	95,276	45,332	49,944	4,900	25,526	67,500	800	98,726	3,450
6704	Conference Registration	101,665	69,428	32,237	3,500	37,585	77,200	1,000	119,285	17,620
6706	Local Meetings	94,320	33,552	60,768	17,500	17,600	36,100	500	71,700	(22,620)
6707	Per Diem	46,738	25,211	21,527	3,300	12,018	35,500	500	51,318	4,580
	Total Travel and Meeting Expenses	**473,241**	**250,752**	**222,489**	**35,800**	**108,821**	**282,500**	**3,400**	**430,521**	**(42,720)**
Capital Improvements										
6216	Capital Outlay	120,000	100,000	20,000	-	75,000	-	-	75,000	(45,000)
6302	Capital Improvements	-	-	-	-	20,000	-	-	20,000	20,000
	Total Capital Improvements	**120,000**	**100,000**	**20,000**	**-**	**95,000**	**-**	**-**	**95,000**	**(25,000)**
	Total Operating Expenses	**20,794,362**	**18,261,721**	**2,532,641**	**2,148,349**	**7,149,469**	**11,784,891**	**152,449**	**21,235,158**	**440,796**

GOVERNANCE AND EXECUTIVE SUMMARY FY 2016-17

		FY 2015-16	FY 2016-17			
		Revised Budget	Board of Commissioners	Executive	Proposed Budget	Variance from FY 2015-16
Personnel Services						
	Total Salaries	710,091	-	1,306,758	1,306,758	596,667
	Total Employee Benefits	194,998	-	292,741	292,741	97,743
	Total Personnel Services	**905,089**	**-**	**1,599,499**	**1,599,499**	**694,410**
General Operating Expenses						
6131	ADP Payroll Charges	-	-	-	-	-
6132	Workers' Compensation Insurance	-	-	-	-	-
6202	Utilities	-	-	-	-	-
6203	Corporate Insurance	-	-	-	-	-
6205	Mileage and Parking	6,500	3,800	4,000	7,800	1,300
6206	Telephones and Modems	-	-	-	-	-
6207	Cell Phones and Mobile Devices	-	-	600	600	600
6208	Outside Printing	-	-	-	-	-
6209	Other Supplies	150	150	-	150	-
6210	Postage and Delivery	-	-	-	-	-
6211	Educational Supplies	-	-	-	-	-
6212	Office Supplies	8,500	3,500	5,000	8,500	-
6214	Subscriptions and Publications	-	-	-	-	-
6218	Equipment Rental	-	-	-	-	-
6220	Building Repairs and Maintenance	-	-	-	-	-
6221	Equipment Repairs and Maintenance	23,700	-	-	-	(23,700)
6222	Offsite Storage	-	-	-	-	-
6223	Hardware and Software Maintenance	-	-	-	-	-
6230	Miscellaneous Service Charges	-	-	-	-	-
6231	Miscellaneous/Contingency	45,200	-	50,000	50,000	4,800
	Total General Operating Expenses	**84,050**	**7,450**	**59,600**	**67,050**	**(17,000)**
Professional Services						
6502	Audit	-	-	-	-	-
6504	Legal	175,000	-	175,000	175,000	-
6507	Professional Dues	3,000	-	3,000	3,000	-
6508	First 5 California Association	50,000	-	70,000	70,000	20,000
6509	Professional Development	12,100	10,000	4,000	14,000	1,900
6512	Staff Recruitment	-	-	-	-	-
6514	Commission Stipends	34,000	34,000	-	34,000	-
6606	Human Resources Related Costs	-	-	-	-	-
	Total Professional Services	**274,100**	**44,000**	**252,000**	**296,000**	**21,900**
Consultant Services						
6601	Consultant Fees	150,000	50,000	100,000	150,000	-
6602	Other Professional Fees	-	-	-	-	-
6603	External Reviewers	-	-	-	-	-
	Total Consultant Services	**150,000**	**50,000**	**100,000**	**150,000**	**-**
Travel and Meeting Expenses						
6701	Airfare	6,600	1,900	4,700	6,600	-
6703	Lodging	4,900	1,900	3,000	4,900	-
6704	Conference Registration	3,500	500	3,000	3,500	-
6706	Local Meetings	17,500	10,000	7,500	17,500	-
6707	Per Diem	3,300	1,500	1,800	3,300	-
	Total Travel and Meeting Expenses	**35,800**	**15,800**	**20,000**	**35,800**	**-**
Capital Improvements						
6216	Capital Outlay	-	-	-	-	-
6302	Capital Improvements	-	-	-	-	-
	Total Capital Improvements	**-**	**-**	**-**	**-**	**-**
	Total Department Expenses	**1,449,039**	**117,250**	**2,031,099**	**2,148,349**	**699,310**

ADMINISTRATION SUMMARY FY 2016-17

		FY 2015-16	FY 2016-17									
		Revised Budget	Chief Administrative	Contract Compliance	Facilities Management	Finance	Grants Management	Human Resources	Information Technology	Office of Strategic Planning and Implementation	Proposed Budget	Variance from FY 2015-16
Personnel Services												
	Total Salaries	3,216,099	301,327	542,144	-	674,796	585,617	593,767	529,886	184,676	3,412,213	196,114
	Total Employee Benefits	984,796	77,625	175,744	-	212,485	194,509	113,599	163,303	47,150	984,415	(381)
	Total Personnel Services	**4,200,895**	**378,952**	**717,888**	**-**	**887,281**	**780,126**	**707,366**	**693,189**	**231,826**	**4,396,628**	**195,733**
General Operating Expenses												
6131	ADP Payroll Charges	31,000	-	-	-	31,000	-	-	-	-	31,000	-
6132	Workers' Compensation Insurance	100,000	-	-	-	100,000	-	-	-	-	100,000	-
6202	Utilities	165,000	-	-	165,000	-	-	-	-	-	165,000	-
6203	Corporate Insurance	76,000	-	-	-	76,000	-	-	-	-	76,000	-
6205	Mileage and Parking	4,950	700	700	-	400	1,650	500	1,000	500	5,450	500
6206	Telephones and Modems	45,000	-	-	-	-	-	-	35,000	-	35,000	(10,000)
6207	Cell Phones and Mobile Devices	17,250	-	-	-	1,200	1,440	600	15,000	600	18,840	1,590
6208	Outside Printing	2,500	-	-	-	2,500	-	-	-	-	2,500	-
6209	Other Supplies	12,000	-	-	12,000	-	-	-		-	12,000	-
6210	Postage and Delivery	13,500	-	100	13,200	-	-	-	-	-	13,300	(200)
6211	Educational Supplies	-	-	-	-	-	-	-	-	-	-	-
6212	Office Supplies	51,920	1,500	3,000	29,000	2,000	1,000	2,700	15,000	720	54,920	3,000
6214	Subscriptions and Publications	4,160	-	-	-	-	-	3,800	-	360	4,160	-
6218	Equipment Rental	118,200	-	-	118,200	-	-	-	-	-	118,200	-
6220	Building Repairs and Maintenance	180,000	-	-	180,000	-	-	-	-	-	180,000	-
6221	Equipment Repairs and Maintenance	25,000	-	-	20,000	-	-	-	5,000	-	25,000	-
6222	Offsite Storage	13,700	-	-	9,200	-	-	-	4,500	-	13,700	-
6223	Hardware amd Software Maintenance	220,000	-	-	-	-	-	-	220,000	-	220,000	-
6230	Miscellaneous Service Charges	12,000	-	-	-	12,000	-	-	-	-	12,000	-
6231	Miscellaneous/Contingency	25,000	-	-	25,000	-	-	-	-	-	25,000	-
	Total General Operating Expenses	**1,117,180**	**2,200**	**3,800**	**571,600**	**225,100**	**4,090**	**7,600**	**295,500**	**2,180**	**1,112,070**	**(5,110)**
Professional Services												
6502	Audit	70,000	-	-	-	70,000	-	-	-	-	70,000	-
6504	Legal	-	-	-	-	-	-	-	-	-	-	-
6507	Professional Dues	23,850	-	500	15,000	1,000	7,000	-	-	-	23,500	(350)
6508	First 5 California Association	-	-	-	-	-	-	-	-	-	-	-
6509	Professional Development	113,295	2,000	30,500	-	4,000	5,000	125,000	7,000	2,000	175,500	62,205
6512	Staff Recruitment	25,000	-	-	-	-	-	25,000	-	-	25,000	-
6514	Commission Stipends	-	-	-	-	-	-	-	-	-	-	-
6606	Human Resources Related Costs	68,000	-	-	-	-	-	78,000	-	-	78,000	10,000
	Total Professional Services	**300,145**	**2,000**	**31,000**	**15,000**	**75,000**	**12,000**	**228,000**	**7,000**	**2,000**	**372,000**	**71,855**
Consultant Services												
6601	Consultant Fees	1,000,205	25,000	40,000	-	25,000	-	150,000	200,000	340,000	780,000	(220,205)
6602	Other Professional Fees	276,950	-	-	269,000	-	-	7,950	-	-	276,950	-
6603	External Reviewers	8,000	-	8,000	-	-	-	-	-	-	8,000	-
	Total Consultant Services	**1,285,155**	**25,000**	**48,000**	**269,000**	**25,000**	**-**	**157,950**	**200,000**	**340,000**	**1,064,950**	**(220,205)**
Travel and Meeting Expenses												
6701	Airfare	16,092	1,000	3,500	-	2,800	4,500	1,500	792	2,000	16,092	-
6703	Lodging	23,726	1,200	5,000	-	3,000	9,000	4,000	926	2,400	25,526	1,800
6704	Conference Registration	36,165	1,500	7,000	-	1,800	11,485	8,000	3,000	4,800	37,585	1,420
6706	Local Meetings	34,920	1,500	2,000	-	600	500	2,000	1,000	10,000	17,600	(17,320)
6707	Per Diem	11,818	1,000	2,500	-	1,900	3,750	1,500	408	960	12,018	200
	Total Travel and Meeting Expenses	**122,721**	**6,200**	**20,000**	**-**	**10,100**	**29,235**	**17,000**	**6,126**	**20,160**	**108,821**	**(13,900)**
Capital Improvements												
6216	Capital Outlay	120,000	-	-	-	-	-	-	75,000	-	75,000	(45,000)
6302	Capital Improvements	-	-	-	20,000	-	-	-	-	-	20,000	20,000
	Total Capital Improvements	**120,000**	**-**	**-**	**20,000**	**-**	**-**	**-**	**75,000**	**-**	**95,000**	**(25,000)**
	Total Department Expenses	**7,146,096**	**414,352**	**820,688**	**875,600**	**1,222,481**	**825,451**	**1,117,916**	**1,276,815**	**596,166**	**7,149,469**	**3,373**

PROGRAM SUMMARY FY 2016-17

		FY 2015-16	FY 2016-17							
		Revised Budget	Chief Program	Best Start Communities	Community Investments	Policy and Intergov. Affairs	Program Development	Communications and Marketing	Research and Evaluation	Proposed Budget	Variance from FY 2015-16
Personnel Services											
	Total Salaries	8,406,784	215,737	2,640,486	541,217	861,920	1,530,884	1,252,554	1,377,624	8,420,422	13,638
	Total Employee Benefits	2,779,386	50,084	787,472	188,975	253,214	520,057	374,021	442,194	2,616,017	(163,369)
	Total Personnel Services	**11,186,170**	**265,821**	**3,427,958**	**730,192**	**1,115,134**	**2,050,941**	**1,626,575**	**1,819,818**	**11,036,439**	**(149,731)**
General Operating Expenses											
6131	ADP Payroll Charges	-	-	-	-	-	-	-	-	-	-
6132	Workers' Compensation Insurance	-	-	-	-	-	-	-	-	-	-
6202	Utilities	-	-	-	-	-	-	-	-	-	-
6203	Corporate Insurance	-	-	-	-	-	-	-	-	-	-
6205	Mileage and Parking	54,100	500	35,000	800	3,500	4,300	4,800	2,000	50,900	(3,200)
6206	Telephones and Modems	800	-	-	-	-	-	-	-	-	(800)
6207	Cell Phones and Mobile Devices	26,100	-	19,800	3,000	3,000	3,000	3,000	-	31,800	5,700
6208	Outside Printing	19,200	-	-	-	750	-	15,500	-	16,250	(2,950)
6209	Other Supplies	-	-	-	-	-	-	-	-	-	-
6210	Postage and Delivery	-	-	-	-	-	-	-	-	-	-
6211	Educational Supplies	5,300	-	1,200	-	250	-	-	-	1,450	(3,850)
6212	Office Supplies	18,860	500	4,000	1,000	3,500	2,200	4,000	1,800	17,000	(1,860)
6214	Subscriptions and Publications	5,700	500	-	750	2,500	400	1,500	250	5,900	200
6218	Equipment Rental	-	-	-	-	-	-	-	-	-	-
6220	Building Repairs and Maintenance	-	-	-	-	-	-	-	-	-	-
6221	Equipment Repairs and Maintenance	2,000	-	1,000	-	-	-	-	-	1,000	(1,000)
6222	Offsite Storage	10,000	-	-	-	-	-	6,000	-	6,000	(4,000)
6223	Hardware and Software Maintenance	8,000	-	-	-	-	-	600	-	600	(7,400)
6230	Miscellaneous Service Charges	-	-	-	-	-	-	-	-	-	-
6231	Miscellaneous/Contingency	-	-	-	-	-	-	-	-	-	-
	Total General Operating Expenses	**150,060**	**1,500**	**61,000**	**5,550**	**13,500**	**9,900**	**35,400**	**4,050**	**130,900**	**(19,160)**
Professional Services											
6502	Audit	-	-	-	-	-	-	-	-	-	-
6504	Legal	-	-	-	-	-	-	-	-	-	-
6507	Professional Dues	59,500	44,000	4,800	2,500	2,000	2,500	1,252	1,500	58,552	(948)
6508	First 5 California Association	-	-	-	-	-	-	-	-	-	-
6509	Professional Development	77,550	1,500	40,000	5,000	8,000	8,000	7,000	7,000	76,500	(1,050)
6512	Staff Recruitment	-	-	-	-	-	-	-	-	-	-
6514	Commission Stipends	-	-	-	-	-	-	-	-	-	-
6606	Human Resources Related Costs	-	-	-	-	-	-	-	-	-	-
	Total Professional Services	**137,050**	**45,500**	**44,800**	**7,500**	**10,000**	**10,500**	**8,252**	**8,500**	**135,052**	**(1,998)**
Consultant Services											
6601	Consultant Fees	260,500	25,000	25,000	-	-	-	-	150,000	200,000	(60,500)
6602	Other Professional Fees	-	-	-	-	-	-	-	-	-	-
6603	External Reviewers	-	-	-	-	-	-	-	-	-	-
	Total Consultant Services	**260,500**	**25,000**	**25,000**	**-**	**-**	**-**	**-**	**150,000**	**200,000**	**(60,500)**
Travel and Meeting Expenses											
6701	Airfare	71,950	2,000	9,000	7,000	20,000	8,700	8,500	11,000	66,200	(5,750)
6702	Program Events	40,000	-	-	-	-	-	-	-	-	(40,000)
6703	Lodging	65,850	3,000	12,000	9,000	7,000	11,000	9,500	16,000	67,500	1,650
6704	Conference Registration	61,000	3,000	15,000	13,500	7,000	14,000	20,000	4,700	77,200	16,200
6706	Local Meetings	41,400	1,700	7,500	3,000	10,000	4,900	5,000	4,000	36,100	(5,300)
6707	Per Diem	31,120	1,500	6,500	3,000	4,000	6,000	5,500	9,000	35,500	4,380
	Total Travel and Meeting Expenses	**311,320**	**11,200**	**50,000**	**35,500**	**48,000**	**44,600**	**48,500**	**44,700**	**282,500**	**(28,820)**
Capital Improvements											
6216	Capital Outlay	-	-	-	-	-	-	-	-	-	-
6302	Capital Improvements	-	-	-	-	-	-	-	-	-	-
	Total Capital Improvements	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
	Total Department Expenses	**12,045,100**	**349,021**	**3,608,758**	**778,742**	**1,186,634**	**2,115,941**	**1,718,727**	**2,027,068**	**11,784,891**	**(260,209)**

OTHER PROGRAM ACTIVITIES SUMMARY FY 2016-17

(Medi-Cal Administrative Activities)

		FY 2015-16	FY 2016-17		
		Revised Budget	Medi-Cal Administration	Proposed Budget	Variance from FY 2015-16
Personnel Services					
	Total Salaries	54,064	39,164	39,164	(14,900)
	Total Employee Benefits	21,763	16,365	16,365	(5,398)
	Total Personnel Services	**75,827**	**55,529**	**55,529**	**(20,298)**
General Operating Expenses					
6131	ADP Payroll Charges	-	-	-	-
6132	Workers' Compensation Insurance	-	-	-	-
6202	Utilities	-	-	-	-
6203	Corporate Insurance	-	-	-	-
6205	Mileage and Parking	300	300	300	-
6206	Telephones and Modems	-	-	-	-
6207	Cell Phones and Mobile Devices	-	-	-	-
6208	Outside Printing	-	-	-	-
6209	Other Supplies	-	-	-	-
6210	Postage and Delivery	-	-	-	-
6211	Educational Supplies	-	-	-	-
6212	Office Supplies	500	220	220	(280)
6214	Subscriptions and Publications	-	-	-	-
6218	Equipment Rental	-	-	-	-
6220	Building Repairs and Maintenance	-	-	-	-
6221	Equipment Repairs and Maintenance	-	-	-	-
6222	Offsite Storage	-	-	-	-
6223	Hardware and Software Maintenance	-	-	-	-
6230	Miscellaneous Service Charges	15,000	15,000	15,000	-
6231	Miscellaneous/Contingency	-	-	-	-
	Total General Operating Expenses	**15,800**	**15,520**	**15,520**	**(280)**
Professional Services					
6502	Audit	-	-	-	-
6504	Legal	-	-	-	-
6507	Professional Dues	-	-	-	-
6508	First 5 California Association	-	-	-	-
6509	Professional Development	-	-	-	-
6512	Staff Recruitment	-	-	-	-
6514	Commission Stipends	-	-	-	-
6606	Human Resources Related Costs	-	-	-	-
	Total Professional Services	**-**	**-**	**-**	**-**
Consultant Services					
6601	Consultant Fees	78,000	78,000	78,000	-
6602	Other Professional Fees	-	-	-	-
6603	External Reviewers	-	-	-	-
	Total Consultant Services	78,000	78,000	78,000	-
Travel and Meeting Expenses					
6701	Airfare	600	600	600	-
6703	Lodging	800	800	800	-
6704	Conference Registration	1,000	1,000	1,000	-
6706	Local Meetings	500	500	500	-
6707	Per Diem	500	500	500	-
	Total Travel and Meeting Expenses	**3,400**	**3,400**	**3,400**	**-**
Capital Improvements					
6216	Capital Outlay	-	-	-	-
6302	Capital Improvements	-	-	-	-
	Total Capital Improvements	**-**	**-**	**-**	**-**
	Total Department Expenses	**173,027**	**152,449**	**152,449**	**(20,578)**

DETAIL BY DEPARTMENT

BEST START COMMUNITIES

Authorized Positions

Director	1
Assistant Directors	2
Senior Program Officers	5
Program Officers	15
Administrative Assistants	2
Senior Program Support Staff (term-limited)	1
Program Support Staff (term-limited)	6
Total	**32**

Administrative Coordinators (7 part-time, temporary) 11,500 hours

The Best Start Communities (BSC) Department is responsible for overseeing First 5 LA's place-based effort and overall community capacity building activities, including coordination with other departments and across outcome areas to ensure the integration of the countywide strategies at the community level. The BSC FY 2016-17 Operating Budget has been structured around implementing the 2015-2020 Strategic Plan. BSC staff have a variety of responsibilities related to developing, refining and implementing components of the Communities Outcome Area related to performing the following functions:

- Planning and designing programs and projects to achieve the vision and goals of Best Start;
- Managing relationships with community members including parents, residents, businesses, organizations (i.e., public and private) and funders;
- Developing funding mechanisms (i.e., solicitations and RFP/Qs) related to implementing community-identified investments;
- Negotiating, executing and monitoring contracts to ensure successful implementation of activities and achievement of objectives and outcomes; monitoring contractor performance, timeline and deliverables; guiding, advising and problem-solving as needed and/or requested by contractors;
- Providing infrastructure support (i.e. programmatic, administrative, and capacity building) to Best Start Community Partnerships;
- Reporting on Best Start activities via stories, videos, and media; providing Board updates (e.g., reports, presentations and discussions); and developing reports;
- Leveraging and mobilizing resources to advance and sustain First 5 LA's place-based work; and
- Providing technical assistance to contractors and vendors

COMMUNITIES STRATEGY #1: SHARED VISION & COLLECTIVE ACTION
This strategy focuses on convening and creating opportunities for collaboration among parents/caregivers, residents, organizations, and institutions across multiple sectors to work together to improve community conditions for children and families. This strategy includes two program areas: (A) Community Engagement; and (B) Community Partnerships.

A. Community Engagement
This program area calls for First 5 LA to provide seed funding for Community Partnerships to build social capacity and promote civic engagement, as well as bring organizations and members of the larger community together to improve coordinated services delivery. Community Engagement includes the following components:

- Community-Identified Investments (aka Community-Identified Projects)
- Resident Engagement (i.e., Neighborhood Action Councils and Resident Outreach Coordinators)
- Community Advisory Council

B. Community Partnerships
Best Start is a community-building approach that focuses on the development of Community Partnerships (Partnerships) as a vehicle to advance outcomes that ultimately result in improved community capacity to support families. This program area supports training and technical assistance (TA) to ensure that the existing 14 Best Start Community Partnerships become high-functioning, results-focused and sustainable. Community Partnerships include three areas of work:

- Infrastructure Support
- Coaching and Technical Assistance
- Learning Communities

COMMUNITIES STRATEGY #2: COORDINATED SERVICES & SUPPORTS
This strategy focuses on improving service coordination within formal and informal community resource networks that serve Best Start communities. This area of work is in an exploratory phase. Resources are allocated for:

- Consultant support
- Funding for initial implementation of the project (including capacity building grants and associated procurement costs)

COMMUNITIES STRATEGY #3: BUILT ENVIRONMENT POLICY & ADVOCACY
This strategy focuses on convening and strengthening the capacity of existing advocacy groups to work with parents and residents in Best Start communities to create and/or improve policies and practices around the built environment (e.g. parks, transportation, and joint use). Funding supports two strategies:

- Support for build environment advocates selected through a procurement process
- Resources for staff to take advantage of immediate and emerging leveraging opportunities

CROSS-STRATEGY INVESTMENTS

Capacity building is the core activity across strategies in the Communities Outcome area. The purpose of First 5 LA's capacity building approach is to strengthen the ability of communities to support families, build parent/resident participation in their community, improve coordination of the systems that serve families, and support enhancements to the environments in which families live, learn, play and work. This initiative includes two program areas: (A) Capacity Building Consortium; and (B) Communications & Marketing.

A. Capacity Building Consortium (CBC)

The CBC is the capacity building arm of the Communities Outcome area. It will provide resources and expertise related to all three strategies of the Communities Outcome area, include the following:

- Capacity building support
- Specialized training and technical assistance
- Learning Communities
- On-the-ground coordination of capacity building support

B. Communications & Marketing

Best Start communications and marketing activities will support all three strategies in the Communities Outcome area, with particular emphasis on strengthening community-level communications skills, building relationships with key stakeholders, and effectively conveying the Best Start story in an effort to develop broad support for and engagement in Best Start. Communications & Marketing includes the following components:

- General Best Start Marketing & Communications
- Communications Capacity Building/Community-Specific Marketing

BEST START COMMUNITIES

		Budget FY 2015-16	Revised Budget FY 2015-16	Estimated FY 2015-16 Expenditures	Proposed Budget FY 2016-17	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	2,439,011	2,439,011	2,237,007	2,640,486	201,475
	Total Employee Benefits	816,164	816,164	582,326	787,472	(28,692)
	Total Personnel Services	**3,255,175**	**3,255,175**	**2,819,333**	**3,427,958**	**172,783**
General Operating Expenses						
6131	ADP Payroll Charges	-	-	-	-	-
6132	Workers' Compensation Insurance	-	-	-	-	-
6202	Utilities	-	-	-	-	-
6203	Corporate Insurance	-	-	-	-	-
6205	Mileage and Parking	38,400	38,400	22,856	35,000	(3,400)
6206	Telephones and Modems	23,700	800	800	-	(800)
6207	Cell Phones and Mobile Devices	18,000	18,000	16,020	19,800	1,800
6208	Outside Printing	2,500	2,500	926	-	(2,500)
6209	Other Supplies	-	-	-	-	-
6210	Postage and Delivery	-	-	-	-	-
6211	Educational Supplies	4,800	4,800	341	1,200	(3,600)
6212	Office Supplies	6,160	6,160	1,424	4,000	(2,160)
6214	Subscriptions and Publications	-	-	-	-	-
6218	Equipment Rental	-	-	-	-	-
6220	Building Repairs and Maintenance	-	-	-	-	-
6221	Equipment Repairs and Maintenance	2,000	2,000	216	1,000	(1,000)
6222	Offsite Storage	-	-	-	-	-
6223	Hardware and Software Maintenance	5,000	5,000	-	-	(5,000)
6230	Miscellaneous Service Charges	-	-	-	-	-
6231	Miscellaneous/Contingency	-	-	-	-	-
	Total General Operating Expenses	**100,560**	**77,660**	**42,583**	**61,000**	**(16,660)**
Professional Services						
6502	Audit	-	-	-	-	-
6504	Legal	-	-	-	-	-
6507	Professional Dues	4,800	4,800	-	4,800	-
6508	First 5 California Association	-	-	-	-	-
6509	Professional Development	45,000	45,000	5,401	40,000	(5,000)
6512	Staff Recruitment	-	-	-	-	-
6514	Commission Stipends	-	-	-	-	-
6606	Human Resources Related Costs	-	-	-	-	-
	Total Professional Services	**49,800**	**49,800**	**5,401**	**44,800**	**(5,000)**
Consultant Services						
6601	Consultant Fees	50,000	50,000	47,990	25,000	(25,000)
6602	Other Professional Fees	-	-	-	-	-
6603	External Reviewers	-	-	-	-	-
	Total Consultant Services	**50,000**	**50,000**	**47,990**	**25,000**	**(25,000)**
Travel and Meeting Expenses						
6701	Airfare	22,500	22,500	1,991	9,000	(13,500)
6703	Lodging	16,050	16,050	6,665	12,000	(4,050)
6704	Conference Registration	15,000	15,000	10,174	15,000	-
6706	Local Meetings	20,000	19,200	4,923	7,500	(11,700)
6707	Per Diem	8,470	8,470	3,854	6,500	(1,970)
	Total Travel and Meeting Expenses	**82,020**	**81,220**	**27,606**	**50,000**	**(31,220)**
Capital Improvements						
6216	Capital Outlay	-	-	-	-	-
6302	Capital Improvements	-	-	-	-	-
	Total Capital Improvements	**-**	**-**	**-**	**-**	**-**
	Total Department Expenses	**3,537,555**	**3,513,855**	**2,942,914**	**3,608,758**	**94,903**

Department	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Best Start Communities	$3,513,855.00	$3,608,758.00	2.70%

GL Code Name	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Mileage & Parking Expenses	$38,400.00	$35,000.00	-8.85%

Description

Provides for mileage and parking expense reimbursement for up to 33 staff who use their private vehicles in the course of conducting Commission business. During FY 2016-2017, BSC staff will participate in external meetings that relate to the implementation of community strategies and activities, capacity building, learning communities, as well as increased opportunities to participate in staff development activities and networking with other organizations to leverage resources for the 14 Best Start communities (e.g., county departments, local foundations, etc.). Monthly mileage and parking reimbursements can range from $10 to $400 per month depending on the distance driven. For example, staff who work in the Lancaster and Palmdale communities generally have higher mileage reimbursements due to the distance of those communities from the First 5 LA office.

Cell Phones & Mobile Devices	$18,000.00	$19,800.00	10.00%

Description

Per First 5 LA's Mobile Device Policy, eligible BSC staff who are required to be accessible while working outside of the office or during after-hours are provided a monthly reimbursement of $50 for use of his/her personal mobile device. Cell phone reimbursements will be paid to 24 full-time and 7 term-limited staff (i.e., Program Support Staff). Temporary staff who are hired through OfficeTeam and Ajilon (i.e., contracted temporary staffing agencies) will receive monthly cell phone reimbursements directly from the temp agencies. NOTE: BSC Administrative Assistants are not included in the calculation for monthly cell phone reimbursement.

Educational Supplies	$4,800.00	$1,200.00	-75.00%

Description

Provides for expenses such as books, videos and other educational resources related to place-based work, community change efforts, community engagement and the Building Stronger Families Framework. Books will be purchased for the BSC Department resource library and for individual staff use (i.e., 27 full-time staff).

Office Supplies	$6,160.00	$4,000.00	-35.06%

Description

Provides for consumable office supplies for the department at an estimate of $75 per year per employee. This line item also includes 8 boxes of paper per month to cover printing for the department, ink cartridges for the BSC Director’s printer, and the monthly fee for a confidential documents bin (i.e., The Shredder).

Equipment Repairs & Maintenance	$2,000.00	$1,000.00	-50.00%

Description

Provides for expenses related to the ongoing maintenance required for the department's interpretation equipment (i.e., headsets and receivers).

Dues & Subscriptions	$4,800.00	$4,800.00	0.00%

Description

Provides for memberships to professional associations in order to increase staff networking opportunities and connections to other professionals implementing place-based and other relevant grantmaking efforts. Memberships generally range from $75 to $200 per year.

Professional Development (Lic.)	$45,000.00	$40,000.00	-11.11%

Description

Provides for expenses related to individual ($1,000-$1,500 / staff) and group professional development activities that are in alignment with department goals. Each BSC staff member will have access to professional development opportunities that increase their competencies and capacities to effectively implement place-based work, maintain and develop effective relationships, and other content areas to be determined annually in consultation with BSC leadership and/or managers.

In addition to individual professional development opportunities, group staff development opportunities will be offered to help staff fulfill their roles as liaisons to the 14 Best Start Communities. Examples of training resources that may be accessed by staff include those offered by: The Center for Non-Profit Management, Southern California Grants Managers Network, Southern California Grantmakers, etc.

Consultant Fees	$50,000.00	$25,000.00	-50.00%

Description

Provides for consultant and contractor support directly to BSC staff for work areas that have been identified as requiring expertise to implement components of Best Start Communities. The BSC Department also anticipates using consultants or contractors to assist with providing individual and group coaching to staff, as well as facilitating at least two department and one manager's retreat annually.

Airfare	$22,500.00	$9,000.00	-60.00%

Description

Provides for airfare to and from professional conferences, meetings or business-related trainings outside of the Los Angeles area. Examples of anticipated conferences include: Grantmakers for Effective Organizations, Alliance for Strong Families and Communities, Grants Managers Network, First 5 California and First 5 Association Staff Development Summits, National Forum on Place-Based Initiatives, Southern California Grantmakers, Advancement Project Water Cooler Conferences, Collective Impact Forum Convenings, and the National Family & Community Engagement Conference. Approval from the BSC Director will be obtained prior to incurring airfare expenses and all expenses will adhere to First 5 LA's Policy for Travel Approval and Reimbursement.

Lodging	$16,050.00	$12,000.00	-25.23%

Description

Provides for lodging at professional conferences, meetings or other business-related travel held outside Los Angeles County and greater than 100 miles roundtrip from the employee's current commute to First 5 LA. Examples of anticipated conferences include: Grantmakers for Effective Organizations, Alliance for Strong Families and Communities, Grants Managers Network, First 5 California and First 5 Association Staff Development Summits, National Forum on Place-Based Initiatives, Southern California Grantmakers, Advancement Project Water Cooler Conferences, Collective Impact Forum Convenings, and the National Family & Community Engagement Conference. Approval from the BSC 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.

Conference/Training Registrations	$15,000.00	$15,000.00	0.00%

Description

Provides for registration expenses for professional conferences or trainings. Examples of anticipated conferences include: Grantmakers for Effective Organizations, Alliance for Strong Families and Communities, Grants Managers Network, First 5 California and First 5 Association Staff Development Summits, National Forum on Place-Based Initiatives, Southern California Grantmakers, Advancement Project Water Cooler Conferences, Collective Impact Forum Convenings, and the National Family & Community Engagement Conference.

Meeting Exp.	$19,200.00	$7,500.00	-60.93%

Description

Provides for expenses related to internal and external meetings attended by Commissioners, staff, consultants, contractors, community members and other guests. Examples of meetings include offsite staff retreats and quarterly contractors meetings. Meeting expenses may include facility rentals, catering, materials, etc. This line-item also includes ongoing meeting support (e.g., interpretation) for Community Partnership members to actively participate in Commission-related meetings (e.g., monthly Commission meeting, Program & Planning Committee, etc.).

Per Diem/Meals	$8,470.00	$6,500.00	-23.25%

Description

Provides for various daily expenses incurred while attending professional conferences, trainings or meetings outside of Los Angeles County or greater than 100 miles roundtrip from employee's current commute to First 5 LA. Per diem expenses will adhere to First 5 LA's Policy for Travel Approval and Reimbursement.

BOARD OF COMMISSIONERS

Authorized Positions

Commissioners	9
Sheila James Kuehl, Los Angeles County Supervisor, Chair Judy Abdo, Vice Chair Nancy Haruye Au Jane Boeckmann Duane Dennis Cynthia A. Harding, M.P.H. Christopher Thompson, M.D. Joseph Ybarra Jr., Ph.D. Marlene Zepeda, Ph.D.	
Ex-Officio Commissioners	4
Philip L. Browning Patricia Curry Karla Pleitéz Howell Deanne Tilton	
Alternate Commissioners	6
Suzanne Bostwick Dayton Gilleland Terry Ogawa Vacant William Arroyo, M.D. Sylvia S. Swilley, M.D.	
Total	**19**

The First 5 LA Board of Commissioners was established to facilitate the creation and implementation of an integrated, comprehensive, and collaborative system of information and services to enhance optimal early childhood development. This system functions as a network that promotes accessibility to information and services. The Commission further emphasizes public inclusion and participation, as well as service integration in the areas of childcare, health care, mental health, education, early intervention programs and parent education of children and their parents from the prenatal stage through five years of age.

		Budget FY 2015-16	Revised Budget FY 2015-16	Estimated FY 2015-16 Expenditures	Proposed Budget FY 2016-17	Increase (Decrease)
Personnel Services						
	Total Salaries	-	-	-	-	-
	Total Employee Benefits	-	-	-	-	-
	Total Personnel Services	**-**	**-**	**-**	**-**	**-**
General Operating Expenses						
6131	ADP Payroll Charges	-	-	-	-	-
6132	Workers' Compensation Insurance	-	-	-	-	-
6202	Utilities	-	-	-	-	-
6203	Corporate Insurance	-	-	-	-	-
6205	Mileage and Parking	3,800	3,800	3,800	3,800	-
6206	Telephones and Modems	23,700	-	-	-	-
6207	Cell Phones and Mobile Devices	-	-	-	-	-
6208	Outside Printing	-	-	-	-	-
6209	Other Supplies	150	150	-	150	-
6210	Postage and Delivery	-	-	-	-	-
6211	Educational Supplies	-	-	-	-	-
6212	Office Supplies	3,500	3,500	-	3,500	-
6214	Subscriptions and Publications	-	-	-	-	-
6218	Equipment Rental	-	-	-	-	-
6220	Building Repairs and Maintenance	-	-	-	-	-
6221	Equipment Repairs and Maintenance	-	-	-	-	-
6222	Offsite Storage	-	-	-	-	-
6223	Hardware and Software Maintenance	-	-	-	-	-
6230	Miscellaneous Service Charges	-	-	-	-	-
6231	Miscellaneous/Contingency	-	-	-	-	-
	Total General Operating Expenses	**31,150**	**7,450**	**3,800**	**7,450**	**-**
Professional Services						
6502	Audit	-	-	-	-	-
6504	Legal	-	-	-	-	-
6507	Professional Dues	-	-	-	-	-
6508	First 5 California Association	-	-	-	-	-
6509	Professional Development	9,600	9,600	-	10,000	400
6512	Staff Recruitment	-	-	-	-	-
6514	Commission Stipends	34,000	34,000	33,000	34,000	-
6606	Human Resources Related Costs	-	-	-	-	-
	Total Professional Services	**43,600**	**43,600**	**33,000**	**44,000**	**400**
Consultant Services						
6601	Consultant Fees	50,000	50,000	14,400	50,000	-
6602	Other Professional Fees	-	-	-	-	-
6603	External Reviewers	-	-	-	-	-
	Total Consultant Services	**50,000**	**50,000**	**14,400**	**50,000**	**-**
Travel and Meeting Expenses						
6701	Airfare	1,900	1,900	-	1,900	-
6703	Lodging	1,900	1,900	-	1,900	-
6704	Conference Registration	500	500	-	500	-
6706	Local Meetings	10,000	10,000	1,939	10,000	-
6707	Per Diem	1,500	1,500	-	1,500	-
	Total Travel and Meeting Expenses	**15,800**	**15,800**	**1,939**	**15,800**	**-**
Capital Improvements						
6216	Capital Outlay	-	-	-	-	-
6302	Capital Improvements	-	-	-	-	-
	Total Capital Improvements	**-**	**-**	**-**	**-**	**-**
	Total Department Expenses	**140,550**	**116,850**	**53,139**	**117,250**	**400**

Budget Fiscal Year: 2016 - 2017	Status: Proposed

Department	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Board of Commissioners	$116,850.00	$117,250.00	0.34%

GL Code Name	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Mileage & Parking Expenses	$3,800.00	$3,800.00	0.00%

Description

Mileage reimbursement and payment of parking expenses to Commissioners when private vehicles are used in the course of conducting Commission business.

Other Supplies	$150.00	$150.00	0.00%

Description

Payment of expenses related to supplies other than administrative (e.g. plaques, awards, etc.).

Office Supplies	$3,500.00	$3,500.00	0.00%

Description

Purchase of general office supplies used for administrative support to the Board of Commissioners.

Professional Development (Lic.)	$9,600.00	$10,000.00	4.16%

Description

Payment of Professional Development expenses for the Board of Commissioners. The budget is anticipated to be used for two Board professional development events including honorarium fees and travel for speakers.

Commissioners Stipends	$34,000.00	$34,000.00	0.00%

Description

Payment of stipends to Commissioners who participate in regularly scheduled meetings (via conference call or in person)—Commission, Closed Session, Executive Committee, Budget & Finance Committee, Program & Planning Committee, Ad Hoc Committees, and special meetings.

Consultant Fees	$50,000.00	$50,000.00	0.00%

Description

Payment for transcription services for Board of Commission meetings, Board evaluation and Executive Director's evaluation.

Airfare	$1,900.00	$1,900.00	0.00%

Description

Payment of airfare expenses to and from professional conferences and seminars outside of the Los Angeles area.

Lodging	$1,900.00	$1,900.00	0.00%

Description

Payment for lodging at multi-day professional conferences outside of the Los Angeles area.

Conference/Training Registrations	$500.00	$500.00	0.00%

Description

Payment of registration expenses for professional conferences and seminars.

Meeting Exp.	$10,000.00	$10,000.00	0.00%

Description

Payment of expenses related to meetings attended by Commissioners, County Counsel, legal counsel, staff and guests.

Per Diem/Meals	$1,500.00	$1,500.00	0.00%

Description

Travel stipend for various daily expenses incurred while attending professional conferences and seminars outside of the Los Angeles area.

CHIEF ADMINISTRATIVE

Authorized Positions

Senior Director of Administration	1
Records Retention Management Manager	1
Administrative Assistant	1
Total	**3**

This Department is responsible for managing the internal organizational administrative processes to provide the Commission with support in the areas of finance, information technology, contract compliance, facilities, records retention and grants management.

		Budget FY 2015-16	Revised Budget FY 2015-16	Estimated FY 2015-16 Expenditures	Proposed Budget FY 2016-17	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	230,538	230,538	66,000	301,327	70,789
	Total Employee Benefits	57,615	57,615	25,475	77,625	20,010
	Total Personnel Services	**288,153**	**288,153**	**91,475**	**378,952**	**90,799**
General Operating Expenses						
6131	ADP Payroll Charges	-	-	-	-	-
6132	Workers' Compensation Insurance	-	-	-	-	-
6202	Utilities	-	-		-	-
6203	Corporate Insurance	-	-	-	-	-
6205	Mileage and Parking	700	700	-	700	-
6206	Telephones and Modems	-	-	-	-	-
6207	Cell Phones and Mobile Devices	-	-	-	-	-
6208	Outside Printing	-	-	-	-	-
6209	Other Supplies	-	-	-	-	-
6210	Postage and Delivery	-	-	-	-	-
6211	Educational Supplies	-	-	-	-	-
6212	Office Supplies	1,500	1,500	-	1,500	-
6214	Subscriptions and Publications	-	-	-	-	-
6218	Equipment Rental	-	-	-	-	-
6220	Building Repairs and Maintenance	-	-	-	-	-
6221	Equipment Repairs and Maintenance	-	-	-	-	-
6222	Offsite Storage	-	-	-	-	-
6223	Hardware and Software Maintenance	-	-	-	-	-
6230	Miscellaneous Service Charges	-	-	-	-	-
6231	Miscellaneous/Contingency	-	-	-	-	-
	Total General Operating Expenses	**2,200**	**2,200**	**-**	**2,200**	**-**
Professional Services						
6502	Audit	-	-	-	-	-
6504	Legal	-	-	-	-	-
6507	Professional Dues	-	-	-	-	-
6508	First 5 California Association	-	-	-	-	-
6509	Professional Development	2,000	2,000	-	2,000	-
6512	Staff Recruitment	-	-	-	-	-
6514	Commission Stipends	-	-	-	-	-
6606	Human Resources Related Costs	-	-	-	-	-
	Total Professional Services	**2,000**	**2,000**	**-**	**2,000**	**-**
Consultant Services						
6601	Consultant Fees	25,000	25,000	-	25,000	-
6602	Other Professional Fees	-	-	-	-	-
6603	External Reviewers	-	-	-	-	-
	Total Consultant Services	**25,000**	**25,000**	**-**	**25,000**	**-**
Travel and Meeting Expenses						
6701	Airfare	1,000	1,000	-	1,000	-
6703	Lodging	1,200	1,200	-	1,200	-
6704	Conference Registration	1,500	1,500	-	1,500	-
6706	Local Meetings	1,500	1,500	-	1,500	-
6707	Per Diem	1,000	1,000	-	1,000	-
	Total Travel and Meeting Expenses	**6,200**	**6,200**	**-**	**6,200**	**-**
Capital Improvements						
6216	Capital Outlay	-	-	-	-	-
6302	Capital Improvements	-	-	-	-	-
	Total Capital Improvements	**-**	**-**	**-**	**-**	**-**
	Total Department Expenses	**323,553**	**323,553**	**91,475**	**414,352**	**90,799**

Budget Fiscal Year: 2016 - 2017	Status: Proposed

Department	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Chief Administrative	$323,553.00	$414,352.00	28.06%

GL Code Name	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Mileage & Parking Expenses	$700.00	$700.00	0.00%

Description

Provides for mileage reimbursement and parking expenses when private vehicles are used in the course of conducting Commission business.

Office Supplies	$1,500.00	$1,500.00	0.00%

Description

Provides general office supplies for the department staff.

Professional Development (Lic.)	$2,000.00	$2,000.00	0.00%

Description

Provides for professional development training opportunities.

Consultant Fees	$25,000.00	$25,000.00	0.00%

Description

Provides for payment to Consultants and Contractors hired to provide support to the office of the CAO.

Airfare	$1,000.00	$1,000.00	0.00%

Description

Provides for airfare to and from professional conferences outside of the Los Angeles area.

Lodging	$1,200.00	$1,200.00	0.00%

Description

Provides for lodging at multi-day professional conferences outside of the Los Angeles area.

Conference/Training Registrations	$1,500.00	$1,500.00	0.00%

Description

Provides for registration expenses for professional conferences.

Meeting Exp.	$1,500.00	$1,500.00	0.00%

Description

Provides for expenses related to meetings attended by Commissioners, legal counsel, staff and guests.

Per Diem/Meals	$1,000.00	$1,000.00	0.00%

Description

Provides for various daily expenses incurred while attending professional conferences outside of the Los Angeles area.

CHIEF PROGRAM

Authorized Positions

Vice President of Programs	1
Executive Assistant	1
Total	**2**

The Vice President of Programs is a member of the Executive team and has the following responsibilities.

- Oversees all service programs for First 5 LA, and has overall strategic and operational responsibility for all program areas.
- Provides oversight and policy leadership to staff in the areas of grantmaking, implementation and strategic planning activities involving the organization's program departments described below.
- Supports coordination, collaboration and integration across the organization while also supporting the needs of grantees and contractors.
- Promotes the identification and establishment of strategic relationships with public and private sector stakeholders that advance First 5 LA goals and desired results.
- Works closely with the Executive Director and the Executive Vice President to ensure alignments between program and the organization's administration including making sure that internal policies and procedures are followed and that the goals and priorities consistent with the strategic plan and other objectives as established by Executive Director are met.

PROGRAM DIVISION

Programmatic departments are led by the Vice President (VP) of Programs; the VP is responsible for overseeing First 5 LA's programmatic activities, including those required to both establish and meet the goals of the Strategic Plan, such as program development, countywide and place-based activities, research and evaluation, communication and policy/advocacy efforts. Department directors managing those activities report to the VP.

Best Start Communities Department

This department is responsible for overseeing the place-based programs and community capacity building activities, including coordination with other departments to ensure the integration of the countywide strategies at the community level.

Community Investments Department

This department is responsible for initiating, developing and sustaining strong and effective resource mobilization public/private partnerships with key stakeholders

that have shared strategic value to First 5 LA at a local, state and national level. The department facilitates board, cross sector, community and grantee efforts to leverage fiscal and non-fiscal resources in order to ensure the sustainability of their work supporting young children and their families.

Program Development Department

This department is responsible for the development, design and enhancement of First 5 LA programs, ensuring they are aligned with the strategic plan priority goals, strategies and outcomes.

Research and Evaluation Department

The Research and Evaluation Department (R&E) Department is responsible for the design and implementation of the Commission's Accountability and Learning framework, for developing and implementing a broad research agenda, and contribute to the broader evidence base within early childhood development. The R&E Department is also charged with defining, implementing and support the Commission's data development.

CHIEF PROGRAM

		Budget FY 2015-16	Revised Budget FY 2015-16	Estimated FY 2015-16 Expenditures	Proposed Budget FY 2016-17	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	247,277	247,277	186,269	215,737	(31,540)
	Total Employee Benefits	59,492	59,492	45,369	50,084	(9,408)
	Total Personnel Services	**306,769**	**306,769**	**231,638**	**265,821**	**(40,948)**
General Operating Expenses						
6131	ADP Payroll Charges	-	-	-	-	-
6132	Workers' Compensation Insurance	-	-	-	-	-
6202	Utilities	-	-	-	-	-
6203	Corporate Insurance	-	-	-	-	-
6205	Mileage and Parking	500	500	-	500	-
6206	Telephones and Modems	-	-	-	-	-
6207	Cell Phones and Mobile Devices	-	-	-	-	-
6208	Outside Printing	-	-	-	-	-
6209	Other Supplies	-	-	-	-	-
6210	Postage and Delivery	-	-	-	-	-
6211	Educational Supplies	-	-	-	-	-
6212	Office Supplies	500	500	204	500	-
6214	Subscriptions and Publications	500	500	-	500	-
6218	Equipment Rental	-	-	-	-	-
6220	Building Repairs and Maintenance	-	-	-	-	-
6221	Equipment Repairs and Maintenance	-	-	-	-	-
6222	Offsite Storage	-	-	-	-	-
6223	Hardware and Software Maintenance	-	-	-	-	-
6230	Miscellaneous Service Charges	-	-	-	-	-
6231	Miscellaneous/Contingency	-	-	-	-	-
	Total General Operating Expenses	**1,500**	**1,500**	**204**	**1,500**	**-**
Professional Services						
6502	Audit	-	-	-	-	-
6504	Legal	-	-	-	-	-
6507	Professional Dues	44,000	44,000	-	44,000	-
6508	First 5 California Association	-	-	-	-	-
6509	Professional Development	1,500	1,500	-	1,500	-
6512	Staff Recruitment	-	-	-	-	-
6514	Commission Stipends	-	-	-	-	-
6606	Human Resources Related Costs	-	-	-	-	-
	Total Professional Services	**45,500**	**45,500**	**-**	**45,500**	**-**
Consultant Services						
6601	Consultant Fees	25,000	25,000	16,800	25,000	-
6602	Other Professional Fees	-	-	-	-	-
6603	External Reviewers	-	-	-	-	-
	Total Consultant Services	**25,000**	**25,000**	**16,800**	**25,000**	**-**
Travel and Meeting Expenses						
6701	Airfare	1,200	1,200	322	2,000	800
6703	Lodging	1,200	1,200	-	3,000	1,800
6704	Conference Registration	1,500	1,500	720	3,000	1,500
6706	Local Meetings	1,700	1,700	1,222	1,700	-
6707	Per Diem	900	900	-	1,500	600
	Total Travel and Meeting Expenses	**6,500**	**6,500**	**2,264**	**11,200**	**4,700**
Capital Improvements						
6216	Capital Outlay	-	-	-	-	-
6302	Capital Improvements	-	-	-	-	-
	Total Capital Improvements	**-**	**-**	**-**	**-**	**-**
	Total Department Expenses	**385,269**	**385,269**	**250,906**	**349,021**	**(36,248)**

Budget Fiscal Year: 2016 - 2017	Status: Proposed

Department	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Chief Program	$385,269.00	$349,021.00	-9.41%

GL Code Name	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Mileage & Parking Expenses	$500.00	$500.00	0.00%

Description

Provides for mileage reimbursement and parking expenses when private vehicles are used in the course of conducting Commission business.

Office Supplies	$500.00	$500.00	0.00%

Description

Provides for general office supplies for Department staff.

Subscription & Publications Gen	$500.00	$500.00	0.00%

Description

Provides for subscription services and publications of professional organizations.

Dues & Subscriptions	$44,000.00	$44,000.00	0.00%

Description

This provides for dues and memberships to professional organizations in support of organization wide work including: LA Chamber of Commerce, Grantmakers for Education, Grantmakers for Health, and Grantmakers for Effective Organization. Membership provide opportunities for staff to participate in organization-sponsored events, develop or further enhance expertise in their respective fields, build relationships with other diverse stakeholders in ways that help advance First 5 LA strategic goals and interest (such as practitioners, funders, policymakers, business, researchers, and others), and increase First 5 LA's presence in the field.

Professional Development (Lic.)	$1,500.00	$1,500.00	0.00%

Description

Provides funds for the Chief of Programs and Planning to attend conferences and/or local training seminars on various topics including but not limited to leveraging resources, strategic planning, leadership, capacity building, workforce diversity, children development, foundation giving, place-based initiatives.

Consultant Fees	$25,000.00	$25,000.00	0.00%

Description

Consultant funds will provide services that support required expertise in subject areas related to the execution of the 2015-20 Strategic Plan organization wide. Consultant expertise will generate knowledge in best practice and philanthropic sector trends to support and help guide programs, projects and initiatives that are emergent or in various stages of development or implementation including other related strategic areas of interest to the organization that advance strategic plan goals.

Airfare	$1,200.00	$2,000.00	66.66%

Description

This budget category covers participation in local, state and national trainings, meetings and conferences including registrations, lodging and airfare. These professional experiences are, at times invitational or timely to emerging investment opportunities and help support learning, professional growth and enhancement of skills and competencies that further the First 5 LA Strategic Plan and program/project and staff management activities of the organization. Examples of potential state or national conferences and trainings include but are not limited to the following (travel expense, lodging, registration, per diem): Travel locations are based on in-state (Sacramento) and out-of-state (Washington, D.C., Seattle, WA, Chicago, IL) conferences range 2-4 days.

The Annual Council on Foundations Conference
Grantmakers for Effective Organizations Annual Conference
Southern California Grantmakers Annual Conference
First 5 Association Staff Summit

Lodging	$1,200.00	$3,000.00	150.00%

Description

Provides for lodging at multi-day professional conferences outside of the Los Angeles area.

Conference/Training Registrations	$1,500.00	$3,000.00	100.00%

Description

Provides for registration expenses for the following professional conferences:
1) Annual Council on Foundations Conference - $1,200
2) Grantmakers for Effective Organizations Annual Conference - $750
3) Southern California Grantmakers Annual Conference - $600
4) First 5 Association Staff Summit - $300

Meeting Exp.	$1,700.00	$1,700.00	0.00%

Description

Provides for expenses related to meetings attended by Commissioners, legal counsel, staff and guests.

Per Diem/Meals	$900.00	$1,500.00	66.66%

Description

Provides for various daily expenses incurred while attending professional conferences outside of the Los Angeles area.

COMMUNICATIONS AND MARKETING

Authorized Positions

Director	1
Assistant Director	1
Countywide Marketing Manager	1
Place-Based Marketing Manager	1
Communications Manager	1
Communications Officer II - Best Start	3
Communications Officer II	1
Graphic Artist Designer	1
Writer/Editor II	1
Webmaster	1
Marketing Event/Project Coordinator	1
Best Start Digital Content Coordinator	1
Social Media Coordinator	1
Administrative Assistant	1
Total	**16**
Event Staff (part-time, hourly)	4,900 hours

The Communications and Marketing Department oversees First 5 LA's communications activities, which represent one of six Board-identified and approved investment strategies to advance the outcomes of First 5 LA's 2015-2020 Strategic Plan.

The Communications and Marketing Department is responsible for developing and implementing a number of strategic internal and external communications and marketing plans. Each plan recognizes that every mode, medium and method through which First 5 LA communicates – on its own or in partnership with external groups – is an opportunity to advance the programmatic and policy goals of the 2015-2020 Strategic Plan.

Communications and Marketing Department Strategic Goals
In order to achieve broad and lasting impact for the greatest number of children in Los Angeles County, the Communications and Marketing Department staff will advance agency goals in four ways:

- Build the First 5 LA Brand
- Engage Decision Makers
- Elevate Awareness and Create Urgency
- Support Internal Communications

The Communications and Marketing Department staff promotes First 5 LA's positive public image and reputation by managing both internal and external communications. This includes the development of paid and earned media-based public education programs; the publication, design and production of collateral materials; and countywide and place-based marketing and community outreach efforts.

The department staff supports the work of other departments and workgroups by providing communications and marketing counsel to advance the programmatic and policy goals of the 2015-2020 Strategic Plan. In addition, the department ensures information on the Board of Commissioners' activities is communicated accurately and in alignment with the 2015-2020 Strategic Plan goals. Finally, Communications and Marketing staff work with the Grants Management and Contract Compliance Departments managing the annual Conference Grant award process as well as response to requests pursuant to the California Public Records Act.

Staff Budgeting, Reclassifications and Conversions
Part-time, hourly employees support the Communications and Marketing department at public events to staff booths and to distribute information and collateral material. The FY 16-17 budget includes $20,000 to pay these employees between $15-$18 an hour. These employees are trained by the Marketing Event/Project Coordinator.

In FY 15-16, the budget authorized a Communications Officer II position to support the marketing needs of the Welcome Baby program. It is proposed that this positon be repurposed to support the general, agency-wide communications and marketing needs of First 5 LA.

Also in FY 15-16, the budget authorized the conversion of the Social Media Coordinator from a contracted position to a Full Time Employee (FTE). Based on the constantly evolving nature of social media platforms and best practices, and the training costs required to build and maintain an FTE's expertise, it is proposed that the Social Media Coordinator position be reverted back to a contracted position.

The FY 15-16 budget also authorized the conversion of the Best Start Digital Content Coordinator and the Marketing Event/Project Coordinator from contracted positions to FTEs. It is proposed that these conversions occur in FY 16-17. Unlike the Social Media Coordinator role, these two positions require strong internal relationships and a depth of understanding of First 5 LA's mission and vision in order to be highly effective.

Department Roles & Responsibilities
The Countywide Marketing staff develops and executes communication plans using paid and owned content channels. This staff also oversees and provides creative and strategic counsel for social and cause-based marketing and public awareness efforts as well as provides communications and marketing support and guidance for First 5 LA's programmatic efforts.

This work includes:

- Developing social change/cause marketing campaigns that will help advance the Strategic Plan's Families Outcome goals, by promoting family strengthening "Protective Factors."
- Developing partnerships to amplify First 5 LA's public awareness campaigns and demonstrate First 5 LA's commitment to collaboration.
- Ensuring that Welcome Baby/Select Home Visiting grantees are effectively communicating First 5 LA messages and connecting with Best Start Communities to promote awareness and enrollment.
- Working with Policy & Intergovernmental Affairs staff, consultants and grantees to create events that advance policy priorities.
- Supporting Research & Evaluation staff and consultants to produce accessible collateral materials (print, video and/or digital) to demonstrate the impact of First 5 LA's efforts.

Other responsibilities include:
- The maintenance and development of print materials such as a quarterly Parenting Guide with a circulation of nearly 175,000 countywide.
- Managing all paid advertising, including planning, creation and placement for First 5 LA advertising across traditional print, television, radio and digital platforms.
- Overseeing the presence of First 5 LA at community events. This includes training part-time event staff.
- The management and maintenance of the Commission's various digital properties (web and social media). This includes the development of appropriate editorial content for the organization's various stakeholder groups (parents, community members, elected officials, service providers, academics, foundations and other).
- Overseeing the work of a variety of freelance and contracted consultants who provide editorial, design, strategic counsel and other support services, such as content creation, translation, proofreading and media planning/buying.

The Communications staff develops and executes a variety of earned media, event-based PR and social media strategies. This includes:
- Managing earned media relationships with community-based, local, and national print, digital, television, and radio media in all languages.
- Developing and crafting messaging for First 5 LA press releases, Op-Eds and Executive Staff talking points.
- Collaborating with Directors and program leads to generate creative infographics and video presentations for media announcements around First 5 LA programs, research data, reports and findings.
- Securing targeted earned media stories focused on First 5 LA programs and/or featuring commentary from agency Executive staff, Commissioners and leadership team.
- Supporting the roll-out of First 5 LA's public awareness campaigns by developing events strategically designed to generate earned media coverage for First 5 LA programs and the 2015-2020 Strategic Plan outcome areas. This includes supporting existing countywide paid-media strategies and/or creating new events that will heighten visibility for existing agency programs and efforts.

- Collaborating with department managers and staff to coordinate First 5 LA content creation. Monitor local and national media for relevant stories on early-education.
- Collaborating with First 5 LA partners and grantees on joint press releases, Op-Eds and other external messaging efforts.

Currently the Place-Based Communications and Marketing staff guides the marketing and communications associated with the *Best Start* effort. Communications staff members work side-by-side with the Best Start Communities Department Staff and community members to determine how best to engage the broader community in the effort.

This work includes:
- Contributing to the capacity building of community members in the area of communications and stakeholder engagement.
    - Note: Currently there are seven communications workgroups within Community Partnerships, which are directly or indirectly supported by Place-Based Marketing staff. For communities without a communications workgroup, staff works with Program Officers and leadership groups to help shape brand awareness, outreach and engagement.
- Providing Program Officers and other staff robust messaging support.
- Developing collateral materials to tell the Best Start story (infographics, videos, etc.).
- Working with the Building Stronger Families Framework grantee to provide guidance on the development and implementation of communications focused Community Designed Projects.
- Oversight of outside communications consultants when needed.

While the Place-Based Communications and Marketing staff has been operating in the above capacity since 2013, a plan is in place to transition the responsibilities of these roles to align with the Best Start effort's Long Term Support Structure and Capacity Building Consortium, along with supporting and coordinating the communications efforts of First 5 LA's partners and grantees. Communications Capacity Building Consultants will be brought on board to take over the day-to-day responsibilities Communications Officers currently provide to the Communications Workgroups such as agenda development, project planning and coordination. Once this occurs, the team's responsibilities will transition to cross-community support projects and high-level communications capacity development and coordination of partners and grantees.

Below is an outline of the responsibilities of staff and how they will shift once the Communications Capacity Builders come on board:

FY 16-17: Capacity Builder/Communications Officer Roles Overlap
- Work with Communications Capacity Builders to assess community communications needs;

- Work side-by-side with Communications Capacity Builders to facilitate relationship building and familiarize the consultant with on-going or planned projects; and
- Begin to take on cross community, partnership development work.

FY 17-18: Communications Officer Role Transition Complete

- Continue to support Best Start by providing Strategic Consultation and Technical Assistance to Communications Capacity Builders, Workgroups and professionals affiliated with the Long Term Support Structure and the Capacity Building Consortium;
- Build external relationships with and amongst grantees and partners and provide capacity building, consulting and technical assistance to amplify the First 5 LA message, and create urgency amongst these groups;
- Build communications capacity amongst First 5 LA Program Officers in all departments; and
- Support ongoing marketing and communications activities for Best Start.

		Budget FY 2015-16	Revised Budget FY 2015-16	Estimated FY 2015-16 Expenditures	Proposed Budget FY 2016-17	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	1,178,055	1,148,055	809,676	1,252,554	104,499
	Total Employee Benefits	373,999	373,999	212,358	374,021	22
	Total Personnel Services	**1,552,054**	**1,522,054**	**1,022,034**	**1,626,575**	**104,521**
General Operating Expenses						
6131	ADP Payroll Charges	-	-	-	-	-
6132	Workers' Compensation Insurance	-	-	-	-	-
6202	Utilities	-	-	-	-	-
6203	Corporate Insurance	-	-	-	-	-
6205	Mileage and Parking	4,000	4,500	3,791	4,800	300
6206	Telephones and Modems	-	-	-	-	-
6207	Cell Phones and Mobile Devices	2,000	2,000	1,140	3,000	1,000
6208	Outside Printing	13,000	15,500	14,062	15,500	-
6209	Other Supplies	-	-	-	-	-
6210	Postage and Delivery	-	-	-	-	-
6211	Educational Supplies	-	-	-	-	-
6212	Office Supplies	4,000	4,000	2,507	4,000	-
6214	Subscriptions and Publications	1,500	1,500	2,723	1,500	-
6218	Equipment Rental	-	-	-	-	-
6220	Building Repairs and Maintenance	-	-	-	-	-
6221	Equipment Repairs and Maintenance	-	-	-	-	-
6222	Offsite Storage	10,000	10,000	5,861	6,000	(4,000)
6223	Hardware and Software Maintenance	3,000	3,000	405	600	(2,400)
6230	Miscellaneous Service Charges	-	-	-	-	-
6231	Miscellaneous/Contingency	-	-	-	-	-
	Total General Operating Expenses	**37,500**	**40,500**	**30,490**	**35,400**	**(5,100)**
Professional Services						
6502	Audit	-	-	-	-	-
6504	Legal	-	-	-	-	-
6507	Professional Dues	1,000	3,000	674	1,252	(1,748)
6508	First 5 California Association	-	-	-	-	-
6509	Professional Development	4,000	11,500	6,562	7,000	(4,500)
6512	Staff Recruitment	-	-	-	-	-
6514	Commission Stipends	-	-	-	-	-
6606	Human Resources Related Costs	-	-	-	-	-
	Total Professional Services	**5,000**	**14,500**	**7,236**	**8,252**	**(6,248)**
Consultant Services						
6601	Consultant Fees	25,000	25,000	-	-	(25,000)
6602	Other Professional Fees	-	-	-	-	-
6603	External Reviewers	-	-	-	-	-
	Total Consultant Services	**25,000**	**25,000**	**-**	**-**	**(25,000)**
Travel and Meeting Expenses						
6701	Airfare	6,000	9,500	6,202	8,500	(1,000)
6703	Lodging	6,000	10,500	5,759	9,500	(1,000)
6704	Conference Registration	3,500	10,000	5,796	20,000	10,000
6706	Local Meetings	500	3,500	1,664	5,000	1,500
6707	Per Diem	2,500	2,500	2,453	5,500	3,000
	Total Travel and Meeting Expenses	**18,500**	**36,000**	**21,874**	**48,500**	**12,500**
Capital Improvements						
6216	Capital Outlay	-	-	-	-	-
6302	Capital Improvements	-	-	-	-	-
	Total Capital Improvements	**-**	**-**	**-**	**-**	**-**
	Total Department Expenses	**1,638,054**	**1,638,054**	**1,081,634**	**1,718,727**	**80,673**

Budget Fiscal Year: 2016 - 2017	Status: Proposed

Department	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Communications & Marketing	$1,638,054.00	$1,718,727.00	4.92%

GL Code Name	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Mileage & Parking Expenses	$4,500.00	$4,800.00	6.66%

Description

The Mileage & Parking Expenses budget is based on an average annual per-person reimbursement of $300 for a 16-person department, for a total of $4,800.

Cell Phones & Mobile Devices	$2,000.00	$3,000.00	50.00%

Description

Cell Phones and Mobile Devices is estimated at $3,000 ($50 per month/per person x 12 months x 5 staff) to cover cell phone reimbursements for the Director, Assistant Director, Countywide Marketing Manager, Place-based Marketing Manager, and Communications Manager.

Outside Printing & Publications	$15,500.00	$15,500.00	0.00%

Description

The outside printing & publications budget is based on historical averages and ongoing need. In recent years, the annual average expense for agency-wide purchases of letter head (1st and 2nd pages), envelopes of various sizes, and business cards has been approximately $12,500. The additional requested amount in FY 16-17 is required to cover business card costs associated with the agency's reorganization for the following twelve positions: six new positions (Executive Vice President, Vice President of Policy and Strategy, Vice President of Integration and Learning, Vice President of Programs, Senior Director of Administration, Head of Special Initiatives & Emerging Opportunities) and six new Director level department name changes (Families, ECE, Health, Evaluation, Integration and Learning, and Strategic Partnerships) - estimated at $2,000. An additional $1,000 is included as a buffer to cover business card needs for staff turnover/new hires across the departments (turnover/changes not due to the reorganization are estimated at less than 7% of the agency's total staff).

Office Supplies	$4,000.00	$4,000.00	0.00%

Description

The general office supplies for a team of 16 based on historical averages and cost estimates from the Business Product Distributor supplier for general office items (pens, post-its, clips, staples, folders, binders, markers, chart paper, etc.) is estimated at $1,500. An additional $500 is included for costs associated with guests/visitor supplies, meetings, and cleaning needs (facial tissue, cleaning wipes, coffee, tea, utensils, cups). Specialty items for the design team such as sprays/chemicals, adhesives, foam boards, mounting materials, cutting supplies and mats, special inks, specialty papers of various sizes, thumb drives, batteries, CDs and sleeves, and other supplies as needed for photo shoots, is estimated at $2,000.

Subscription & Publications Gen	$1,500.00	$1,500.00	0.00%

Description

Anticipated costs for Subscriptions and Publications are estimated at $1,500 for FY 16-17 to cover subscriptions to the following: LA Times ($42.40/ 8-weeks), NY Times ($16/month), Social Marketing Quarterly ($364/yr), Grammarly ($96.22/yr), The Nooner ($49.99/yr), Harvard Business Review ($89.99/yr), Parents Magazine ($10/yr).

Rents & Lease - Offsite Storage	$10,000.00	$6,000.00	-40.00%

Description

The FY 16-17 anticipated offsite storage costs to house the Communications and Marketing department's collateral items is estimated at $6,000, based on a monthly storage fee of $473 x 12 months.

Hardware & Software Maintenance	$3,000.00	$600.00	-80.00%

Description

In FY 16-17 we anticipate spending $600 ($49.99/month) for the Adobe Creative Cloud software required by the department's design team.

Dues & Subscriptions	$3,000.00	$1,252.00	-58.26%

Description

The FY 16-17 estimated Dues and Subscriptions budget of $1,252 will cover the costs associated with the monthly online dues for the department's e-newsletter and e-blast needs such as: Mailchimp - $900.00/yr (e-newsletter deliver service); Google Analytics - $60.00/yr (used for website); Google Translator - $192/yr (used for website and newsletter); DropBox - $100/yr (storage site for videos, photos, etc.)

Professional Development (Lic.)	$11,500.00	$7,000.00	-39.13%

Description

Provides for professional development training opportunities for staff. Budgeted at $500 per person x 14 = $7,000.

Airfare	$9,500.00	$8,500.00	-10.52%

Description

In FY 16-17 the Communications & Marketing Department anticipates spending $8,500 to send several staff members to the conferences listed below. The recommended proposed airfare amount is based on average airfare costs for each conference locations:

1. ComNet 2016 - Detroit, Michigan (3 staff)
2. Excellence in Journalism 2016 - New Orleans, Louisiana (1 staff)
3. MozCon - Seattle, Washington (2 staff)
4. Content Marketing World 2017 - Cleveland, Ohio (2 staff)
5. AMA Brand Storytelling to Drive Business Results - Charlotte, North Carolina (2 staff)
6. Connect 17: PRSA Employee Communications - Dallas, Texas (3 staff)
7. First 5 Association Summit - In State (6 staff)

Lodging	$10,500.00	$9,500.00	-9.52%

Description

In FY 16-17 the Communications and Marketing Department anticipates spending $9,500 to send staff members to the conferences listed below. The recommended proposed lodging amount is based on average hotel costs for each conference location and length of the conference (number of days).

1. ComNet 2016 - Detroit, Michigan (3 staff)
2. Excellence in Journalism 2016 - New Orleans, Louisiana (1 staff)
3. MozCon - Seattle, Washington (2 staff)
4. Content Marketing World 2017 - Cleveland, Ohio (2 staff)
5. AMA Brand Storytelling to Drive Business Results - Charlotte, North Carolina (2 staff)
6. Connect 17: PRSA Employee Communications - Dallas, Texas (3 staff)
7. First 5 Association Summit - In State (6 staff)

Conference/Training Registrations	$10,000.00	$20,000.00	100.00%

Description

In FY 16-17 the Communications & Marketing department anticipates spending $20,000.00 for Conference/Training Registrations. This figure is based on actual researched costs for the conferences listed below, multiplied by the amount of staff members attending.

1. ComNet 2016 - Detroit, Michigan (3 staff)
2. Excellence in Journalism 2016 - New Orleans, Louisiana (1 staff)
3. MozCon - Seattle, Washington (2 staff)
4. Content Marketing World 2017 - Cleveland, Ohio (2 staff)
5. AMA Brand Storytelling to Drive Business Results - Charlotte, North Carolina (2 staff)
6. Connect 17: PRSA Employee Communications - Dallas, Texas (3 staff)
7. First 5 Association Summit - In State (6 staff)

Meeting Exp.	$3,500.00	$5,000.00	42.85%

Description

The Meeting Expense budget includes room rentals, materials, food and other site-related costs necessary for staff training, planning and strategy sessions such as an annual department retreat, quarterly event staff training and other meetings. This proposed amount is based upon past needs and expenditures, as well as identified future needs.

Per Diem/Meals	$2,500.00	$5,500.00	120.00%

Description

The Communications & Marketing department anticipates spending $5,500.00 for per diems in FY 16-17. This calculations is based on per diem guidelines based on year and location for staff to attend the conferences listed below.

1. ComNet 2016 - Detroit, Michigan (3 staff)
2. Excellence in Journalism 2016 - New Orleans, Louisiana (1 staff)
3. MozCon - Seattle, Washington (2 staff)
4. Content Marketing World 2017 - Cleveland, Ohio (2 staff)
5. AMA Brand Storytelling to Drive Business Results - Charlotte, North Carolina (2 staff)
6. Connect 17: PRSA Employee Communications - Dallas, Texas (3 staff)
7. First 5 Association Summit - In State (6 staff)

COMMUNITY INVESTMENT

Authorized Positions

Director	1
Program Officer III	2
Program Officer II	3
Administrative Assistant	1
Total	**7**

The Community Investment Department's efforts build partnerships that mobilize resources and influence that increase the impact of First 5 LA investments contributing to changing the conditions for children and families in Los Angeles County.

The 2015-2020 Strategic Plan outlines the Commission's investment guidelines which include engaging partners at the earliest possible stage of activity and/or investment. One way to accomplish this goal is by initiating, developing and sustaining strong and effective partnerships with key stakeholders that have shared strategic value to First 5 LA at the local, state and national levels in order to leverage additional funding, create more flexibility in existing funding streams, develop public-private partnerships, and in general, find ways to make the best use of dollars already being spent and improve the alignment of new resources.

The leveraging of fiscal and non-fiscal capital that supports and enhances the total portfolio of First 5 LA investments is a critical strategy highlighted in the Governance Guidelines. As such, the Community Investment Department will continue to identify and invest in organizational capacity building efforts which provide opportunities to leverage and multiply the impact of First 5 LA programs.

This year, the Community Investments Department will focus support on organizational capacity building efforts, existing and emerging funder collaboratives, and cross-sector convenings – with the explicit purpose of leveraging resources in service to the 2015-2020 Strategic Plan outcomes areas and related strategies.

Community Investment Department activities include but are not limited to the following activities:

- **Analyzing existing and emergent partnership development opportunities** that are aligned with the First 5 LA strategic plan to build fiscal and non-fiscal partnerships that support the sustainability of the four focus areas;

- **Ongoing examination of the level of First 5 LA investment across current programs, initiatives and projects**, including other Commission projects, as appropriate, to identify resource mobilization, leveraging and sustainability partnership options;

- **Facilitating community and grantee efforts to build capacity and leverage fiscal and non-fiscal resources** in order to ensure the sustainability of their work and therefore the 2015-2020 Strategic Plan outcomes supporting young children and their families;

- **Maintaining a comprehensive resource mobilization strategy and associated recommendations** to support First 5 LA outcomes with particular focus on those efforts within the targeted Best Start communities; and

- **Identifying, establishing, and maintaining relevant relationships and partnerships that enhance existing collaborations and/or build new joint venture opportunities with public and private groups** that support the sustainability of First 5 LA's four focus areas.

Activities implemented through the Community Investment Department are coordinated and integrated agency wide to increase the potential of First 5 LA to support the achievement of our goals, strategies and the sustainability of outcomes beyond our initial investment.

		Budget FY 2015-16	Revised Budget FY 2015-16	Estimated FY 2015-16 Expenditures	Proposed Budget FY 2016-17	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	674,331	674,331	716,119	541,217	(133,114)
	Total Employee Benefits	255,536	255,536	173,939	188,975	(66,561)
	Total Personnel Services	**929,867**	**929,867**	**890,058**	**730,192**	**(199,675)**
General Operating Expenses						
6131	ADP Payroll Charges	-	-	-	-	-
6132	Workers' Compensation Insurance	-	-	-	-	-
6202	Utilities	-	-	-	-	-
6203	Corporate Insurance	-	-	-	-	-
6205	Mileage and Parking	800	800	36	800	-
6206	Telephones and Modems	-	-	-	-	-
6207	Cell Phones and Mobile Devices	3,000	3,000	2,160	3,000	-
6208	Outside Printing	-	-	-	-	-
6209	Other Supplies	-	-	-	-	-
6210	Postage and Delivery	-	-	-	-	-
6211	Educational Supplies	-	-	-	-	-
6212	Office Supplies	600	900	1,001	1,000	100
6214	Subscriptions and Publications	250	750	801	750	-
6218	Equipment Rental	-	-	-	-	-
6220	Building Repairs and Maintenance	-	-	-	-	-
6221	Equipment Repairs and Maintenance	-	-	-	-	-
6222	Offsite Storage	-	-	-	-	-
6223	Hardware and Software Maintenance	-	-	-	-	-
6230	Miscellaneous Service Charges	-	-	-	-	-
6231	Miscellaneous/Contingency	-	-	-	-	-
	Total General Operating Expenses	**4,650**	**5,450**	**3,998**	**5,550**	**100**
Professional Services						
6502	Audit	-	-	-	-	-
6504	Legal	-	-	-	-	-
6507	Professional Dues	1,500	2,500	2,500	2,500	-
6508	First 5 California Association	-	-	-	-	-
6509	Professional Development	4,200	4,200	4,200	5,000	800
6512	Staff Recruitment	-	-	-	-	-
6514	Commission Stipends	-	-	-	-	-
6606	Human Resources Related Costs	-	-	-	-	-
	Total Professional Services	**5,700**	**6,700**	**6,700**	**7,500**	**800**
Consultant Services						
6601	Consultant Fees	-	-	-	-	-
6602	Other Professional Fees	-	-	-	-	-
6603	External Reviewers	-	-	-	-	-
	Total Consultant Services	**-**	**-**	**-**	**-**	**-**
Travel and Meeting Expenses						
6701	Airfare	7,600	7,600	2,000	7,000	(600)
6703	Lodging	7,100	7,100	2,000	9,000	1,900
6704	Conference Registration	11,400	11,400	8,653	13,500	2,100
6706	Local Meetings	800	2,800	2,800	3,000	200
6707	Per Diem	2,700	2,700	900	3,000	300
	Total Travel and Meeting Expenses	**29,600**	**31,600**	**16,353**	**35,500**	**3,900**
Capital Improvements						
6216	Capital Outlay	-	-	-	-	-
6302	Capital Improvements	-	-	-	-	-
	Total Capital Improvements	**-**	**-**	**-**	**-**	**-**
	Total Department Expenses	**969,817**	**973,617**	**917,109**	**778,742**	**(194,875)**

Budget Fiscal Year: 2016 - 2017	Status: Proposed

Department	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Community Investments	$973,617.00	$778,742.00	-20.02%

GL Code Name	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Mileage & Parking Expenses	$800.00	$800.00	0.00%

Description

Provides for mileage reimbursement and parking expenses when provide vehicles are used in the course of conducting commission business. Staff will be participating in a range of external meetings that relate to leveraging and partnership building activities. The cost is based on an estimate of approximately 10 miles per month for seven staff. Generally, staff uses public transit in the downtown area as available.

Cell Phones & Mobile Devices	$3,000.00	$3,000.00	0.00%

Description

The Director, two Senior Program Officers, and four Program Officers will be reimbursed for use of their cell phones for commission related business use during the fiscal year. The budget is based on $50/month reimbursement per staff.

Office Supplies	$900.00	$1,000.00	11.11%

Description

The budgeted amount provides for office materials and provisions to implement Board-approved programmatic activities, including general operations.

Subscription & Publications Gen	$750.00	$750.00	0.00%

Description

This part of the CI Department budget provides important education to inform the work of implementing the sustainability and leveraging sections of the Governance Guidelines across the four strategic plan outcome areas. In addition it provides for expanded access to networks, professional groups and engagement in major activities through subscription services and publications that reinforce established and projected leveraging efforts. All subscriptions and publications purchased by the department will be shared across the organization. Subscriptions and purchases of vital materials will allow staff to track trends on topics critical to identifying strategic leveraging and investment opportunities for the Commission. For example, a subscription to the Stanford Social Innovation Review will allow staff to stay abreast of trends areas such as impact investing and social enterprise. The Chronicle of Philanthropy regularly reports on the latest models and best practices other foundations use to better collaborate and partner to increase impact. The information provides another way to build relationships and network with a wide array of organizations with like goals.

The following are examples of memberships and subscriptions:
• Chronicle of Philanthropy
• Foundation Review
• Stanford Social Innovation Review
• PRI Network – Mission Investors Exchange

Dues & Subscriptions	$2,500.00	$2,500.00	0.00%

Description

Provides for memberships to professional organizations that support efforts of sustainability and leveraging such as: Emerging Practitioners in Philanthropy (EPIP), and Advisors in Philanthropy (AIP).

Professional Development (Lic.)	$4,200.00	$5,000.00	19.04%

Description

Provides for specialized in house training and workshops for the CI department staff and when appropriate staff across the organization on topics that support the implementation of the Governance Guidelines sustainability and leveraging activities. These may include, opportunities to leverage local/state/federal funds, pay for success, match/challenge grantmaking, social innovation funding, social enterprise information and management/leadership training to advance the work of the Strategic Plan. In addition, attendance at workshops and learning may include personnel management training for managers. Funds will also be used for in-house training of Senior Program Officers to establish baseline levels of supervisory and management skills to support the successful development and implementation of First 5 LA programs. Estimated training cost $1,000-2,000 per session/topic.

Airfare	$7,600.00	$7,000.00	-7.89%

Description

This budget category covers CI staff's participation in local, state and national trainings, meetings and conferences and includes registrations, lodging and airfare. These professional experiences are, at times invitational and help support learning and growth opportunities to enhance skills and competencies of the CI team in the emergent area of resource mobilization, capacity building and sustainability that further the First 5 LA Strategic Plan. This professional knowledge gained expands upon program/project quality, which is critical to continued success in maximizing fiscal and non-fiscal leveraging opportunities for mobilizing resources of interest to the Commission at a time of increased competition for scarce resources.

CI projects such as the Freshworks Fund and the exploration of social and collective impact grantmaking are the result of staff involvement in these grantmaker and philanthropic circles, which is a field that increasingly connects across sectors and is expected to show increased innovation. Participation in these activities allows staff to network with other funders and align First 5 LA investments. Staff will continue to acquire programmatic and technical knowledge on latest trends in high leverage investments in grantmaking and philanthropy such as program related investments, the pay for success model; organizational strengthening through community asset building; also, learning about innovative models that correspond with health care reform and health information technology, strategies for sustainable public/private partnerships, and financing and revenue generating mechanisms. There has been an increase in this section due to the expectation that the department will build a new and full team this year.

Examples of potential state or national conferences and trainings include but are not limited to the following (travel expense, lodging, registration, per diem): Travel locations is based on in-state (Sacramento, San Francisco) and out-of-state (Washington, D.C., Seattle, WA, Chicago, IL, New York, NY) conferences range 2-4 days per staff.

The Annual Council on Foundations Conference: 3 staff = $6,700
The Federal Reserve Bank of San Francisco Community Development Conference; 2 staff = $2,000
Grantmakers for Children, Youth, Families Annual Conference; 2 staff = $2,300
Grantmakers for Health; 1 staff = $1,900;
Grantmakers for Education; 1 staff = $1,900
Grantmakers for Effective Organizations Annual Conference: 2 staff $4,500
Grade Level Reading 1 staff = $2,600
Southern California Grantmakers Annual Conference; 1-2 staff = $800
First 5 Association Staff Summit; 1 staff = $300
The location of many of these events is yet to be determined, but may include out-of-state locations that will require airfare, lodging and per diems. Travel to State Association related meetings as appropriate is also projected.

This budget provides for airfare to and from professional conferences, trainings or meetings outside of the Los Angeles area. Additional funds were added as we fill the CI positions.

Lodging	$7,100.00	$9,000.00	26.76%

Description

Provides for lodging at multi-day professional conferences, trainings or meetings outside of the Los Angeles area. Additional funds were added as we fill the CI positions.

Conference/Training Registrations	$11,400.00	$13,500.00	18.42%

Description

Provides for registration expenses for professional conferences, trainings or meetings. Additional funds were added as we fill the CI positions.

Meeting Exp.	$2,800.00	$3,000.00	7.14%

Description

This line item provides for CI expenses related to meetings attended by Commissioners, staff and guests. A highlight of ongoing local meetings include: LA Partnership for Early Childhood Investment, Southern California Grantmakers Association, Affinity Funders Group Meetings.

Per Diem/Meals	$2,700.00	$3,000.00	11.11%

Description

Provides for various daily expenses incurred while attending professional conferences, trainings or meetings outside of the Los Angeles area. Additional funds were added as we fill the CI positions.

CONTRACT COMPLIANCE

Authorized Positions

Director	1
Contract Compliance Officer III	1
Contract Compliance Officer II	4
Administrative Assistant	1
Total	**7**

This department is responsible for supporting the organization's procurement and contractual needs which includes, but is not limited to the following responsibilities:

- Implementing and complying with applicable laws and policies on contracting and procurement.
- Developing, negotiating, and executing contracts, grant agreements, amendments, and budget modifications.
- Managing the contracts consent calendar for board approval.
- Reviewing, revising and approving all solicitations and exceptions.
- Managing contracts in the contract management application system (GIFTS).
- Maintaining records in the Enterprise Content Management (ECM) system and managing records retention and document destruction of procurement and contract related documents.
- Developing on-line applications and posting solicitations to the website.
- Managing agency-wide vendor and consultant pools.
- Conducting internal audits of contractor files for the annual external audit.
- Identifying potential areas of compliance vulnerability.
- Assessing risks for all agreements and reviewing and maintaining records of insurance.
- Assisting staff with the contract closeout process.
- Providing procurement, contract management, renewals, and noncompliance training for staff.
- Responding to and tracking noncompliance of contractors and grantees.
- Providing GIFTS and ECM support agency-wide to track contractor requirements, activities, and generate reports.
- Developing templates and forms used in procurement and contracts.
- Managing the annual and on-going submission of all required documents for both grantees and contractors to assure compliance with all provisions.
- Researching practices and policies to support development and improvement of F5LA's policies and processes.
- Finding legal or business solutions for agency concerns and issues.

CONTRACT COMPLIANCE

		Budget FY 2015-16	Revised Budget FY 2015-16	Estimated FY 2015-16 Expenditures	Proposed Budget FY 2016-17	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	518,929	490,929	360,580	542,144	51,215
	Total Employee Benefits	190,665	190,665	103,869	175,744	(14,921)
	Total Personnel Services	**709,594**	**681,594**	**464,449**	**717,888**	**36,294**
General Operating Expenses						
6131	ADP Payroll Charges	-	-	-	-	-
6132	Workers' Compensation Insurance	-	-	-	-	-
6202	Utilities	-	-	-	-	-
6203	Corporate Insurance	-	-	-	-	-
6205	Mileage and Parking	200	700	700	700	-
6206	Telephones and Modems	-	-	-	-	-
6207	Cell Phones and Mobile Devices	-	-	-	-	-
6208	Outside Printing	-	-	-	-	-
6209	Other Supplies	-	-	-	-	-
6210	Postage and Delivery	100	100	100	100	-
6211	Educational Supplies	-	-	-	-	-
6212	Office Supplies	3,000	3,000	3,000	3,000	-
6214	Subscriptions and Publications	-	-	-	-	-
6218	Rents and Leases	-	-	-	-	-
6220	Building Repairs and Maintenance	-	-	-	-	-
6221	Equipment Repairs and Maintenance	-	-	-	-	-
6222	Offsite Storage	-	-	-	-	-
6223	Hardware and Software Maintenance	-	-	-	-	-
6230	Miscellaneous Service Charges	-	-	-	-	-
6231	Miscellaneous/Contingency	-	-	-	-	-
	Total General Operating Expenses	**3,300**	**3,800**	**2,265**	**3,800**	**-**
Professional Services						
6502	Audit	-	-	-	-	-
6504	Legal	-	-	-	-	-
6507	Professional Dues	500	500	500	500	-
6508	First 5 California Association	-	-	-	-	-
6509	Professional Development (Licenses)	10,000	28,295	28,295	30,500	2,205
6512	Staff Recruitment	-	-	-	-	-
6514	Commission Stipends	-	-	-	-	-
6606	Human Resources Related Costs	-	-	-	-	-
	Total Professional Services	**10,500**	**28,795**	**28,795**	**31,000**	**2,205**
Consultant Services						
6601	Consultant Fees	50,000	50,000	50,000	40,000	(10,000)
6602	Other Professional Fees	-	-	-	-	-
6603	External Reviewers	5,000	8,000	8,000	8,000	-
	Total Consultant Services	**55,000**	**58,000**	**58,000**	**48,000**	**(10,000)**
Travel and Meeting Expenses						
6701	Airfare	1,500	3,500	3,500	3,500	-
6703	Lodging	3,500	5,500	5,500	5,000	(500)
6704	Conference Registration	3,300	6,800	6,800	7,000	200
6706	Local Meetings	2,000	2,000	471	2,000	-
6707	Per Diem	1,300	2,300	2,300	2,500	200
	Total Travel and Meeting Expenses	**11,600**	**20,100**	**18,571**	**20,000**	**(100)**
Capital Improvements						
6216	Capital Outlay	-	-	-	-	-
6302	Capital Improvements	-	-	-	-	-
	Total Capital Improvements	**-**	**-**	**-**	**-**	**-**
	Total Department Expenses	**789,994**	**792,289**	**572,080**	**820,688**	**28,399**

Department	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Contract Compliance	$792,289.00	$820,688.00	3.58%

GL Code Name	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Mileage & Parking Expenses	$700.00	$700.00	0.00%

Description

Provides for mileage reimbursement and parking expenses when private vehicles are used in the course of conducting Commission business. Accounts for travel to storage and offsite meetings, seminars, and local conferences. Expenses include transportation to and from the office of Legal Counsel and a scheduled trip to San Diego for a two-day seminar.

Postage & Delivery-Gen	$100.00	$100.00	0.00%

Description

Provides postage to mail original contracts and amendments, when necessary, to agencies in the course of conducting Commission business.

Office Supplies	$3,000.00	$3,000.00	0.00%

Description

Provides general office supplies for Department staff. Filing materials (folders, dividers, colored paper, labels, tabs, etc.) are needed annually for new contracts and renewals. The Department is responsible for keeping all original contract files. The total allocation also includes office supplies for new staff and to replenish supplies as needed for the department.

Dues & Subscriptions	$500.00	$500.00	0.00%

Description

Professional Dues include an annual membership fee for the National Contract Management Association (NCMA). The Director of Contract Compliance will obtain the membership for the department. Members receive practical information on contract management news, issues, trends, access to webinars, and receive deep discounts for conferences and certifications.

Professional Development (Lic.)	$28,295.00	$30,500.00	7.79%

Description

Provides for Contracts Management certification courses and materials for Contract Compliance staff, webinars provided by the National Contract Management Association (NCMA) as well as contracts, risk management, and vontract management applications (e.g. GIFTS) trainings.

Consultant Fees	$50,000.00	$40,000.00	-20.00%

Description

Provides for consultants in the areas of insurance, risk management, intellectual property, cost analysis, team building and other consultant services in contracts and procurement.

RFP Reviewers-Gen	$8,000.00	$8,000.00	0.00%

Description

Provides for external reviewer payments for the agency-wide consultants pool.

Airfare	$3,500.00	$3,500.00	0.00%

Description

Provides for airfare to and from professional conferences held outside of the Los Angeles County for department staff. Conference likely requiring airfare include the NCMA conference, GMN conference, and GTCII seminars.

Lodging	$5,500.00	$5,000.00	-9.09%

Description

Provides for lodging at multi-day professional conferences held outside of the Los Angeles area for department staff. Lodging is anticipated to be required at the NCMA conference, GMN conference, and GTCII seminars.

Conference/Training Registrations	$6,800.00	$7,000.00	2.94%

Description

Provides for registration expenses for professional conferences for up department staff. Registration includes the NCMA conference, GMN conference and the GTCII seminars.

Meeting Exp.	$2,000.00	$2,000.00	0.00%

Description

Provides for expenses related to trainings conducted by the Contracts Dept. including, but not limited to, supplies, equipment, food and beverage, etc. This will also cover any external guests meeting with Contracts staff.

Per Diem/Meals	$2,300.00	$2,500.00	8.69%

Description

Provides for various daily expenses incurred while attending professional conferences held outside of the Los Angeles area. Per diem includes the NCMA conference, GMN conference, and the GTCII seminars.

EXECUTIVE

Authorized Positions

Operations	
Executive Director	1
Executive Vice President	1
Vice President of Policy & Strategy	1
Vice President of Integration & Learning	1
Executive Assistant to the Executive Director/ Secretary to the Board of Commissioners	1
Executive Assistant	1
Administrative Assistant	1
Special Initiatives & Emerging Opportunities	
Head of Special Initiatives & Emerging Opportunities	1
Total	**8**

The Executive Department is responsible for the operations of First 5 LA. They oversee the strategic planning development, organizational goals, and decision-making associated with an agency consisting of one Executive Director, one Executive Vice President, three Vice Presidents, Program and Administration, 12 Department Directors, roughly 125 total employees and annual revenues of approximately $90 million.

		Budget FY 2015-16	Revised Budget FY 2015-16	Estimated FY 2015-16 Expenditures	Proposed Budget FY 2016-17	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	710,091	710,091	514,137	1,306,758	596,667
	Total Employee Benefits	194,998	194,998	149,120	292,741	97,743
	Total Personnel Services	**905,089**	**905,089**	**663,257**	**1,599,499**	**694,410**
General Operating Expenses						
6131	ADP Payroll Charges	-	-	-	-	-
6132	Workers' Compensation Insurance	-	-	-	-	-
6202	Utilities	-	-	-	-	-
6203	Corporate Insurance	-	-	-	-	-
6205	Mileage and Parking	2,700	2,700	1,190	4,000	1,300
6206	Telephones and Modems	-	-	-	-	-
6207	Cell Phones and Mobile Devices	-	-	-	600	600
6208	Outside Printing	-	-	-	-	-
6209	Other Supplies	-	-	-	-	-
6210	Postage and Delivery	-	-	-	-	-
6211	Educational Supplies	-	-	-	-	-
6212	Office Supplies	5,000	5,000	5,000	5,000	-
6214	Subscriptions and Publications	-	-	-	-	-
6218	Equipment Rental	-	-	-	-	-
6220	Building Repairs and Maintenance	-	-	-	-	-
6221	Equipment Repairs and Maintenance	-	-	-	-	-
6222	Offsite Storage	-	-	-	-	-
6223	Hardware and Software Maintenance		-	-		-
6230	Miscellaneous Service Charges	-	-	-	-	-
6231	Miscellaneous/Contingency	50,000	45,200	44,295	50,000	4,800
	Total General Operating Expenses	**57,700**	**52,900**	**50,485**	**59,600**	**6,700**
Professional Services						
6502	Audit	-	-	-	-	-
6504	Legal	175,000	175,000	162,000	175,000	-
6507	Professional Dues	3,000	3,000	-	3,000	-
6508	First 5 California Association	50,000	50,000	50,000	70,000	20,000
6509	Professional Development	2,500	2,500	1,386	4,000	1,500
6512	Staff Recruitment	-	-	-	-	-
6514	Commission Stipends	-	-	-	-	-
6606	Human Resources Related Costs	-	-	-	-	-
	Total Professional Services	**230,500**	**230,500**	**213,386**	**252,000**	**21,500**
Consultant Services						
6601	Consultant Fees	100,000	100,000	100,000	100,000	-
6602	Other Professional Fees	-	-	-	-	-
6603	External Reviewers	-	4,800	4,800	-	(4,800)
	Total Consultant Services	**100,000**	**104,800**	**104,800**	**100,000**	**(4,800)**
Travel and Meeting Expenses						
6701	Airfare	4,700	4,700	1,272	4,700	-
6703	Lodging	3,000	3,000	260	3,000	-
6704	Conference Registration	3,000	3,000	720	3,000	-
6706	Local Meetings	7,500	7,500	6,044	7,500	-
6707	Per Diem	1,800	1,800	146	1,800	-
	Total Travel and Meeting Expenses	**20,000**	**20,000**	**8,443**	**20,000**	**-**
Capital Improvements						
6216	Capital Outlay	-			-	-
6302	Capital Improvements	-	-	-	-	-
	Total Capital Improvements	**-**	-	-	**-**	**-**
	Total Department Expenses	**1,313,289**	**1,313,289**	**1,040,371**	**2,031,099**	**717,810**

Department	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Executive	$1,313,289.00	$2,031,099.00	54.66%

GL Code Name	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Mileage & Parking Expenses	$2,700.00	$4,000.00	48.14%

Description

Mileage reimbursement and payment of parking expenses when private vehicles are used in the course of conducting Commission business.

Cell Phones & Mobile Devices	$0.00	$600.00	0.00%

Description

Provides for personal cell phones reimbursement when personnel are on First 5's business outside the office.

Office Supplies	$5,000.00	$5,000.00	0.00%

Description

Provides general office supplies for the Executive Department.

Other Misc. (Contingency) Expenses	$50,000.00	$50,000.00	0.00%

Description

Funding for unforeseen organizational expenses.

Legal Fees	$175,000.00	$175,000.00	0.00%

Description

Funding for contract with Richards Watson & Gershon and County Counsel for legal services and other legal fees that may arise e.g. copyright fees.

Dues & Subscriptions	$3,000.00	$3,000.00	0.00%

Description

Funding for dues and memberships including but not limited to Southern California Grantmakers, LA Chamber of Commerce, and LA Public/Private Funders Partnership.

Professional Dues - First 5 Association	$50,000.00	$70,000.00	40.00%

Description

Payment of annual dues to First 5 California Association. The increase for this fiscal year from prior year is because the 58-county association members voted to approve a revised fee schedule beginning with FY 16-17.

Professional Development (Lic.)	$2,500.00	$4,000.00	60.00%

Description

Funding for conferences and/or local training seminars on various topics including but not limited to leveraging resources, strategic planning, leadership, capacity building, and workforce diversity.

Consultant Fees	$100,000.00	$100,000.00	0.00%

Description

Funding includes consultant fees related to organizational alignment and other anticipated needs during this fiscal year.

Airfare	$4,700.00	$4,700.00	0.00%

Description

Payment of airfare expenses to and from professional conferences, seminars or meetings outside of the Los Angeles area.

Lodging	$3,000.00	$3,000.00	0.00%

Description

Payment of lodging for multi-day professional conferences, seminars or meetings outside of the Los Angeles area.

Conference/Training Registrations	$3,000.00	$3,000.00	0.00%

Description

Payment of registration expenses for professional conferences.

Meeting Exp.	$7,500.00	$7,500.00	0.00%

Description

Payment of expenses related to meetings attended by Commissioners, legal counsel, County Counsel, staff and guests.

Per Diem/Meals	$1,800.00	$1,800.00	0.00%

Description

Travel stipends for various daily expenses incurred while attending professional conferences or meetings outside of the Los Angeles area.

FACILITIES MANAGEMENT

Facilities Management is responsible for all building operations, conference room scheduling/setup, the oversight of tenant relations and service provision through the building management company.

		Budget FY 2015-16	Revised Budget FY 2015-16	Estimated FY 2015-16 Expenditures	Proposed Budget FY 2016-17	Increase (Decrease)
Personnel Services						
	Total Salaries	-	-	-	-	-
	Total Employee Benefits	-	-	-	-	-
	Total Personnel Services	**-**	**-**	**-**	**-**	**-**
General Operating Expenses						
6131	ADP Payroll Charges	-	-	-	-	-
6132	Workers' Compensation Insurance	-	-	-	-	-
6202	Utilities	155,000	165,000	163,000	165,000	-
6203	Corporate Insurance	-	-	-	-	-
6205	Mileage and Parking	-	-	-	-	-
6206	Telephones and Modems	-	-	-	-	-
6207	Cell Phones and Mobile Devices	-	-	-	-	-
6208	Outside Printing	-	-	-	-	-
6209	Other Supplies	12,000	12,000	12,000	12,000	-
6210	Postage and Delivery	13,200	13,200	13,200	13,200	-
6211	Educational Supplies	-	-	-	-	-
6212	Office Supplies	29,000	29,000	29,000	29,000	-
6214	Subscriptions and Publications	-	-	-	-	-
6218	Equipment Rental	118,200	118,200	110,000	118,200	-
6220	Building Repairs and Maintenance	180,000	180,000	180,000	180,000	-
6221	Equipment Repairs and Maintenance	20,000	20,000	-	20,000	-
6222	Offsite Storage	9,200	9,200	9,036	9,200	-
6223	Hardware and Software Maintenance	-	-	-	-	-
6230	Miscellaneous Service Charges	-	-	-	-	-
6231	Miscellaneous/Contingency	25,000	25,000	-	25,000	-
	Total General Operating Expenses	**561,600**	**571,600**	**516,236**	**571,600**	**-**
Professional Services						
6502	Audit	-	-	-	-	-
6504	Legal	-	-	-	-	-
6507	Professional Dues	15,000	15,000	15,000	15,000	-
6508	First 5 California Association	-	-	-	-	-
6509	Professional Development	-	-	-	-	-
6512	Staff Recruitment	-	-	-	-	-
6514	Commission Stipends	-	-	-	-	-
6606	Human Resources Related Costs	-	-	-	-	-
	Total Professional Services	**15,000**	**15,000**	**15,000**	**15,000**	**-**
Consultant Services						
6601	Consultant Fees	-	-	-	-	-
6602	Other Professional Fees	233,000	269,000	269,000	269,000	-
6603	External Reviewers	-	-	-	-	-
	Total Consultant Services	**233,000**	**269,000**	**269,000**	**269,000**	**-**
Travel and Meeting Expenses						
6701	Airfare	-	-	-	-	-
6703	Lodging	-	-	-	-	-
6704	Conference Registration	-	-	-	-	-
6706	Local Meetings	-	-	-	-	-
6707	Per Diem	-	-	-	-	-
	Total Travel and Meeting Expenses	**-**	**-**	**-**	**-**	**-**
Capital Improvements						
6216	Capital Outlay	-	-	-	-	-
6302	Capital Improvements	-	-	-	20,000	20,000
	Total Capital Improvements	**-**	**-**	**-**	**20,000**	**20,000**
	Total Department Expenses	**809,600**	**855,600**	**800,236**	**875,600**	**20,000**

Department	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Facility Management	$855,600.00	$875,600.00	2.34%

GL Code Name	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Utilities	$165,000.00	$165,000.00	0.00%

Description

Payment of building utilities–electricity and water.

Other Supplies	$12,000.00	$12,000.00	0.00%

Description

Purchase of supplies for facilities use in day-to-day operations including ergonomic equipment and/or furniture for personnel.

Postage & Delivery-Gen	$13,200.00	$13,200.00	0.00%

Description

USPS mailings (standard, priority, express), courier services and FedEx delivery services.

Office Supplies	$29,000.00	$29,000.00	0.00%

Description

General office supplies for the Facilities Department, as well as white and color paper for the entire office. This budget also includes funds for general supplies for the break room including coffee, condiments, cups, forks, spoons and Zee medical supplies.

Rent & Leases - Equipment	$118,200.00	$118,200.00	0.00%

Description

Payment of annual lease agreements for office equipment including photocopiers and toners, postage meter, water filtration, and coffee brewing systems.

Repairs: Maintenance, Building	$180,000.00	$180,000.00	0.00%

Description

General repairs and maintenance of the facilities including janitorial services, air conditioning, plumbing, painting, carpet cleaning, electrical systems, and building security systems. This budget also includes funds for HVAC filters, bathrooms faucet heads, janitorial (toilet paper, toilet seat covers, cleaning solutions, air fresheners, hand soap, paper towels, disinfectants, drain enzymes), lamp fixtures, electrical ballasts, and paint supplies.

Equipment Repairs & Maintenance	$20,000.00	$20,000.00	0.00%

Description

General maintenance of office equipment, including unanticipated repairs including:
- Access card upgrades
- File cabinets
- Cubicle changes
- Time Stamp machine service for three machines
- Office mini blinds repair

Rents & Lease - Offsite Storage	$9,200.00	$9,200.00	0.00%

Description

Payment of offsite long-term storage for office files and furniture.

Other Misc. (Contingency) Expenses	$25,000.00	$25,000.00	0.00%

Description

Funding for unforeseen facility related expenses.

Capital Improvement Projects	$0.00	$20,000.00	0.00%

Description

Improvements to the facilities on all three floors, including upgrading the HVAC system and other anticipated building improvements for FY 2016-17.

Dues & Subscriptions	$15,000.00	$15,000.00	0.00%

Description

Funding for the payment of CC&R's for yearly assessment of common area expenses shared by Union Station tenants and for the payment of the Los Angeles City Lighting Bureau.

Professional Fees	$269,000.00	$269,000.00	0.00%

Description

Provides funds for contracted services of the building management company and other services as needed for building security.

FINANCE

Authorized Positions

Finance	
Director	1
Finance Manager	1
Budget Manager	1
Staff Accountant II	3
Accounting Technician	1
Accounting Clerk	1
Medi-Cal Administrative Activities	
Staff Accountant I	1
Total	**9**

The Finance Department is responsible for accounting, auditing, financial reporting, strategic planning and budgeting, establishing systems for financial controls, treasury, payroll and risk management functions. Medi-Cal Administrative Activities include development of the allocation of costs and invoicing the County of Los Angeles for First 5 LA's grantees' Medi-Cal activities.

		Budget FY 2015-16	Revised Budget FY 2015-16	Estimated FY 2015-16 Expenditures	Proposed Budget FY 2016-17	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	711,750	639,750	464,916	674,796	35,046
	Total Employee Benefits	222,813	222,813	183,307	212,485	(10,328)
	Total Personnel Services	**934,563**	**862,563**	**648,223**	**887,281**	**24,718**
General Operating Expenses						
6131	ADP Payroll Charges	31,000	31,000	31,000	31,000	-
6132	Workers' Compensation Insurance	100,000	100,000	90,173	100,000	-
6202	Utilities	-	-	-	-	-
6203	Corporate Insurance	76,000	76,000	66,136	76,000	-
6205	Mileage and Parking	400	400	-	400	-
6206	Telephones and Modems	-	-	-	-	-
6207	Cell Phones and Mobile Devices	1,200	1,200	600	1,200	-
6208	Outside Printing	2,500	2,500	1,578	2,500	-
6209	Other Supplies	-	-	-	-	-
6210	Postage and Delivery	-	-	-	-	-
6211	Educational Supplies	-	-	-	-	-
6212	Office Supplies	2,000	2,000	1,000	2,000	-
6214	Subscriptions and Publications	-	-	-	-	-
6218	Equipment Rental	-	-	-	-	-
6220	Building Repairs and Maintenance	-	-	-	-	-
6221	Equipment Repairs and Maintenance	-	-	-	-	-
6222	Offsite Storage	-	-	-	-	-
6223	Hardware and Software Maintenance	-	-	-	-	-
6230	Miscellaneous Service Charges	12,000	12,000	12,000	12,000	-
6231	Miscellaneous/Contingency	-	-	-	-	-
	Total General Operating Expenses	**225,100**	**225,100**	**202,487**	**225,100**	**-**
Professional Services						
6502	Audit	70,000	70,000	70,000	70,000	-
6504	Legal	-	-	-	-	-
6507	Professional Dues	1,000	1,000	1,000	1,000	-
6508	First 5 California Association	-	-	-	-	-
6509	Professional Development	3,000	3,000	1,761	4,000	1,000
6512	Staff Recruitment	-	-	-	-	-
6514	Commission Stipends	-	-	-	-	-
6606	Human Resources Related Costs	-	-	-	-	-
	Total Professional Services	**74,000**	**74,000**	**72,761**	**75,000**	**1,000**
Consultant Services						
6601	Consultant Fees	-	-	-	25,000	25,000
6602	Other Professional Fees	-	-	-	-	-
6603	External Reviewers	-	-	-	-	-
	Total Consultant Services	**-**	**-**	**-**	**25,000**	**25,000**
Travel and Meeting Expenses						
6701	Airfare	2,800	2,800	-	2,800	-
6703	Lodging	2,700	2,700	-	3,000	300
6704	Conference Registration	1,800	1,800	1,740	1,800	-
6706	Local Meetings	600	600	13	600	-
6707	Per Diem	1,900	1,900	-	1,900	-
	Total Travel and Meeting Expenses	**9,800**	**9,800**	**1,753**	**10,100**	**300**
Capital Improvements						
6216	Capital Outlay	-	-	-	-	-
6302	Capital Improvements	-	-	-	-	-
	Total Capital Improvements	**-**	**-**	**-**	**-**	**-**
	Total Department Expenses	**1,243,463**	**1,171,463**	**925,224**	**1,222,481**	**51,018**

Budget Fiscal Year: 2016 - 2017	Status: Proposed

Department	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Finance	$1,171,463.00	$1,222,481.00	4.36%

GL Code Name	Prior Year Revised Budget	Current Year Revised Budget	% Variance
ADP Payroll Charges	$31,000.00	$31,000.00	0.00%

Description

Provides for all related payroll activities including bi-weekly payroll processing, quarterly earnings reporting and annual W-2 preparation, filing and mailing.

Workers Compensation Insurance	$100,000.00	$100,000.00	0.00%

Description

Provides for annual workers' compensation insurance premiums.

Corporate Insurance	$76,000.00	$76,000.00	0.00%

Description

Provides for insurance coverage including general and auto liability, property and fiduciary.

Mileage & Parking Expenses	$400.00	$400.00	0.00%

Description

Provides for mileage reimbursement and parking expenses when private vehicles are used in the course of conducting Commission business.

Cell Phones & Mobile Devices	$1,200.00	$1,200.00	0.00%

Description

Provides for reimbursement of cell phones charges including data plan for eligible employees, not to exceed $50.00 per month.

Outside Printing & Publications	$2,500.00	$2,500.00	0.00%

Description

Provides for professional printing services of budget books, accounts payable and payroll checks.

Office Supplies	$2,000.00	$2,000.00	0.00%

Description

Provides general office supplies for department staff.

Bank & Other Service Charges	$12,000.00	$12,000.00	0.00%

Description

Provides for Los Angeles County fees for Investment Portfolio Administration and other County related accounting services. Also provides for annual banking charges for credit cards.

Audit	$70,000.00	$70,000.00	0.00%

Description

Fees for the annual independent audit.

Dues & Subscriptions	$1,000.00	$1,000.00	0.00%

Description

Provides for annual membership dues to the Government Finance Officers Association (GFOA).

Professional Development (Lic.)	$3,000.00	$4,000.00	33.33%

Description

Staff will be given opportunities to participate in finance related knowledge and skill enhancement seminars including courses offered by Government Finance Officers Association. Budget is for $500 per employee within the Finance Department

Consultant Fees	$0.00	$25,000.00	0.00%

Description

Provides funds for anticipated needs for technical assistance in the Financial Edge NXT upgrade and implementation for FY 16-17. In addition, these funds will be used for consultant support to help the Finance Department transition to the upgraded system through an integrated approach that focuses on effective communication and implementation strategies agency-wide.

Airfare	$2,800.00	$2,800.00	0.00%

Description

Provides for airfare to and from professional conferences outside of the Los Angeles area.

Lodging	$2,700.00	$3,000.00	11.11%

Description

Provides for lodging at multi-day professional conferences outside of the Los Angeles area.

Conference/Training Registrations	$1,800.00	$1,800.00	0.00%

Description

Provides for registration expenses for professional conferences.

Meeting Exp.	$600.00	$600.00	0.00%

Description

Provides for expenses related to meetings attended by Commissioners, legal counsel, staff and guests.

Per Diem/Meals	$1,900.00	$1,900.00	0.00%

Description

Provides for various daily expenses incurred while attending professional conferences outside of the Los Angeles area.

MEDI-CAL ADMINISTRATIVE ACTIVITIES

		Budget FY 2015-16	Revised Budget FY 2015-16	Estimated FY 2015-16 Expenditures	Proposed Budget FY 2016-17	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	54,064	54,064	-	39,164	(14,900)
	Total Employee Benefits	21,763	21,763	-	16,365	(5,398)
	Total Personnel Services	**75,827**	**75,827**	**-**	**55,529**	**(20,298)**
General Operating Expenses						
6131	ADP Payroll Charges	-	-	-	-	-
6132	Workers' Compensation Insurance	-	-	-	-	-
6202	Utilities	-	-	-	-	-
6203	Corporate Insurance	-	-	-	-	-
6205	Mileage and Parking	300	300	-	300	-
6206	Telephones and Modems	-	-	-	-	-
6207	Cell Phones and Mobile Devices	-	-	-	-	-
6208	Outside Printing	-	-	-	-	-
6209	Other Supplies	-	-	-	-	-
6210	Postage and Delivery	-	-	-	-	-
6211	Educational Supplies	-	-	-	-	-
6212	Office Supplies	500	500	100	220	(280)
6214	Subscriptions and Publications	-	-	-	-	-
6218	Equipment Rental	-	-	-	-	-
6220	Building Repairs and Maintenance	-	-	-	-	-
6221	Equipment Repairs and Maintenance	-	-	-	-	-
6222	Offsite Storage	-	-	-	-	-
6223	Hardware and Software Maintenance	-	-	-	-	-
6230	Miscellaneous Service Charges	15,000	15,000	-	15,000	-
6231	Miscellaneous/Contingency	-	-	-	-	-
	Total General Operating Expenses	**15,800**	**15,800**	**100**	**15,520**	**(280)**
Professional Services						
6502	Audit	-	-	-	-	-
6504	Legal	-	-	-	-	-
6507	Professional Dues	-	-	-	-	-
6508	First 5 California Association	-	-	-	-	-
6509	Professional Development	-	-	-	-	-
6512	Staff Recruitment	-	-	-	-	-
6514	Commission Stipends	-	-	-	-	-
6606	Human Resources Related Costs	-	-	-	-	-
	Total Professional Services	**-**	**-**	**-**	**-**	**-**
Consultant Services						
6601	Consultant Fees	78,000	78,000	30,000	78,000	-
6602	Other Professional Fees	-	-	-	-	-
6603	External Reviewers	-	-	-	-	-
	Total Consultant Services	**78,000**	**78,000**	**30,000**	**78,000**	**-**
Travel and Meeting Expenses						
6701	Airfare	600	600	-	600	-
6703	Lodging	800	800	-	800	-
6704	Conference Registration	1,000	1,000	-	1,000	-
6706	Local Meetings	500	500	-	500	-
6707	Per Diem	500	500	-	500	-
	Total Travel and Meeting Expenses	**3,400**	**3,400**	**-**	**3,400**	**-**
Capital Improvements						
6216	Capital Outlay	-	-	-	-	-
6302	Capital Improvements	-	-	-	-	-
	Total Capital Improvements	**-**	**-**	**-**	**-**	**-**
	Total Department Expenses	**173,027**	**173,027**	**30,100**	**152,449**	**(20,578)**

Budget Fiscal Year: 2016 - 2017	Status: Proposed

Department	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Medi-Cal Administrative Acitivities (MAA)	$173,027.00	$152,449.00	-11.89%

GL Code Name	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Mileage & Parking Expenses	$300.00	$300.00	0.00%

Description

Provides for mileage reimbursement and parking expenses when private vehicles are used in the course of conducting Commission business.

Office Supplies	$500.00	$220.00	-56.00%

Description

Provides for general office supplies for Department staff.

Bank & Other Service Charges	$15,000.00	$15,000.00	0.00%

Description

County of Los Angeles Overhead Charges for the MAA program.

Consultant Fees	$78,000.00	$78,000.00	0.00%

Description

Provides for technical assistance for grantees participating in the Medi-Cal Administrative Activities programs.

Airfare	$600.00	$600.00	0.00%

Description

Provides for airfare to and from training outside of the Los Angeles area.

Lodging	$800.00	$800.00	0.00%

Description

Provides for lodging at multi-day training outside of the Los Angeles area.

Conference/Training Registrations	$1,000.00	$1,000.00	0.00%

Description

Provides for registration expenses for training and seminars.

Meeting Exp.	$500.00	$500.00	0.00%

Description

Provides for technical training for Medi-Cal Administrative Activities programs.

Per Diem/Meals	$500.00	$500.00	0.00%

Description

Provides for various daily expenses incurred while attending training outside of the Los Angeles area.

GRANTS MANAGEMENT

Authorized Positions

Director	1
Program Officer II	5
Administrative Assistant	1
Total	**7**

The Grants Management Department's primary purpose is to monitor, enhance and inform effective program oversight and grant/contract management that leads to the achievement of outcomes as detailed in First 5 LA's Strategic Plan**.**

Ongoing primary grant/contract management duties include the following:

- Program Monitoring—this includes oversight of grantee/contractor level program performance as well as educating and training grantees/contractors on First 5 LA's compliance standards; documenting compliance issues and applying appropriate follow-up (site visits, monitoring reports). This also includes ongoing administrative duties related to budget/invoice and contract development/renewal.
- Capacity Building/Technical Assistance—refine and improve program design, provide ongoing support around program improvement (performance matrix/budget), connecting projects to other leveraging opportunities including relevant First 5 LA Communications & Marketing and Policy & Intergovernmental Affairs department work.
- Sustainability/Expiring Initiatives—provide analysis and rationale regarding the closure or extension of projects. The annual expiring initiative review and report process includes the gathering of relevant research, eliciting feedback from various departments and developing a framework to inform the Board's decision making

This department is responsible for the management of grants for the following investments: Healthy Kids, Black Infant Health, Children's Dental Care Program, Children's Vision Program, At-Risk Father's Investment, Information, Resource & Referral, Healthy Food Access (Market Match and the Children's Garden Collaborative), and the Reducing Early Childhood Obesity Initiative.

GRANTS MANAGEMENT

		Budget FY 2015-16	Revised Budget FY 2015-16	Estimated FY 2015-16 Expenditures	Proposed Budget FY 2016-17	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	702,228	702,228	573,891	585,617	(116,611)
	Total Employee Benefits	226,056	226,056	150,765	194,509	(31,547)
	Total Personnel Services	**928,284**	**928,284**	**724,656**	**780,126**	**(148,158)**
General Operating Expenses						
6131	ADP Payroll Charges	-	-	-	-	-
6132	Workers' Compensation Insurance	-	-	-	-	-
6202	Utilities	-	-	-	-	-
6203	Corporate Insurance	-	-	-	-	-
6205	Mileage and Parking	750	1,650	1,650	1,650	-
6206	Telephones and Modems	-	-	-	-	-
6207	Cell Phones and Mobile Devices	1,250	1,250	1,200	1,440	190
6208	Outside Printing	-	-	-	-	-
6209	Other Supplies	-	-	-	-	-
6210	Postage and Delivery	-	-	-	-	-
6211	Educational Supplies	-	-	-	-	-
6212	Office Supplies	1,500	1,000	1,000	1,000	-
6214	Subscriptions and Publications	-	-	-	-	-
6218	Equipment Rental	-	-	-	-	-
6220	Building Repairs and Maintenance	-	-	-	-	-
6221	Equipment Repairs and Maintenance	-	-	-	-	-
6222	Offsite Storage	-	-	-	-	-
6223	Hardware and Software Maintenance	-	-	-	-	-
6230	Miscellaneous Service Charges	-	-	-	-	-
6231	Miscellaneous/Contingency	-	-	-	-	-
	Total General Operating Expenses	**3,500**	**3,900**	**3,850**	**4,090**	**190**
Professional Services						
6502	Audit	-	-	-	-	-
6504	Legal	-	-	-	-	-
6507	Professional Dues	7,000	6,850	1,344	7,000	150
6508	First 5 California Association	-	-	-	-	-
6509	Professional Development	5,000	1,000	517	5,000	4,000
6512	Staff Recruitment	-	-	-	-	-
6514	Commission Stipends	-	-	-	-	-
6606	Human Resources Related Costs	-	-	-	-	-
	Total Professional Services	**12,000**	**7,850**	**1,861**	**12,000**	**4,150**
Consultant Services						
6601	Consultant Fees	10,000	10,000	-	-	(10,000)
6602	Other Professional Fees	-	-	-	-	-
6603	External Reviewers	-	-	-	-	-
	Total Consultant Services	**10,000**	**10,000**	**-**	**-**	**(10,000)**
Travel and Meeting Expenses						
6701	Airfare	5,000	4,500	4,500	4,500	-
6703	Lodging	5,000	9,000	9,000	9,000	-
6704	Conference Registration	11,985	11,485	11,485	11,485	-
6706	Local Meetings	1,000	500	-	500	-
6707	Per Diem	2,500	3,750	3,750	3,750	-
	Total Travel and Meeting Expenses	**25,485**	**29,235**	**28,735**	**29,235**	**-**
Capital Improvements						
6216	Capital Outlay	-	-	-	-	-
6302	Capital Improvements	-	-	-	-	-
	Total Capital Improvements	**-**	**-**	**-**	**-**	**-**
	Total Department Expenses	**979,269**	**979,269**	**759,102**	**825,451**	**(153,818)**

Budget Fiscal Year: 2016 - 2017	Status: Proposed

Department	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Grants Management	$979,269.00	$825,451.00	-15.71%

GL Code Name	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Mileage & Parking Expenses	$1,650.00	$1,650.00	0.00%

Description

Mileage based on anticipated average per-Program Officer II reimbursement of $250 for 5 staff members totaling $1,250. The remaining $400 to be used by Director and Administrative Assistant.

Cell Phones & Mobile Devices	$1,250.00	$1,440.00	15.20%

Description

The budget for cell phones is based on 4 staff participating and reimbursed $30/month for 12-months.

Office Supplies	$1,000.00	$1,000.00	0.00%

Description

Supplies budget is based on prior's year's spending patterns and reduced department total staff. (FY 15-16 = 8 staff, FY 16-17 = 7 staff)

Dues & Subscriptions	$6,850.00	$7,000.00	2.18%

Description

Budget for Dues and Subscriptions includes total annual cost of Grant Manager's Network (GMN) organization membership. GMN membership benefits are shared with all First 5 LA staff.

Professional Development (Lic.)	$1,000.00	$5,000.00	400.00%

Description

Budget for Professional Development is based on expenditures from FY 14-15 due to GM staff participation in leadership programs (Leadership LA) which cost $3,750. In FY 16-17, the department anticipates Program Officer II participation in similar leadership programs.

Airfare	$4,500.00	$4,500.00	0.00%

Description

Airfare budget is based on FY 15-16 expenditures and national conference participation for 5 Program Officer IIs and 1 Department Director. Potential FY 16-17 conferences include: Grant Managers Network conference (location: TBD) with 2-3 GM staff attending, APHA (location: Denver) with 1-2 GM staff attending, Grantmakers for Effective Organizations (location: TBD) with 1-2 GM staff attending and Grantmakers in Health (location: TBD) with 1 GM staff attending.

Lodging	$9,000.00	$9,000.00	0.00%

Description

Budget for lodging is based on FY 15-16 expenditures and anticipated national conference participation for 6 GM staff (5 Program Officer IIs and 1 Department Director) including Grant Managers Network conference (location: TBD), APHA (location: Denver), Grantmakers for Effective Organizations (location: TBD) and Grantmakers in Health (location: TBD).

Conference/Training Registrations	$11,485.00	$11,485.00	0.00%

Description

Registration budget is based on FY 15-16 expenditures and national conference participation for 5 Program Officer IIs and 1 Department Director including Grant Managers Network conference (location: TBD), APHA (location: Denver), Grantmakers for Effective Organizations (location: TBD) and Grantmakers in Health (location: TBD).

Meeting Exp.	$500.00	$500.00	0.00%

Description

Budget for meeting expenses is based on FY 15-16 expenditures and anticipated upcoming meetings.

Per Diem/Meals	$3,750.00	$3,750.00	0.00%

Description

Per Diem budget is based on FY 15-16 expenditures and anticipated national conference participation for 5 Program Officer IIs and 1 Department Director.

HUMAN RESOURCES

Authorized Positions

Human Resources Director	1
Human Resources Generalist	2
Human Resources Coordinator	1
Total	**4**
Human Resources Consultants (temporary)	2,496 hours

The Human Resources Department is responsible for the management of the employee life cycle which includes recruitment and selection, onboarding and orientation, managing performance, motivating, engaging and developing employees, and succession planning. Recognizing the importance of investing in human capital and development, temporary consultant support will be utilized during the organizational transformation process to ensure that First 5 LA is poised to effectively advance the strategies and outcomes of the 2015-2020 Strategic Plan. Responsibility for the oversight and execution of the areas noted above includes but is not limited to the list below:

- Annual Benefit Open Enrollment
- Annual reporting to the Executive Director on key HR metrics
- Benefit management (includes COBRA administration)
- Centralized tracking of personnel participation in courses, conferences or seminars
- Compensation management
- Compliance with local, state and federal labor regulations
- Coordination of SDI claims with the payroll department
- Development and maintenance of job descriptions
- Development/implementation/administration of personnel policies/procedures
- Employee Handbook publications and revisions
- Employee relations
- Leave management and administration
- Management of compliance training programs
- Management of DFEH, EEOC, ADA and related claims
- Management of Unemployment Insurance claims
- Organizational development/partnership in the strategic planning process
- Performance management
- Professional development and training
- Recordkeeping, including management of HRIS electronic records
- Recruitment, hiring and onboarding of new employees
- Separations of employment, including conducting exit interviews
- Workers' Compensation management

		Budget FY 2015-16	Revised Budget FY 2015-16	Estimated FY 2015-16 Expenditures	Proposed Budget FY 2016-17	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	313,919	443,919	404,462	593,767	149,848
	Total Employee Benefits	85,898	85,898	59,760	113,599	27,701
	Total Personnel Services	**399,817**	**529,817**	**464,222**	**707,366**	**177,549**
General Operating Expenses						
6131	ADP Payroll Charges	-	-	-	-	-
6132	Workers' Compensation Insurance	-	-	-	-	-
6202	Utilities	-	-	-	-	-
6203	Corporate Insurance	-	-	-	-	-
6205	Mileage and Parking	-	-	-	500	500
6206	Telephones and Modems	-	-	-	-	-
6207	Cell Phones and Mobile Devices	1,200	1,200	600	600	(600)
6208	Outside Printing	-	-	-	-	-
6209	Other Supplies	-	-	-	-	-
6210	Postage and Delivery	-	200	200	-	(200)
6211	Educational Supplies	-	-	-	-	-
6212	Office Supplies	2,700	2,700	969	2,700	-
6214	Subscriptions and Publications	3,800	3,800	-	3,800	-
6218	Equipment Rental	-	-	-	-	-
6220	Building Repairs and Maintenance	-	-	-	-	-
6221	Equipment Repairs and Maintenance	-	-	-	-	-
6222	Offsite Storage	-	-	-	-	-
6223	Hardware and Software Maintenance	-	-	-	-	-
6230	Miscellaneous Service Charges	-	-	-	-	-
6231	Miscellaneous/Contingency	-	-	-	-	-
	Total General Operating Expenses	**7,700**	**7,900**	**2,247**	**7,600**	**(300)**
Professional Services						
6502	Audit	-	-	-	-	-
6504	Legal	-	-	-	-	-
6507	Professional Dues	-	-	-	-	-
6508	First 5 California Association	-	-	-	-	-
6509	Professional Development	100,000	70,000	20,000	125,000	55,000
6512	Staff Recruitment	25,000	25,000	16,902	25,000	-
6514	Commission Stipends	-	-	-	-	-
6606	Human Resources Related Costs	68,000	68,000	36,000	78,000	10,000
	Total Professional Services	**193,000**	**163,000**	**72,902**	**228,000**	**65,000**
Consultant Services						
6601	Consultant Fees	300,000	200,000	175,000	150,000	(50,000)
6602	Other Professional Fees	4,500	7,950	7,950	7,950	-
6603	External Reviewers	-	-	-	-	-
	Total Consultant Services	**304,500**	**207,950**	**175,000**	**157,950**	**(50,000)**
Travel and Meeting Expenses						
6701	Airfare	1,500	1,500	-	1,500	-
6703	Lodging	4,000	2,000	-	4,000	2,000
6704	Conference Registration	8,000	8,780	-	8,000	(780)
6706	Local Meetings	1,200	420	-	2,000	1,580
6707	Per Diem	1,500	1,500	-	1,500	-
	Total Travel and Meeting Expenses	**16,200**	**14,200**	**-**	**17,000**	**2,800**
Capital Improvements						
6216	Capital Outlay	-	-	-	-	-
6302	Capital Improvements	-	-	-	-	-
	Total Capital Improvements	**-**	**-**	**-**	**-**	**-**
	Total Department Expenses	**921,217**	**922,867**	**714,370**	**1,117,916**	**195,049**

Budget Fiscal Year: 2016 - 2017	Status: Proposed

Department	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Human Resources	$922,867.00	$1,117,916.00	21.14%

GL Code Name	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Mileage & Parking Expenses	$0.00	$500.00	0.00%

Description

The budget for Mileage and parking was based on an average annual per-person reimbursement of $125 for a 4-person department, for a total of $500.

Cell Phones & Mobile Devices	$1,200.00	$600.00	-50.00%

Description

The budget for Cell Phone reimbursement was based on a $50 per person monthly reimbursement. At this time, only one (1) staff member of the Human Resources department qualifies for this reimbursement.

Office Supplies	$2,700.00	$2,700.00	0.00%

Description

The budget of $2700 for office supplies provides for general office supplies for the Human Resources department, including the cost of greeting cards for staff and toner cartridges for department printers. Other expenses are related to the production of on-boarding binders for new hires, materials for new trainings, and other department publications.

Subscription & Publications Gen	$3,800.00	$3,800.00	0.00%

Description

Budget provides for subscription services and publications which include, but are not limited to:

Membership fees to California Chamber of Commerce - $800
Legal posters & publications - $400
Membership to Recreation Connection for employee discounts - $150
Annual membership for Survey Monkey - $800
Annual membership fees for the following associations:
- Society of Human Resources Management (SHRM) - $200
- Association for Training Development (ATD) - $350
- World at Work - The Total Rewards Association - $350
- Professionals in Human Resources Association (PIHRA) - $250
- Organizational Development Network (OD Network) - $250
- American Management Association (AMA) - $250

Professional Development (Lic.)	$70,000.00	$125,000.00	78.57%

Description

Budget provides for training and development opportunities for all employees, including trainings developed through the new First 5 LA University platform. Training includes basic skills development, First 5 LA fundamental development and leadership development. Areas of focus may include business writing, communication styles, First 5 LA orientation, interpersonal communication, listening skills, presentation skills, time management, conflict resolution, HR for managers, and leadership skills.

Recruiting Expenses	$25,000.00	$25,000.00	0.00%

Description

Budget provides for recruitment sourcing and advertising, and candidate screening and selection services; services include verification of employment history, academic credentials and criminal background checks, etc. Services with Skype to conduct video-conferences for the purpose of interviewing candidates.

Consultant Fees	$200,000.00	$150,000.00	-25.00%

Description

Budget will provide funds to procure professional consultations in the Human Resources are, including but not limited to:

Job description and leveling services = $15,000
Fees for recruitment of executive/senior-level personnel, if needed = $74,500
Legal costs associated with personnel investigations and consultations = $25,000
Disability Compliance Services fees = $8,000
Merit Planning = $7,000
Other services as needed = $20,500

Professional Fees	$7,950.00	$7,950.00	0.00%

Description

To provide additional funds for an ergonomic assessments for the rest of the fiscal year.

Web-Based Services	$68,000.00	$78,000.00	14.70%

Description

Budget includes costs related to the following:

HRIS system = $20,000
Performance Management System = $26,000
Learning Management System = $10,000
Mandatory Compliance Training = $7,800
Oak Tree Data Employee ID Cards = $1,500
Annual Hay Group Job Evaluation Manager (JEM) Fee = $4,000
Taleo Performance Management System = $3,100
Sovos IRS mandatory ACA Reporting= $5,200

Airfare	$1,500.00	$1,500.00	0.00%

Description

Provides airfare to and from professional conferences outside of the greater Los Angeles area.

Lodging	$2,000.00	$4,000.00	100.00%

Description

Budget to provide lodging at professional conferences outside of the greater Los Angeles area.

Conference/Training Registrations	$8,780.00	$8,000.00	-8.88%

Description

Budget based on registration fees for the following annual professional conferences and local seminars:

Professionals in Human Resources Association (PIHRA) California HR Conference - 3 staff - Aug. 29-31, 2016 - Long Beach, CA = $2,800
Association for Training Development (ATD) - 1 staff - 4 days - Location TBD - Dates TBD = $1,600
World at Work - 1 staff - 3 days - Washington, D.C. - Dates TBD = $1,800
Employment Law Updates - 4 staff - Local - Dates TBD = $1,000
HR Boot Camp - 1 staff - Local - Dates TBD = $400
Leave Management - 1 staff - Local - Dates TBD = $400

Meeting Exp.	$420.00	$2,000.00	376.19%

Description

Refreshments and snacks for 40 training sessions at $50 each

Per Diem/Meals	$1,500.00	$1,500.00	0.00%

Description

Provides for various daily expenses incurred while attending professional conference outside of the greater Los Angeles area.

INFORMATION TECHNOLOGY

Authorized Positions

Director	1
IT Project Manager III	1
Information Technology Analyst II	2
Network Administrator II	1
Total	**5**

This department is responsible for supporting the organization's information technology needs, including telecommunications, audio-visual operations, software/hardware, information management systems, databases, and data collection, integration, and analysis.

		Budget FY 2015-16	Revised Budget FY 2015-16	Estimated FY 2015-16 Expenditures	Proposed Budget FY 2016-17	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	530,410	530,410	402,669	529,886	(524)
	Total Employee Benefits	168,869	168,869	145,773	163,303	(5,566)
	Total Personnel Services	**699,279**	**699,279**	**548,442**	**693,189**	**(6,090)**
General Operating Expenses						
6131	ADP Payroll Charges	-	-	-	-	-
6132	Workers' Compensation Insurance	-	-	-	-	-
6202	Utilities	-	-	-	-	-
6203	Corporate Insurance	-	-	-	-	-
6205	Mileage and Parking	1,000	1,000	600	1,000	-
6206	Telephones and Modems	65,000	45,000	45,000	35,000	(10,000)
6207	Cell Phones and Mobile Devices	20,000	13,000	13,000	15,000	2,000
6208	Outside Printing	-	-	-	-	-
6209	Other Supplies	-	-	-	-	-
6210	Postage and Delivery	-	-	-	-	-
6211	Educational Supplies	-	-	-	-	-
6212	Office Supplies	15,000	12,000	11,913	15,000	3,000
6214	Subscriptions and Publications	-	-	-	-	-
6218	Equipment Rental	-	-	-	-	-
6220	Building Repairs and Maintenance	-	-	-	-	-
6221	Equipment Repairs and Maintenance	10,000	5,000	4,957	5,000	-
6222	Offsite Storage	4,500	4,500	2,500	4,500	-
6223	Hardware and Software Maintenance	250,000	220,000	200,000	220,000	-
6230	Miscellaneous Service Charges	-	-	-	-	-
6231	Miscellaneous/Contingency	-	-	-	-	-
	Total General Operating Expenses	**365,500**	**300,500**	**277,971**	**295,500**	**(5,000)**
Professional Services						
6502	Audit	-	-	-	-	-
6504	Legal	-	-	-	-	-
6507	Professional Dues	500	500	-	-	(500)
6508	First 5 California Association	-	-	-	-	-
6509	Professional Development	10,000	7,000	5,000	7,000	-
6512	Staff Recruitment	-	-	-	-	-
6514	Commission Stipends	-	-	-	-	-
6606	Human Resources Related Costs	-	-	-	-	-
	Total Professional Services	**10,500**	**7,500**	**5,000**	**7,000**	**(500)**
Consultant Services						
6601	Consultant Fees	360,000	245,205	180,000	200,000	(45,205)
6602	Other Professional Fees	-	-	-	-	-
6603	External Reviewers	-	-	-	-	-
	Total Consultant Services	**360,000**	**245,205**	**180,000**	**200,000**	**(45,205)**
Travel and Meeting Expenses						
6701	Airfare	792	792	-	792	-
6703	Lodging	926	926	-	926	-
6704	Conference Registration	1,000	1,000	-	3,000	2,000
6706	Local Meetings	1,000	1,000	-	1,000	-
6707	Per Diem	408	408	-	408	-
	Total Travel and Meeting Expenses	**4,126**	**4,126**	**-**	**6,126**	**2,000**
Capital Improvements						
6216	Capital Outlay	120,000	120,000	100,000	75,000	(45,000)
6302	Capital Improvements	-	-	-	-	-
	Total Capital Improvements	**120,000**	**120,000**	**100,000**	**75,000**	**(45,000)**
	Total Department Expenses	**1,559,405**	**1,376,610**	**1,111,413**	**1,276,815**	**(99,795)**

Budget Fiscal Year: 2016 - 2017	Status: Proposed

Department	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Information Technology	$1,376,610.00	$1,276,815.00	-7.25%

GL Code Name	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Mileage & Parking Expenses	$1,000.00	$1,000.00	0.00%

Description

Technical training for IT staff are limited to metropolitan Los Angeles area. We expect an average of one training class per technical staff (4 people) staff with average duration of each class no more than 4 days. In addition to technical training, we expect three staff to attend two conferences each over the 2016-17 fiscal year. Half of these conferences will be within California and will require mileage and parking.

Telephones & Modems-Gen	$45,000.00	$35,000.00	-22.22%

Description

We completed a new contract with AT&T which reduced our monthly cost significantly. Included in this budget is monthly fee for three fax lines, three analog lines and long distance calls.

Cell Phones & Mobile Devices	$13,000.00	$15,000.00	15.38%

Description

All company issued cell phones and Mobile devices are consolidated under Verizon Wireless. IT budgets for the monthly payment to Verizon for an estimated 25 devices purchased and issues to Directors and Executives. These devices include Cell phones, Wi-Fi devices (issues to Best Start and Marketing & Communication), and data plan on some iPads. Additionally, within IT there are 4 staff members eligible for the monthly stipend for personal cell phone usage. The FY 16-17 budget includes all of the above fixed monthly costs, potential replacement cost for devices that are beyond repair, and provision for new Executives and senior staff coming on board that may require new devices.

Office Supplies	$12,000.00	$15,000.00	25.00%

Description

IT is now charged with purchase of all ergonomic workstation preferals such as keyboard, Mouse, Security screen, anti-glare screen, etc. Additionally, this budget includes costs related to purchase of normal technology supplies for the entire organization, included Solid State storages, flash drives, replacement technology preferals, network printer toners, and some telecommunication devices such as phone head sets. Included in this budget are batteries for audio/visual equipment, wireless keyboards and mouse, etc.

Expendable - Equipment	$120,000.00	$75,000.00	-37.50%

Description

We expect one or more new server component for FY 16-17 at about $30,000. We also expect to replace several of our aging projectors and workstations in addition to purchase of tablets for the staff who need to work outside of the office. We estimate the expenditure not to exceed $45,000.

Equipment Repairs & Maintenance	$5,000.00	$5,000.00	0.00%

Description

We do not expect many equipment repairs as we have upgraded our infrastructure components. The primary repairs are associated with older HP network printers.

Rents & Lease - Offsite Storage	$4,500.00	$4,500.00	0.00%

Description

Our current cost of off site storage for our backup tapes is not changing.

Hardware & Software Maintenance	$220,000.00	$220,000.00	0.00%

Description

The budget includes annual maintenance associated for hardware and software components in IT inventory. These components include all server and storage, backup/recovery, telecommunication gears, Network and security apparatus, audio/visual components, applications such as Financial Edge, GIFTS, Enterprise Document Management System, software subscription licenses for email and SharePoint, Tableau reporting, and anti-virus software. Additionally, IT envisions additional subscription for potential future applications such as Customer Relations Management (CRM), Project Portfolio Management, asset inventory, and additional licenses maybe required for the new Financial Edge NXT as usage is anticipated to increase by the organization.

Professional Development (Lic.)	$7,000.00	$7,000.00	0.00%

Description

IT has existing vouchers for technical training. However, IT plans to attend additional seminars and conferences to related to First 5 LA business to better align itself with the new strategy.

Consultant Fees	$245,205.00	$200,000.00	-18.43%

Description

The bulk of the re-implementation of Financial Edge NXT tasks, which will require BlackBaud consulting, is planned for July through December of 2016. Additional consulting will be needed for re-engineering current SharePoint due to organizational re-alignment and other foundational applications such as Customer Relations Management and Project Portfolio Management, asset inventory management, and data re-engineering associated with Measuring, Learning, and Evaluation (MEL) initiative. Consulting will include expertise in data architecture, software programming, and data integration areas. Other areas anticipated use this budget is associated with external trainer for the new SharePoint platform for Enterprise Document Management System (EDMS), Financial Edge NXT for non-finance staff.

Airfare	$792.00	$792.00	0.00%

Description

The budget should accommodate three IT staff attending two conferences each outside of California and one each in California in FY 16-17.

Lodging	$926.00	$926.00	0.00%

Description

The budget should accommodate three IT staff attending two conferences each outside of California and one conference each in California in FY 16-17.

Conference/Training Registrations	$1,000.00	$3,000.00	200.00%

Description

The budget should accommodate three IT staff attending two conferences each outside of California and one each in California in FY 16-17.

Meeting Exp.	$1,000.00	$1,000.00	0.00%

Description

IT expects to host a total of 5 days of instructor-based on-site training on SharePoint and other new platforms. Additionally IT plans to hold 10 internal trainings for IT staff and other colleagues that will expand over lunch.

Per Diem/Meals	$408.00	$408.00	0.00%

Description

The budget should accommodate three IT staff attending two conferences each outside of California one inside California in FY 16-17.

OFFICE OF STRATEGIC PLANNING AND INTEGRATION

Authorized Positions

Director	1
Total	**1**

The Office of Strategic Planning and Integration (OSPI) is responsible for providing strategic oversight, direction, and management of First 5 LA's Strategic Plan and implementation plans, which together advance the mission and vision of First 5 LA. OSPI works with leadership from across the organization to measure and report on First 5 LA's overall performance and progress relative to the execution of the strategic plan. The OSPI team provides guidance and support for the successful execution of projects and initiatives that require cross departmental collaboration and effective organization-wide implementation. Below is a summary of relevant activities OSPI staff supports:

- Leading First 5 LA's strategic planning process, including the identification and articulation of the organization's unique role and contribution in positively impacting the lives and well-being for children in LA County. This includes the development of First 5 LA's strategic outcomes, strategies, and activities for a minimum five-year time horizon.
- Ensuring that all levels of stakeholders have appropriate means to participate in and obtain regular updates about First 5 LA's strategic plan. Coordinates with organizational leadership to develop timely communication plans for internal and external audiences.
- Creating a structure and mechanism to develop and implement cross-functional and organization-wide specific initiatives that are coordinated and sequenced.
- Working with leadership across the organization to ensure First 5 LA's human capital and financial resources are deployed strategically, efficiently, and effectively.
- Collaborating with the Research and Evaluation department to develop and implement Monitoring, Evaluation and Learning (MEL) projects, support staff and board learning of MEL principles and continued application of MEL throughout internal and external facing initiatives.

OFFICE OF STRATEGIC PLANNING AND INTEGRATION

		Budget FY 2015-16	Revised Budget FY 2015-16	Estimated FY 2015-16 Expenditures	Proposed Budget FY 2016-17	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	178,325	178,325	178,000	184,676	6,351
	Total Employee Benefits	32,880	32,880	23,670	47,150	14,270
	Total Personnel Services	**211,205**	**211,205**	**201,670**	**231,826**	**20,621**
General Operating Expenses						
6131	ADP Payroll Charges	-	-	-	-	-
6132	Workers' Compensation Insurance	-	-	-	-	-
6202	Utilities	-	-	-	-	-
6203	Corporate Insurance	-	-	-	-	-
6205	Mileage and Parking	500	500	-	500	-
6206	Telephones and Modems	-	-	-	-	-
6207	Cell Phones and Mobile Devices	600	600	360	600	-
6208	Outside Printing	-	-	-	-	-
6209	Other Supplies	-	-	-	-	-
6210	Postage and Delivery	-	-	-	-	-
6211	Educational Supplies	-	-	-	-	-
6212	Office Supplies	720	720	150	720	-
6214	Subscriptions and Publications	360	360	-	360	-
6218	Equipment Rental	-	-	-	-	-
6220	Building Repairs and Maintenance	-	-	-	-	-
6221	Equipment Repairs and Maintenance	-	-	-	-	-
6222	Offsite Storage	-	-	-	-	-
6223	Hardware and Software Maintenance	-	-	-	-	-
6230	Miscellaneous Service Charges	-	-	-	-	-
6231	Miscellaneous/Contingency	-	-	-	-	-
	Total General Operating Expenses	**2,180**	**2,180**	**510**	**2,180**	**-**
Professional Services						
6502	Audit	-	-	-	-	-
6504	Legal	-	-	-	-	-
6507	Professional Dues	-	-	-	-	-
6508	First 5 Californai Association	-	-	-	-	-
6509	Professional Development	2,000	2,000	500	2,000	-
6512	Staff Recruitment	-	-	-	-	-
6514	Commission Stipends	-	-	-	-	-
6606	Human Resources Related Costs	-	-	-	-	-
	Total Professional Services	**2,000**	**2,000**	**500**	**2,000**	**-**
Consultant Services						
6601	Consultant Fees	250,000	470,000	465,000	340,000	(130,000)
6602	Other Professional Fees	-	-	-	-	-
6603	External Reviewers	-	-	-	-	-
	Total Consultant Services	**250,000**	**470,000**	**465,000**	**340,000**	**(130,000)**
Travel and Meeting Expenses						
6701	Airfare	2,000	2,000	-	2,000	-
6703	Lodging	2,400	2,400	-	2,400	-
6704	Conference Registration	4,800	4,800	240	4,800	-
6706	Local Meetings	55,000	28,900	3,024	10,000	(18,900)
6707	Per Diem	960	960	-	960	-
	Total Travel and Meeting Expenses	**65,160**	**39,060**	**3,264**	**20,160**	**(18,900)**
Capital Improvements						
6216	Capital Outlay	-	-	-	-	-
6302	Capital Improvements	-	-	-	-	-
	Total Capital Improvements	**-**	**-**	**-**	**-**	**-**
	Total Department Expenses	**530,545**	**724,445**	**670,944**	**596,166**	**(128,279)**

Budget Fiscal Year: 2016 - 2017	Status: Proposed

Department	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Office of Strategic Planning and Integration	$724,445.00	$596,166.00	-17.71%

GL Code Name	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Mileage & Parking Expenses	$500.00	$500.00	0.00%

Description

Mileage reimbursement and payment of parking expenses when private vehicles are used in the course of conducting Commission business with LA County department or Board of Supervisors staff, other funding partners, and other community stakeholders.

Cell Phones & Mobile Devices	$600.00	$600.00	0.00%

Description

Cell phone reimbursement to cover costs for using personal equipment to respond to Commission business. Cost is estimated at $50 per month for 12 months.

Office Supplies	$720.00	$720.00	0.00%

Description

Provides general office supplies for the Office of Strategic Planning and Integration. Estimated monthly expenditure is an average of $60 to support a cross-department team involved in strategic planning.

Subscription & Publications Gen	$360.00	$360.00	0.00%

Description

Allows for the purchase of relevant online articles and publications outlining best practices in strategic planning, organizational leadership, and strategic grantmaking. Estimated expense is $30 per month for 12 months.

Professional Development (Lic.)	$2,000.00	$2,000.00	0.00%

Description

Funding for training seminars on various topics including but not limited to strategic planning, project management, and leadership development.

Consultant Fees	$470,000.00	$340,000.00	-27.65%

Description

The Consultant Fees budget amount of $340,000 is anticipated to support the Learning and Integration Division, as well as continued support for the organizational transformation process. The prior year budget was $470,000 - which included costs related to the organization transformation work. The current organization consulting services associated with restructuring is expected to be completed by the beginning of FY 16-17, but we anticipate ongoing support will be needed for the learning, training and organizational development support related to integration activities, in addition to other cross cutting planning & implementation needs. This may include consultant support for implementing new integration structures, coaching staff on learning and integration associated activities, and supporting development and facilitation of new processes and procedures across the organization.

Airfare	$2,000.00	$2,000.00	0.00%

Description

Payment of airfare expenses to and from professional conferences, seminars or meetings outside of the Los Angeles area. Estimate is based on expected participation in at least four meetings outside the Los Angeles area at an average airfare rate of $500 per trip.

Lodging	$2,400.00	$2,400.00	0.00%

Description

Payment of lodging for multi-day professional conferences, seminars or meetings outside of the Los Angeles area. Estimate is based on expected participation in at least four, multi-day, overnight meetings requiring lodging for three nights at an average rate of $200 per night.

Conference/Training Registrations	$4,800.00	$4,800.00	0.00%

Description

Payment of registration expenses for at least 4 professional conferences. Staff will prioritize those conferences where there is an opportunity to present findings from First 5 LA's strategic planning experience or where there is an opportunity to build knowledge or networks that will inform the organization's implementation efforts. Examples of organizations that sponsor these types of conferences include Southern California Grantmakers, First 5 State Association/First 5 CA, the Council of Foundations, Grantmakers for Effective Organizations, and Center for Effective Philanthropy. Estimate is based on an average conference registration of $1,200.

For example, the Council on Foundations annual conference registration is $1400, for a total of 4 days and 3 nights - an additional day/night may be required for travel. The location alternates between Washington DC and other cities around the country. The 2017 location has not yet been disclosed. The Grantmakers for Effective Organizations Annual Conference registration is $1300, for 3 days, 2 nights, with an additional day/night for travel. The location for 2017 is not yet disclosed.

Meeting Exp.	$28,900.00	$10,000.00	-65.39%

Description

The Meeting Expenditure budget of $10,000 is requested to support potential meetings with outside stakeholders, community members and others to engage with First 5 LA focused on the strategic plan implementation. Additional meeting expenses are projected to support internal and external meetings attended by Commissioners, staff, and guests. These meetings or convenings may involve opportunistic gatherings to share, learn and collaborate on issues related to strategic plan implementation, integration and learning.

Per Diem/Meals	$960.00	$960.00	0.00%

Description

Travel stipends for various daily expenses incurred while attending professional conferences or meetings outside of the Los Angeles area.

POLICY AND INTERGOVERNMENTAL AFFAIRS

Authorized Positions

Director	1
Policy Manager	1
Senior Policy Program Officer	1
Senior Policy Analyst	1
Policy Program Officer II	2
Policy Analyst II	2
Government Affairs Manager	1
Government Affairs Officer II	2
Administrative Assistant	1
Total	**12**

The Public Policy and Government Affairs Department coordinates and supports advocacy strategies to advance First 5 LA's mission. The Policy Department's core activities include developing policy and legislative agendas, establishing strong relationships with government decision-makers, and supporting First 5 LA's adoption of a strong policy and systems change framework. In addition, the Policy Department manages grants and contracts to enhance First 5 LA's advocacy strategies, and supports the coordination of statewide public policy and government affairs activities with the First 5 Association, First 5 California, and leading early childhood advocacy organizations at local, state, and federal levels.

With an increased focus on policy and systems change in First 5 LA's 2015-2020 Strategic Plan, the Policy Department is increasing advocacy activities, developing new partnerships to support First 5 LA's priority outcome areas, and supporting First 5 LA staff capacity to adopt policy and systems change strategies in all investment areas. Implementing the strategic plan will continue to require a substantial shift in the organization's approach to its work, and the Policy Department will continue to support this transition.

The Policy Director will serve as the department leader and provide direction for the department while working closely with other Directors across the organization. The Director serves as a key agency spokesperson and develops relationships with local, state, and federal decision-makers, while overseeing development and execution of organization-wide advocacy strategies.

The Policy Manager will coordinate all Policy Department grantmaking, support organization-wide policy and systems change capacity building, represent the Policy team on cross-departmental working groups, support development of key policy initiatives, coordinate Policy Department operations and team building activities, and serve as a Policy advisor to First 5 LA staff.

DRAFT

The Senior Policy Analyst will oversee the development of policy briefs, fact sheets, and research/landscape analyses to support First 5 LA's advocacy activities, including support for activities related to pursuing alternative revenues for early childhood services.

Two Policy Analysts will focus on developing and coordinating processes and procedures for legislative and government affairs at the local, state, and federal level. Activities include monitoring legislation and elected officials, analyzing public policy opportunities, tracking and assessing budget development, preparing meeting materials, and advising deployment of First 5 LA resources to advance advocacy goals.

The Senior Policy Program Officer will focus on the development and execution of the Early Care and Education (ECE) Policy and Advocacy Fund, a multi-year grantmaking initiative supporting ECE advocacy partners and activities.

The two Policy Program Officers will manage a set of existing policy grantees and new contracts/grants as they are developed and implemented, and will serve as policy advisors to Strategic Plan implementation teams to ensure all new initiatives incorporate policy and systems change perspectives and are connected to the public policy landscape.

The Government Affairs Manager will manage the government affairs team and coordinate strategic relationship development with key government officials at the local, state, and federal level. This position will develop and execute advocacy strategies in partnership with consultants to advance First 5 LA public policy goals, ensure First 5 LA perspectives are shared with key decision-makers, and coordinate advocacy strategies with staff across the organization.

The two Government Affairs Officers will ensure First 5 LA is represented at important local, state, and federal meetings, maintains strong relationships with key decision-makers, support and coordinate advocacy strategy development and execution, and coordinate activities with staff across First 5 LA.

The Administrative Assistant will provide direct support to the Director and coordinate general administrative functions for the Policy Department. The Administrative Assistant will also ensure the Policy Department complies with First 5 LA operational procedures.

DRAFT

		Budget FY 2015-16	Revised Budget FY 2015-16	Estimated FY 2015-16 Expenditures	Proposed Budget FY 2016-17	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	927,351	927,351	428,766	861,920	(65,431)
	Total Employee Benefits	291,386	291,386	120,859	253,214	(38,172)
	Total Personnel Services	**1,218,737**	**1,218,737**	**549,625**	**1,115,134**	**(103,603)**
General Operating Expenses						
6131	ADP Payroll Charges	-	-	-	-	-
6132	Workers' Compensation Insurance	-	-	-	-	-
6202	Utilities	-	-	-	-	-
6203	Corporate Insurance	-	-	-	-	-
6205	Mileage and Parking	4,000	4,000	1,700	3,500	(500)
6206	Telephones and Modems	-	-	-	-	-
6207	Cell Phones and Mobile Devices	-	1,600	1,600	3,000	1,400
6208	Outside Printing	1,200	1,200	-	750	(450)
6209	Other Supplies	-	-	-	-	-
6210	Postage and Delivery	-	-	-	-	-
6211	Educational Supplies	500	500	-	250	(250)
6212	Office Supplies	3,500	3,500	1,410	3,500	-
6214	Subscriptions and Publications	2,500	2,500	500	2,500	-
6218	Equipment Rental	-	-	-	-	-
6220	Building Repairs and Maintenance	-	-	-	-	-
6221	Equipment Repairs and Maintenance	-	-	-	-	-
6222	Offsite Storage	-	-	-	-	-
6223	Hardware and Software Maintenance	-	-	-	-	-
6230	Miscellaneous Service Charges	-	-	-	-	-
6231	Miscellaneous/Contingency	-	-	-	-	-
	Total General Operating Expenses	**11,700**	**13,300**	**5,210**	**13,500**	**200**
Professional Services						
6502	Audit	-	-	-	-	-
6504	Legal	-	-	-	-	-
6507	Professional Dues	1,500	1,500	-	2,000	500
6508	First 5 California Association	-	-	-	-	-
6509	Professional Development	3,000	3,000	-	8,000	5,000
6512	Staff Recruitment	-	-	-	-	-
6514	Commission Stipends	-	-	-	-	-
6606	Human Resources Related Costs	-	-	-	-	-
	Total Professional Services	**4,500**	**4,500**	**-**	**10,000**	**5,500**
Consultant Services						
6601	Consultant Fees	-	-	-	-	-
6602	Other Professional Fees	-	-	-	-	-
6603	External Reviewers	-	-	-	-	-
	Total Consultant Services	**-**	**-**	**-**	**-**	**-**
Travel and Meeting Expenses						
6701	Airfare	15,000	15,000	7,500	20,000	5,000
6702	Program Events - Policy Sac/DC	40,000	40,000	40,000	-	(40,000)
6703	Lodging	7,000	7,000	2,643	7,000	-
6704	Conference Registration	7,000	5,400	5,400	7,000	1,600
6706	Local Meetings	6,000	6,000	3,534	10,000	4,000
6707	Per Diem	4,000	4,000	2,500	4,000	-
	Total Travel and Meeting Expenses	**79,000**	**77,400**	**61,577**	**48,000**	**(29,400)**
Capital Improvements						
6216	Capital Outlay	-	-	-	-	-
6302	Capital Improvements	-	-	-	-	-
	Total Capital Improvements	**-**	**-**	**-**	**-**	**-**
	Total Department Expenses	**1,313,937**	**1,313,937**	**616,412**	**1,186,634**	**(127,303)**

Budget Fiscal Year: 2016 - 2017	Status: Proposed

Department	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Policy & Intergovernmental Affairs	$1,313,937.00	$1,186,634.00	-9.69%

GL Code Name	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Mileage & Parking Expenses	$4,000.00	$3,500.00	-12.50%

Description

Reduces the 15-16 allocation of $4,000 to $3,500 based on expenses incurred to-date and historic spending. This budget would cover mileage for 150 trips to local meetings with an average round trip of 20 miles at an IRS reimbursement rate of 57.5 cents per mile ($1700) plus parking for each trip of $10 ($1500). An additional $300 is included to account for unexpected additional travel incurred by new hires throughout the fiscal year. Frequent trips by policy department staff have included the following destinations, and are expected to continue throughout FY 16-17: San Fernando Valley (Valley Industry and Commerce Association), Downtown LA (philanthropy, city/county government, partner organizations), LAX and Burbank Airports, Santa Fe Springs (LACOE), Best Start Community Partnership meetings (Countywide), Welcome Baby Hospitals (Countywide). Though staff assumes an average trip of 15 miles roundtrip, many of these destinations are significantly longer distance, including the Antelope Valley, southeast cities, and San Fernando Valley.

Cell Phones & Mobile Devices	$1,600.00	$3,000.00	87.50%

Description

Assumes up to five department staff will be eligible for cell phone reimbursement at a rate of $50/month over 12 months ($600 per person). Currently two staff are receiving the maximum cell phone reimbursement, and the policy department expects to fill three currently-authorized positions within FY 16-17 who would be eligible for the same reimbursement: the Policy Manager, Senior Policy Program Officer, and Senior Policy Analyst.

Outside Printing & Publications	$1,200.00	$750.00	-37.50%

Description

The Policy Department may need to pay for professional produced materials to support policy and advocacy efforts. Staff recommend reducing the budget allocation from FY 15-16 ($1,200) as the average spending in the past four fiscal years has averaged less than $600/year.

Educational Supplies	$500.00	$250.00	-50.00%

Description

The proposed budget reflects a decrease of 50% as the Policy Department has never spent about $100 per year for educational materials. As the department hosts more meetings and attends more events, more supplies may be required.

Office Supplies	$3,500.00	$3,500.00	0.00%

Description

Holds FY 15-16 funding constant for FY 16-17. The policy department expects to hire new staff in the 16-17 year who will require office supplies. We additionally expect to produce more materials in-house for frequent meetings with staff, partners, and elected officials. While we do not propose new funding in this category, we do not recommend decreasing allocations until we understand what the impact of filling vacant positions will have on this budget. In 15-16, only half of the department's positions approved in the FY 15-16 budget were filled, and staff expects additional hires to be made in FY 16-7, potentially doubling the size of the department.

Subscription & Publications Gen	$2,500.00	$2,500.00	0.00%

Description

The Policy Department subscribes to relevant publications and services to inform the public policy and advocacy opportunities. The Department has historically overspent its initial budget allocations and recommends maintaining the $2,500 level from FY 15-16.

Dues & Subscriptions	$1,500.00	$2,000.00	33.33%

Description

First 5 LA maintains a membership with the Valley Industry and Commerce Association (VICA), a regional chamber of commerce, and may elect to join other regional chambers of commerce to advance the business community's support of early childhood priorities. Staff proposes an increase to ensure the Department is able to cover VICA dues.

Professional Development (Lic.)	$3,000.00	$8,000.00	166.66%

Description

The policy department plans to conduct up to two off-site team retreats, facilitated by a team development expert. Based on other department experiences, one day facilitated retreats have cost between $2,000 and $5,000 depending on the preparation and follow-up required. Using First 5 LA's blended rate of $150 and assuming that each full-day retreat will require 24 hours of a professional facilitator's time (8 hr/day; one day of preparation and development, one day of delivery, one day of follow-up) for a total of 48 hours of support, staff assumes the professional services cost of two retreats would be up to $7,200 (150 x 48). And additional $800 is reserved for potential facility and food costs.

Airfare	$15,000.00	$20,000.00	33.33%

Description

Policy Department activities require frequent travel to Sacramento for priority meetings, at least one annual trip to Washington DC, and other travel to First 5 LA-related conferences and events. The Policy Department assumes travel frequency will increase, including travel for new staff expected to be hired through 2016-17 to fill vacant positions.

Lodging	$7,000.00	$7,000.00	0.00%

Description

Policy Department staff frequently travel to Sacramento, the San Francisco Bay Area, and take an annual multi-day trip to Washington DC. Staff also attend conferences and events out of the region which require overnight lodging. Staff recommends holding allocated funding constant for FY 16-17.

Conference/Training Registrations	$5,400.00	$7,000.00	29.62%

Description

The Policy Department made mid-year adjustments to the conference/training budget to account for increased operating expenses in other areas. Staff recommends allocating the same resources to this budget in FY 16-17 as in the beginning of FY 15-16, which would cover at least one staff participating in a formal leadership development program like Leadership LA ($3,500/person) and to attend additional conferences as relevant to advancing the Strategic Plan. Examples of registrations in previous years include the Grantmakers in Health conference and the LA Chamber's Access LA lobbying days.

Meeting Exp.	$6,000.00	$10,000.00	66.66%

Description

First 5 LA plans to host more meetings to engage directly with elected officials, their staff, and other policymakers in FY 16-17. Examples of meetings hosted by First 5 LA include a welcome events for elected and appointed officials, educational meetings for policymakers focused on strategic plan outcome areas, and interdepartmental working group meetings.

Per Diem/Meals	$4,000.00	$4,000.00	0.00%

Description

Staff frequently travels for all-day and multi-day meetings and events out of LA County, and recommends allocating the same funding for FY 16-17 as in FY 15-16. Based on current per diem rates, this budget would cover 60 days of full day travel across up to 12 policy department staff.

PROGRAM DEVELOPMENT

Authorized Positions

Director	1
Program Officer III	4
Program Officer II	12
Administrative Assistant	1
Total	**18**
Part-time/Temporary Program Officer II	1,248 hours

The Program Development (PD) Department is responsible for the grantmaking (design, development, implementation), and management of First 5 LA programs that support the optimal development of young children ages 0-5 and their families in Los Angeles County.

Overall, PD's multi-disciplinary grantmaking and program management activities encompasses six phases implemented in partnership with various Program and Administration staff, the Board of Commissioners, and numerous diverse community stakeholders to ensure focused consistency of placed-based and county-wide strategies in achieving program goals and outcomes outlined in First 5 LA's Strategic Plan. Each phase requires staff to undertake a number of activities such as, but not limited to the following:

1) Planning – a) identify evidence-based programs by conducting literature reviews and consulting a broad range of stakeholders and experts; b) ascertain community assets, resources, needs, risks, and costs by gathering information, insights and ideas from the public across place-based target communities and throughout Los Angeles County; and c) assess social trends and barriers to services and systems change necessary for providing comprehensive and integrated services of care and support 0-5 age children and their families;
2) Design and Development – a) examine and consider ways to leverage First 5 LA's resources, current and past investments, and lessons to design grantmaking for programs that support place-based and county-wide investment strategies; b) seek opportunities to collaborate with other nonprofits, foundations, and government that provide or operate similar programs funded by First 5 LA in order to promote systems improvement; c) manage internal and external stakeholders to build common understanding, expectations, and consensus of prospective programs; d) convene and facilitate expert panels to inform program design; e) determine program/initiative goals, objectives, outcomes, and core strategies that will

enable achievement of pre-set program objectives and outcomes; and f) craft implementation plan, budget, Scope of Work, and performance measures;

3) Funding Development – a) decide investment type (e.g., planning, direct service, system change, community capacity building, infrastructure, etc.); b) determine best funding tools to procure contracts; and c) create solicitations (e.g. RFP/RFQ, LOI, etc.);

4) Response - manage applicant reviews and selections;

5) Contract Negotiation and Execution - develop, advise, and execute scopes of work and budgets; and

6) Program Management – manage contractor and stakeholder relationships to ensure successful implementation of programs to fidelity and achievement of pre-set objectives and outcome. Also, to oversee contractors' performance, timeline, and deliverables, and guide, advise, problem-solve, course correct when needed.

The Program Development staff is currently responsible for designing, developing and/or implementing and managing

- 13 projects in support of the current strategic plan involving 51 individual existing or projected contracts with total budgets of $67,511,500 for FY 16-17 (see Table 1); and
- 9 legacy projects involving 28 individual contracts with total budgets of over $16,060,700 that will continue into FY 16-17 (Table 2).

All Program Development Department staff members are implementing projects within the current strategic plan and/or projects identified as potentially aligned to the strategic plan.

Table 1: Focusing for the Future Strategic Plan 2015 - 2020	
Communities	
Programs	**Number of Contracts**
Community Capacity Building	0
Resource and Referral	0
Project Total = 2	**Contract Total = 0**
ECE	
Kindergarten Readiness Assessment	1
Professional Development	3
QRIS	4
Bridge Fund	1
Project = 4	**Contract Total = 9**
Families	
Programs	**Number of Contracts**
Abriendo Puertas	2
Project DULCE	4
Family Strengthening Oversight Entity	1
Welcome Baby + Universal Assessment of Newborns	13
Select Home Visiting	20
Project Total = 5	**Contract Total = 40**
Health	
Programs	**Number of Contracts**
Help Me Grow organizing (administrative) entity partnership	1
Trauma informed-care pooled fund w/philanthropic partners	1
Project Total = 2	**Contract Total = 2**

Table 2: Legacy Projects	
Early Care & Education	
Programs	**Number of Contracts**
Prenatal-5 Core Competencies	1
Project Total = 1	**Contract Total = 1**
Public Health	
21st Century Dental Home	1
Children's Dental Care Project – UCLA	1
Little by Little/One Step Ahead	1
Early Childhood Linkage to Wellness	1
Project Total = 4	**Contract Total = 4**
Family Strengthening	
Programs	**Number of Contracts**
Baby Friendly Hospitals	5
Project Total = 1	**Contract Total = 5**
Behavioral Health	
Programs	**Number of Contracts**
First Connections **(**Early Identification and Intervention – Autism and other Developmental Delays)	7
Parent-Child Interaction Therapy	2
Partnerships for Families	9
Project Total = 3	**Contract Total = 18**

PROGRAM DEVELOPMENT

		Budget FY 2015-16	Revised Budget FY 2015-16	Estimated FY 2015-16 Expenditures	Proposed Budget FY 2016-17	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	1,427,663	1,427,663	1,393,226	1,530,884	103,221
	Total Employee Benefits	487,084	487,084	356,188	520,057	32,973
	Total Personnel Services	**1,914,747**	**1,914,747**	**1,749,414**	**2,050,941**	**136,194**
General Operating Expenses						
6131	ADP Payroll Charges	-	-	-	-	-
6132	Workers' Compensation Insurance	-	-	-	-	-
6202	Utilities	-	-	-	-	-
6203	Corporate Insurance	-	-	-	-	-
6205	Mileage and Parking	2,800	3,900	3,334	4,300	400
6206	Telephones and Modems	-	-	-	-	-
6207	Cell Phones and Mobile Devices	5,000	1,500	1,320	3,000	1,500
6208	Outside Printing	-	-	-	-	-
6209	Other Supplies	-	-	-	-	-
6210	Postage and Delivery	-	-	-	-	-
6211	Educational Supplies	-	-	-	-	-
6212	Office Supplies	2,000	2,000	178	2,200	200
6214	Subscriptions and Publications	900	200	-	400	200
6218	Equipment Rental	-	-	-	-	-
6220	Building Repairs and Maintenance	-	-	-	-	-
6221	Equipment Repairs and Maintenance	-	-	-	-	-
6222	Offsite Storage	-	-	-	-	-
6223	Hardware and Software Maintenance	-	-	-	-	-
6230	Miscellaneous Service Charges	-	-	-	-	-
6231	Miscellaneous/Contingency	-	-	-	-	-
	Total General Operating Expenses	**10,700**	**7,600**	**4,832**	**9,900**	**2,300**
Professional Services						
6502	Audit	-	-	-	-	-
6504	Legal	-	-	-	-	-
6507	Professional Dues	800	2,200	432	2,500	300
6508	First 5 California Association	-	-	-	-	-
6509	Professional Development	4,000	5,350	-	8,000	2,650
6512	Staff Recruitment	-	-	-	-	-
6514	Commission Stipends	-	-	-	-	-
6606	Human Resources Related Costs	-	-	-	-	-
	Total Professional Services	**4,800**	**7,550**	**432**	**10,500**	**2,950**
Consultant Services						
6601	Consultant Fees	-	-	-	-	-
6602	Other Professional Fees	-	-	-	-	-
6603	External Reviewers	-	-	-	-	-
	Total Consultant Services	**-**	**-**	**-**	**-**	**-**
Travel and Meeting Expenses						
6701	Airfare	7,000	8,000	1,793	8,700	700
6703	Lodging	7,500	9,400	4,105	11,000	1,600
6704	Conference Registration	11,000	13,000	13,000	14,000	1,000
6706	Local Meetings	2,600	4,200	3,918	4,900	700
6707	Per Diem	3,550	5,550	3,482	6,000	450
	Total Travel and Meeting Expenses	**31,650**	**40,150**	**26,298**	**44,600**	**4,450**
Capital Improvements						
6216	Capital Outlay	-	-	-	-	-
6302	Capital Improvements	-	-	-	-	-
	Total Capital Improvements	**-**	**-**	**-**	**-**	**-**
	Total Department Expenses	**1,961,897**	**1,970,047**	**1,780,976**	**2,115,941**	**145,894**

Budget Fiscal Year: 2016 - 2017	Status: Proposed

Department	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Program Development	$1,970,047.00	$2,115,941.00	7.41%

GL Code Name	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Mileage & Parking Expenses	$3,900.00	$4,300.00	10.25%

Description

Provides for costs related to travel for local meetings with grantees, contractors, and strategic partners as well as local trainings and site-visits. The cost is based on an estimate of approximately $20 a month for 18 staff (managers and POII's). Monthly allowance to include public transportation, mileage and parking expenses. Increase reflects a ramp up of work and current per person expenditure which includes an addition of 1 full time employee and 1 part-time temporary employee.

Cell Phones & Mobile Devices	$1,500.00	$3,000.00	100.00%

Description

Provides for a $50 per month reimbursement to Director and four Managers for use of personal cell phone or mobile device to conduct First 5 LA business. Five Senior staff at $50 each for 12 months. Amount decreased from previous year due to some managers not utilizing policy. All managers and director are now confirmed and have been receiving monthly reimbursements.

Office Supplies	$2,000.00	$2,200.00	10.00%

Description

Provides for general office supplies for 18 full-time employees and one part-time staff for 12 months. This comes out to approximately $10 per month per full-time employee for the year.

Subscription & Publications Gen	$200.00	$400.00	100.00%

Description

Provides a budget of approximately $33 per month to cover the purchase of resource books as well as journal articles related to the Program Development work as well as Strategic Plan Implementation outcome areas. Amount decreased from last year's original budget by gathering staff's feedback and determining that resources could be shared by department.

Dues & Subscriptions	$2,200.00	$2,500.00	13.63%

Description

Provides for staff to be members of professional organizations such as the American Public Health Association, National Association of Social Work and the National Association for the Education of Young Children.

Professional Development (Lic.)	$5,350.00	$8,000.00	49.53%

Description

Provides for specialized in house training and workshops for the program development staff to include support of the 2015-2020 strategic plan outcome areas. Also provides for online and in-person professional development training specific to the Administrative Assistant role on a variety of department support topics. Increase reflects a ramp up of strategic plan implementation work which began in the 2nd quarter of FY 15-16. The increased amount also includes an addition of 1 full time employee and 1 part-time temporary employee. Activities to compliment organization-wide training, including focus on development of specific and general content knowledge, as needed.

Airfare	$8,000.00	$8,700.00	8.75%

Description

Provides for airfare to and from professional conferences or meetings outside of the Los Angeles area. Based on FY 15-16 expenditures, the majority of travel was to the Northwest Region with an average of 2 days. Other regions included Southeast and Northeast with an average of 3 days. The amount is based on FY 15-16 expenditures and includes an increase to reflect a ramp up of work and an addition of 1 full time employee and 1 part-time temporary employee. The work will support the 2015-2020 strategic plan implementation.

Lodging	$9,400.00	$11,000.00	17.02%

Description

Provides for lodging at multi-day professional conferences or meetings outside of the Los Angeles area. Based on FY 15-16 expenditures, the majority of travel was to the Northwest Region with an average of 2 days. Other regions included Southeast and Northeast with an average of 3 days. The amount is based on FY 15-16 expenditures and includes an increase to reflect a ramp up of work and an addition of 1 full time employee and 1 part-time temporary employee. The work will support the 2015-2020 strategic plan implementation.

Conference/Training Registrations	$13,000.00	$14,000.00	7.69%

Description

Provides for registration expenses for professional conferences. The amount is based on FY 15-16 expenditures and includes an increase to reflect a ramp up of work and an addition of 1 full time employee and 1 part-time temporary employee. The work will support the 2015-2020 strategic plan implementation.

Meeting Exp.	$4,200.00	$4,900.00	16.66%

Description

Provides for expenses related to program development projects as well as support of the 2015-2020 strategic plan outcome areas. These may include meetings with Commissioners, legal counsel, staff, grantees, and contractors.

Per Diem/Meals	$5,550.00	$6,000.00	8.10%

Description

Provides for various daily expenses incurred while attending professional conferences or meetings outside of the Los Angeles area. The amount is based on FY 15-16 expenditures and includes an increase to reflect a ramp up of work and an addition of 1 full time employee and 1 part-time temporary employee. The work will support the 2015-2020 strategic plan implementations.

RESEARCH & EVALUATION

Authorized Positions

Director	1
Assistant Director	1
Research Analyst III	3
Information Analytics Manager	1
Research Analyst II	8
Research Assistant	2
Administrative Assistant	1
Total	**17**
Two Student Professional Workers (Temporary, Part-Time)	1422 hours

As outlined in the 2015-2020 Strategic Plan, First 5 LA's Research and Evaluation activities are guided by the Monitoring, Evaluation, and Learning (MEL) Framework. The MEL framework is an organizing structure for the work First 5 LA will conduct in order to study and learn about execution of the 2015–2020 Strategic Plan. The MEL framework represents a fundamental shift from First 5 LA's traditional approach to research and evaluation because of its emphasis on learning as both a primary goal and an essential input to efforts aimed at achieving greater impact in outcomes for children and families. First 5 LA is becoming a more systematic, intentional and data-driven learning organization. Learning in the context of MEL is defined as the process of forming and applying knowledge insights, and information to decisions and actions for impact. Knowledge, insights or information can be generated through monitoring, evaluation, and research or less formal means, such as peer-to-peer learning, observations in the field, or gathering anecdotal information from experience. In order to ground and focus First 5 LA's MEL efforts, the following learning priorities have been identified:

- To learn about the implementation and outcomes of our investments
- To learn about how our internal performance and processes affect implementation of the strategic plan
- To learn about factors in the external environment that affect and influence the work of First 5 LA, and factors that are indicative of the outcomes we seek

First 5 LA's MEL work consists of three primary components: monitoring, evaluation, and research. In addition, the framework includes two component supports: data development and data integration. The FY 16-17 programmatic budget reflects these areas of work and the proposed operating budget assumes the staffing and resources required to implement these projects.

RESEARCH AND EVALUATION

		Budget FY 2015-16	Revised Budget FY 2015-16	Estimated FY 2015-16 Expenditures	Proposed Budget FY 2016-17	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	1,543,096	1,543,096	1,304,666	1,377,624	(165,472)
	Total Employee Benefits	495,725	495,725	283,948	442,194	(53,531)
	Total Personnel Services	**2,038,821**	**2,038,821**	**1,588,614**	**1,819,818**	**(219,003)**
General Operating Expenses						
6131	ADP Payroll Charges	-	-	-	-	-
6132	Workers' Compensation Insurance	-	-	-	-	-
6202	Utilities	-	-	-	-	-
6203	Corporate Insurance	-	-	-	-	-
6205	Mileage and Parking	1,000	2,000	2,000	2,000	-
6206	Telephones and Modems	-	-	-	-	-
6207	Cell Phones and Mobile Devices	-	-	-	-	-
6208	Outside Printing	-	-	-	-	-
6209	Other Supplies	-	-	-	-	-
6210	Postage and Delivery	-	-	-	-	-
6211	Educational Supplies	-	-	-	-	-
6212	Office Supplies	2,800	1,800	953	1,800	-
6214	Subscriptions and Publications	250	250	72	250	-
6218	Equipment Rental	-	-	-	-	-
6220	Building Repairs and Maintenance	-	-	-	-	-
6221	Equipment Repairs and Maintenance	-	-	-	-	-
6222	Offsite Storage	-	-	-	-	-
6223	Hardware and Software Maintenance	-	-	-	-	-
6230	Miscellaneous Service Charges	-	-	-	-	-
6231	Miscellaneous/Contingency	-	-	-	-	-
	Total General Operating Expenses	**4,050**	**4,050**	**3,025**	**4,050**	**-**
Professional Services						
6502	Audit	-	-	-	-	-
6504	Legal	-	-	-	-	-
6507	Professional Dues	1,500	1,500	1,500	1,500	-
6508	First 5 California Association	-	-	-	-	-
6509	Professional Development	5,000	7,000	5,000	7,000	-
6512	Staff Recruitment	-	-	-	-	-
6514	Commission Stipends	-	-	-	-	-
6606	Human Resources Related Costs	-	-	-	-	-
	Total Professional Services	**6,500**	**8,500**	**6,500**	**8,500**	**-**
Consultant Services						
6601	Consultant Fees	168,000	160,500	-	150,000	(10,500)
6602	Other Professional Fees	-	-	-	-	-
6603	External Reviewers	-	-	-	-	-
	Total Consultant Services	**168,000**	**160,500**	**-**	**150,000**	**(10,500)**
Travel and Meeting Expenses						
6701	Airfare	5,150	8,150	8,150	11,000	2,850
6703	Lodging	14,600	14,600	9,400	16,000	1,400
6704	Conference Registration	3,200	4,700	4,700	4,700	-
6706	Local Meetings	4,000	4,000	4,000	4,000	-
6707	Per Diem	7,000	7,000	5,825	9,000	2,000
	Total Travel and Meeting Expenses	**33,950**	**38,450**	**32,075**	**44,700**	**6,250**
Capital Improvements						
6216	Capital Outlay	-	-	-	-	-
6302	Capital Improvements	-	-	-	-	-
	Total Capital Improvements	**-**	**-**	**-**	**-**	**-**
	Total Department Expenses	**2,251,321**	**2,250,321**	**1,630,214**	**2,027,068**	**(223,253)**

Budget Fiscal Year: 2016 - 2017	Status: Proposed

Department	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Research & Evaluation	$2,250,321.00	$2,027,068.00	-9.92%

GL Code Name	Prior Year Revised Budget	Current Year Revised Budget	% Variance
Mileage & Parking Expenses	$2,000.00	$2,000.00	0.00%

Description

Provides for costs related to travel for local meetings with grantees, contractors, and strategic partners as well as local trainings and meetings with other data and research partners. The cost is based on an estimate of approximately 20 miles per month for 15 staff (managers and RAII's) at $0.54 per mile.

Office Supplies	$1,800.00	$1,800.00	0.00%

Description

Provides for general office supplies for 19 full time staff people for 12 months. This comes out to $95 per year per FTE.

Subscription & Publications Gen	$250.00	$250.00	0.00%

Description

A total of $250 for the year ($21/month) is budgeted to cover the purchase of resource books as well as journal articles related to the research and evaluation work.

Dues & Subscriptions	$1,500.00	$1,500.00	0.00%

Description

Provides for staff to be members of professional organizations such as the American Evaluation Association (AEA), the American Public Health Association, and the Society for Research in Child Development (SRCD).

Professional Development (Lic.)	$7,000.00	$7,000.00	0.00%

Description

Provides for specialized in house training and workshops for the research and evaluation staff on topics such as advances in research methods, advanced statistical techniques, working with population-based data sets, evaluation design, GIS, data visualization and project management. Also provides for online professional development training for the Administrative Assistant on software used in the department such as MS Office, GIFTS, and Blackbaud as well as other administrative topics such as business writing, editing, and event planning.

Consultant Fees	$160,500.00	$150,000.00	-6.54%

Description

Resources are included ($150,000) to support the consultant work regarding the development of the new Monitoring, Evaluation and Learning (MEL) framework.

Airfare	$8,150.00	$11,000.00	34.96%

Description

Provides for airfare to and from professional conferences or meetings outside of the Los Angeles area.

Lodging	$14,600.00	$16,000.00	9.58%

Description

Provides for lodging at multi-day professional conferences or meetings outside of the Los Angeles area.

Conference/Training Registrations	$4,700.00	$4,700.00	0.00%

Description

Provides for registration expenses for professional conferences. The amount is based on FY 15-16 expenditures.

Meeting Exp.	$4,000.00	$4,000.00	0.00%

Description

Provides for expenses related to research and evaluation projects. These may include meetings with Commissioners, legal counsel, staff, grantees, and contractors. Budget is based on prior year expenditures.

Per Diem/Meals	$7,000.00	$9,000.00	28.57%

Description

Provides for various daily expenses incurred while attending professional conferences or meetings outside of the Los Angeles area.

Draft FY 2016-17 Budget

Board of Commissioners Meeting

May 12, 2016

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Agenda

- Budget Development Context
- Budget Overview
  - Framework
  - Discussion of Core Budget Components
- Next Steps

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Board Engagement

- April 28, 2016 – Budget & Finance Committee
  - Overview and discussion of the Draft FY 2016-17 Budget
- April 28, 2016 – Executive Committee
  - Discussion of FY 2016-17 proposed operating costs
- May 12, 2016 – Commission Meeting
  - Informational Item: Overview and discussion of the Draft FY 2016-17 Budget

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- May 24, 2016 – Budget & Finance Committee
  - Review changes to the FY 2016-17 Budget based on:
    - Commission Feedback
    - Updated information/direction
- May 26, 2016 – Program & Planning Committee
  - Discussion of FY 2016-17 proposed programmatic costs
- June 9, 2016 – Commission Meeting
  - Action Item: Final FY 2016-17 Budget presented for Board Approval

Budget Development Context

The FY 2016-17 Budget supports the second year of the 2015-2020 Strategic Plan, providing resources to advance our efforts to ensure that all children in LA County enter kindergarten ready to succeed in school and life

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- Informed by the following key activities and inputs:
  - Continued 2015-2020 Strategic Plan implementation and development of activities during Year 1
  - Expiring Initiative Assessments
  - Ongoing Organizational Development & Transformation processes
  - Updated Long-Term Financial Projection
  - Governance Guidelines

Budget Framework

Structured to reflect the 2015-2020 Strategic Plan priorities, the various components of implementation activity, and ongoing work of the Commission

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Components of the FY 2016-17 Budget

1. 2015-2020 Strategic Plan: Focusing for the Future
   a) Strategic Plan Priority Outcome Areas
   b) Strategic Plan Investment Areas & Support Costs
2. Legacy Investments
3. Research & Evaluation
4. Internal Operations

FY 2016-17 Budget Summary

BUDGET CATEGORY	FY 2015-16 Original		FY 2015-16 Revised		Proposed FY 2016-17		
Program							
2015-2020 Strategic Plan: Focusing for the Future							
a. Strategic Plan Priority Outcome Areas	$ 57,649,000		$ 51,119,000		$ 82,430,000		693
b. Strategic Plan Investment Areas & Support Costs	7,669,000		7,669,000		8,087,000		
Total 2015-2020 Strategic Plan	$ 65,318,000	28%	$ 58,788,000	27%	$ 90,517,000	57%	
Legacy Investments	136,518,000	59%	131,920,000	60%	41,144,000	26%	
Research & Evaluation	7,086,000	3%	6,752,000	3%	7,166,000	4%	
Total Program	$ 208,922,000	91%	$ 197,460,000	90%	$ 138,827,000	87%	
Operating	20,794,362	9%	20,794,362	10%	21,235,158	13%	
TOTAL BUDGET	**$ 229,716,362**	**100%**	**$ 218,254,362**	**100%**	**$ 160,062,158**	**100%**	

Budget Highlights

- Overall decrease of $58.2 million (27%)
- Increase of $31.7 million (54%) in resources to support the 2015-2020 Strategic Plan
- Decrease of $90.8 million (69%) in resources for Legacy Initiatives

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Strategic Plan Priority Outcome Areas

Estimated resources to support work related to the anticipated Year 2 activities of the Strategic Plan

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SP Priority Outcome Area	SP 5-year Estimates (High)	FY 2015-16 (Revised)	FY 2016-17 (Proposed)	Est. through Year 2	% through Year 2
Families	$ 217,369,424	$ 31,602,000	$ 37,006,000	$ 68,608,000	31.56%
Communities	109,645,397	17,229,750	18,837,000	36,066,750	32.89%
ECE	74,674,400	370,000	24,054,000	24,424,000	32.71%
Health	32,876,856	546,250	2,533,000	3,079,250	9.37%
Total	**$ 434,566,077**	**$ 49,748,000**	**$ 82,430,000**	**$ 132,178,000**	**30.42%**
% of 5-year Estimate		**11.45%**	**18.97%**		

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Families Outcome Area

FAMILIES OUTCOME AREA STRATEGY	Revised FY 2015-16 Budget		Proposed FY 2016-17 Budget	
Strategy 1 - Home Visiting	$30,966,000	98%	$35,460,000	96%
Strategy 2 - Family Engagement	636,000	2%	1,546,000	4%
Total Families Outcome Area	**$31,602,000**	**100%**	**$37,006,000**	**100%**

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- Continued implementation of Welcome Baby and Select Home Visiting
- Implementation/development of Project Dulce and Abriendo Puertas
- Further county-wide integration of the family protective factors

Families Strategy 1

STRATEGY/PROGRAM	Proposed FY 2016-17 Budget	
Families Strategy 1 - Home Visiting		
Welcome Baby Hospitals	$ 16,447,000	46%
Select Home Visiting Programs	15,640,000	44%
Family Strengthening Oversight Entity	3,373,000	10%
Total Families Strategy 1	**$ 35,460,000**	**100%**

- Continued implementation of the direct-service Welcome Baby and Select Home Visiting programs
  - Increased rate of enrollment

Families Strategy 2

STRATEGY/PROGRAM	Proposed FY 2016-17 Budget	
Families Strategy 2 - Family Engagement		
Abriendo Puertas	$ 601,000	39%
Data Development	140,000	9%
Project Dulce	670,000	43%
Project Dulce Evaluation	135,000	9%
Total Families Strategy 2	**$1,546,000**	**100%**

698

- Build evidence base of Abriendo Puertas
- Implementation (3 sites) and evaluation of Project Dulce pilot
- Landscape analysis of measurement tools (increasing measurement of family protective factors)

Communities

COMMUNITIES OUTCOME AREA STRATEGY	Revised FY 2015-16 Budget		Proposed FY 2016-17 Budget	
Strategy 1 - Shared Vision and Collective Action	$ 14,936,000	87%	$ 14,069,000	75%
Strategy 2 - Coordinated Services and Supports	1,093,750	6%	1,064,000	6%
Strategy 3 - Built Environment Policy and Advocacy			1,005,000	5%
Cross-Strategy Investments	1,200,000	7%	2,699,000	14%
Total Communities Outcome Area	**$ 17,229,750**	**100%**	**$ 18,837,000**	**100%**

- Capacity-building investments in the 14 Best Start Communities (Strategy 1)
- Continued development of Strategies 2 and 3

Communities Strategy 1

STRATEGY/PROGRAM	Proposed FY 2016-17 Budget	
Communities Strategy 1 - Shared Vision and Collective Action		
Community Engagement	$ 9,254,000	66%
Community Partnerships	4,815,000	34%
Total Communities Strategy 1	**$ 14,069,000**	**100%**

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Community Engagement

- Community-Identified Projects ($5.6 million)
- Resident Outreach Coordinators and Neighborhood Action Councils ($3.5 million)

Community Partnerships

- Infrastructure support; development of Long-Term Support Structure
- Coaching and technical assistance
- Learning Communities

Communities – Strategies 2 & 3

Strategy 2 – Coordinated Services & Supports

- <u>Resource Network Coordination Capacity ($1,064,000)</u>
  - Pool of funds for community resource networks to strengthen service coordination

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Strategy 3 – Built Environment Policy & Advocacy

- <u>Policy/Advocacy Partnerships ($1,005,000)</u>
  - Built environment advocacy groups
  - Emerging leveraging opportunities

Communities – Cross-Strategy Investments

STRATEGY/PROGRAM	Proposed FY 2016-17 Budget	
Communities - Cross-Strategy Investments		
Capacity Building Consortium	$ 1,029,000	38%
Communications & Marketing	1,670,000	62%
Total Communities Cross-Strategy Investments	**$ 2,699,000**	**100%**

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Capacity Building Consortium:

- Training, technical assistance and coaching for nonprofits, networks and the Community Partnerships to help them become more effective, responsive and innovative

Communications & Marketing:

- Build the communications capacity of the Community Partnership members

ECE

ECE OUTCOME AREA STRATEGY	Approved FY 2015-16 Budget	Proposed FY 2016-17 Budget	
Strategy 1 - Policy/Advocacy		$ 3,615,000	15%
Strategy 2 - QRIS	$ 1,251,000	18,903,000	79%
Strategy 3 - Professional Development		1,536,000	6%
Total ECE Outcome Area	**$ 1,251,000**	**$ 24,054,000**	**100%**

- ECE Policy Advocacy Fund ($3M; Strategy 1)
- Continued activities to meet the QRIS site targets for the First 5 CA IMPACT initiative ($16.9M of First 5 LA funds; Strategy 2)

ECE Strategy 1

STRATEGY/PROGRAM	Proposed FY 2016-17 Budget	
ECE Strategy 1 - Policy/Advocacy		
ECE Policy Advocacy Fund	$3,000,000	83%
Grade Level Reading Campaign	285,000	8%
Kindergarten Readiness Assessment	330,000	9%
Total ECE Strategy 1	**$3,615,000**	**100%**

704

- ECE Policy Advocacy Fund
  - Partnership grants to ECE advocacy organizations
  - Grant funding to support emerging projects
- Implementation of LA Campaign for Grade Level Reading School Readiness Workgroup action plan
- Advancement of a common Kindergarten Readiness Assessment

ECE Strategy 2

STRATEGY/PROGRAM	Proposed FY 2016-17 Budget	
ECE Strategy 2 - QRIS		
Early Childhood Educators Improving Quality (CCALA)	$ 600,000	3%
QRIS Architects Group and Systems Planning	1,085,000	6%
QRIS Continuous Site Engagement (LAUP)	16,868,000	89%
Shared Services Support	350,000	2%
Total ECE Strategy 2	**$ 18,903,000**	**100%**

705

- QRIS Continuous Site Engagement – providing sites with quality improvement services/TA/ratings; engagement in policy/advocacy activities
  - First 5 LA funds → allows us to draw down F5CA IMPACT funds
- QRIS Architects – begin building a single QRIS system
  - Supported by F5CA IMPACT funds
- Continued engagement of ECE providers in quality improvement coaching and efforts to increase the number of ECE shared service alliances

ECE Strategy 3

STRATEGY/PROGRAM	Proposed FY 2016-17 Budget	
ECE Strategy 3 - Professional Development		
Early Childhood Education Credential Advocacy Project	$ 558,000	36%
Early Childhood Educator Competencies Curriculum	170,000	11%
Higher Education Peer Learning Project	181,000	12%
ECE Workforce Registry	627,000	41%
Total ECE Strategy 3	**$ 1,536,000**	**100%**

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- Continued support of the ECE Workforce Registry and advocacy for an ECE credential
- Launch of two new projects to increase the quality/standardization of the preparation and development of the ECE workforce, with an emphasis on the California Early Childhood Educator Competencies

Health

HEALTH OUTCOME AREA STRATEGY	Approved FY 2015-16 Budget		Proposed FY 2016-17 Budget	
Strategy 1 - Early Identification/Developmental Screening/Connection to Services	$	546,250	$ 1,236,000	49%
Strategy 2 - Trauma-Informed Care			1,297,000	51%
Total Health Outcome Area	**$**	**546,250**	**$ 2,533,000**	**100%**

707

- Strategy 1 – Infrastructure-building year to develop the four core components of the Help Me Grow (HMG) framework
- Strategy 2 – Development of a county-wide trauma-informed care action plan, including an environmental scan
- Increase is due to continued development of the outcome area

SP Investment Areas & Support Costs

Policy/Advocacy ($2.4 million)

- Key policy activities to support work in Home Visiting and Early Care & Education
- Exploration of priority policy and sustainability issues aligned with the Strategic Plan

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Strategic Communications & Marketing ($5.6 million)

- Develop and implement strategic communications and marketing plans that build our brand, engage decision makers, elevate awareness and create urgency, and support internal communications

Legacy Investments

21 investments, representing ongoing work of the Commission ($41.1 million in FY 2016-17)

- Investments that went through Expiring Initiatives Assessment
  - End as scheduled in FY 2015-16 based on insufficient alignment of work to the Strategic Plan
  - Extended beyond scheduled end date, but with no modifications made to align activities to the Strategic Plan priority outcome areas
  - Extended beyond scheduled end date, with potential to align activities to the Strategic Plan priority outcome areas
- Investments that may align with the Strategic Plan outcomes and strategies, but have yet to be assessed
  - Will be evaluated in the future, consistent with the Governance Guidelines and the Expiring Initiatives Assessment process

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Legacy Investments

- Shift away from majority of spending on legacy initiatives

Initiatives ending in FY 2015-16:

- Healthy Kids – Only insurance component remains through December 2016 ($2.4 million decrease)
- LAUP ($55.4 million decrease)
- Peer Support Group for Parents ($1.0 million decrease)
- Tot Parks & Trails ($660,000 decrease)
- ECE Workforce Consortium ($12.8 million decrease)

Initiatives ramping down during FY 2016-17:

- Oral Health & Nutrition – Dental Home ($2.5 million decrease)
- Reducing Childhood Obesity ($10.3 million decrease)
- Workforce Development ($2.0 million decrease)

Research & Evaluation

Projects that align with and contribute to the Strategic Plan outcomes and strategies, as well as ongoing projects aligned to legacy investments ($7.2 million in FY 2016-17)

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Demonstrates our commitment to learning from current/past investments

Continued development of the Monitoring, Evaluation and Learning (MEL) Framework

- Will provide a comprehensive structure for First 5 LA's Research & Evaluation activities

Internal Operations

OPERATING COST CATEGORY	FY 2015-16 Original		FY 2015-16 Revised		Proposed FY 2016-17	
Personnel Services	$ 16,367,981	79%	$ 16,367,981	79%	$ 17,088,095	80%
General Operating Expenses	1,398,990	7%	1,343,390	6%	1,325,540	6%
Professional Services	714,900	3%	711,295	3%	803,052	4%
Consultant Services	1,733,500	8%	1,778,455	9%	1,492,950	7%
Travel & Meeting Expenses	458,991	2%	473,241	2%	430,521	2%
Capital Improvements	120,000	1%	120,000	1%	95,000	0.4%
Total Operating Costs	**$ 20,794,362**	100%	**$ 20,794,362**	**100%**	**$ 21,235,158**	**100.0%**

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- Maintained same level of authorized positions as in FY 2015-16
- Difference primarily due to:
  - Budgeted merit increases, consistent with Board approval in FY 2014-15 of compensation study recommendations
  - Repurposing existing vacant positions to account for higher-level positions identified for FY 2016-17

Personnel – Additional Considerations

- Budgeted vacant positions for 9 months
- Incorporated a 3.5% turnover rate, based on the latest available national average per the U.S. Department of Labor, to account for savings due to staff turnover
- Will conduct detailed analysis of actuals at mid-year to inform potential adjustments to personnel costs

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Administrative Cost Limit Approach

- Methodology is consistent with previous years, per the Administrative Cost Policy approved by the Board in June 2012 which requires the annual adoption of an administrative limit

- <u>Conservative (very broad) Approach</u>:
  - All costs for administrative departments, as well as 100% of salary/benefit costs for Executive and Senior Leadership, all Directors, and Administrative Assistants
- <u>First 5 LA, as compared to other First 5's,</u> has the 2nd lowest ACL, with rates across all County Commissions ranging from 5.5-25% of spending

Administrative Cost Limit - Applied

The application of the Administrative Cost limit results in:

- $12,396,219, or 7.74% of Draft FY 2016-17 Budget
- An increase in the percentage from FY 2015-16 which is due to the reduction of $57.6 million in overall spending

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Review Process & Next Steps

- April 28, 2016 – Budget & Finance Committee
  - Overview and discussion of the Draft FY 2016-17 Budget
- April 28, 2016 – Executive Committee
  - Discussion of FY 2016-17 proposed operating costs
- May 12, 2016 – Commission Meeting
  - Informational Item: Overview and discussion of the Draft FY 2016-17 Budget
- May 24, 2016 – Budget & Finance Committee
  - Review changes to the FY 2016-17 Budget based on:
    - Commission Feedback
    - Updated information/direction
- May 26, 2016 – Program & Planning Committee
  - Discussion of FY 2016-17 proposed programmatic costs
- June 9, 2016 – Commission Meeting
  - Action Item: Final FY 2016-17 Budget presented for Board Approval

QUESTIONS?

first 5 la
Giving kids the best start