

AGENDA

SPECIAL MEETING OF THE BUDGET AND FINANCE COMMITTEE

Chair: Jane Boeckmann

Wednesday, June 17, 2020
2:00 PM - 3:30 PM

Meeting Location:

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

1. ACTION

Call to Order
- **Yvette Martinez, Committee Chair**

2. INFORMATION

Review Meeting Notes of Budget & Finance Committee – March 4, 2020
- **Yvette Martinez, Committee Chair**

3. INFORMATION

FY 2019-20 Audit Entrance Interview
- **Faustino Genio, Manager, Accounting**
- **Kinnaly Soukhaseum, Partner, Eide Bailly, LLP**

4. INFORMATION

Finance Update
A. Review Draft Proposed FY 2020-21 Budget
B. Review Draft Long-Term Financial Plan
C. Reserve Policy Update
- **John Wagner, Executive Vice President**
- **Raoul Ortega, Director, Finance**
- **Daisy Lopez, Manager, Financial Planning & Analysis**

5. INFORMATION

Public Comments (For items not on the agenda)

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6. **ACTION**

Adjournment



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SUMMARY MEETING NOTES

**FIRST 5 LA
SUMMARY MEETING NOTES
Special Meeting of the Budget & Finance Committee
March 4, 2020
2:30 pm – 3:30 pm**

BUDGET & FINANCE COMMITTEE

MEMBERS PRESENT:

Linda Aragon (Alternate)
Astrid Heger
Yvette Martinez (Chair)
Romalis Taylor

BUDGET & FINANCE COMMITTEE MEMBER

ABSENT:

Barbara Ferrer [Excused]

STAFF PRESENT:

Kim Belshé, Executive Director
George Demirchyan, Financial Planning & Analysis Analyst
Daisy Lopez, Manager, Financial Planning & Analysis
Carl Gayden, Senior Director of Administration
Raoul Ortega, Finance Director
Linda Vo, Board Relations Manager

LEGAL COUNSEL:

Craig Steele

1. Call to Order/Roll Call

The Meeting of the Budget & Finance Committee was called to order by Committee Chair Martinez at 2:33 pm. Roll call completed.

2. Review Executive Committee Meeting Notes (Combined Meeting of the Executive Committee with Budget & Finance Committee) - September 24, 2019

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

3. Finance Update

- Mid-Year Budget Adjustments for FY 19-20

Ms. Lopez presented key highlights on First 5 LA's mid-year budget adjustment. She reminds the committee that the purpose of the mid-year budget adjustment process is to adjust the current year budget (up or down) to reflect changing circumstances and updated information. And consistent with prior years, First 5 LA consolidated all adjustments into a single mid-year process. Proposed adjustments include both additional identified needs as well as areas where reductions to spending authority are appropriate based on analysis of spending and updated information

REVISED BUDGET SUMMARY

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

SUMMARY MEETING NOTES

PROGRAM BUDGET HIGHLIGHTS

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

OPERATING BUDGET SUMMARY

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

NEXT STEPS

This item will be brought as information at the March Board meeting and then action at the April Board meeting

There was no further discussion on this item.

4. Public Comment (for items not on the agenda)

No public comments.

ADJOURNMENT:

Meeting adjourned @ 3:15 pm.

NEXT MEETING:

The next Special Meeting of the Budget & Finance Committee will take place on Wednesday, June 17, 2020 as a joint meeting with the Executive Committee at 2:00 pm and will be conducted as a VIRTUAL meeting. Details will be posted and made public in compliance with Brown Act requirements.

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



CPAs & BUSINESS ADVISORS

FIRST 5 LA – AUDIT COMMUNICATIONS

AUDIT SCOPE AND TIMING

Perform the audit of the:

- Comprehensive Annual Financial Report (CAFR)
- State Compliance – Standards and Procedures for Audits of Local Entities Administering the California Children and Families Act issued by the State Controller's Office

Timeline:

- Planning and Interim Fieldwork – June
- Final Fieldwork – August
- Report Delivery – September/October

OUR RESPONSIBILITY

- U.S. Generally Accepted Auditing Standards and Government Auditing Standards.
- Express opinions about whether the financial statements that have been prepared by management with the oversight of the Commission are presented fairly, in all material respects, in conformity with generally accepted accounting principles:
 - Reasonable, not absolute assurance.
 - Audit does not relieve management of its responsibilities.
- Issue a report on state compliance with SCO guidelines.

OUR RESPONSIBILITY

- Our audit will include obtaining an understanding of the entity and its environment, including internal control, sufficient to assess the risks of material misstatement of the financial statements and to design the nature, timing and extent of further audit procedures –
 - Material misstatements may result from (1) errors, (2) fraudulent financial reporting, (3) misappropriation of assets, or (4) violations of laws or regulations that are attributable to the entity or to acts by management or employees acting on behalf of the entity.
- No opinion on internal control will be expressed.





OUR RESPONSIBILITY

Communicate other matters:

- Qualitative aspects of accounting policies, accounting estimates and note disclosures
- Difficulties encountered
- Uncorrected misstatements
- Material corrected misstatements
- Disagreements with management
- Management representations
- Consultations with other accountants

OUR APPROACH

Planning and Risk Assessment:

- Meet with Management
- Obtain an understanding of the entity, its environment and risks
- Identify audit risk areas
- Inspect financial and other information
- Consider/inquire regarding fraud risks
- Understand the design and implementation of internal control
- Prepare risk assessment and audit plan
- Test key business cycles –
 - Revenue
 - Disbursements
 - Payroll
 - Investments
 - Capital assets
 - Financial reporting
 - IT
 - Budget
- State Compliance – Guidelines issued by State Controller

OUR APPROACH

Final:

- Address key audit areas
- Perform tests, on a sample basis, on account balances and classes of transactions
- Prepare draft CAFR
- Test journal entries
- Assess accounting principles used and significant estimates
- Confirm contingencies with legal counsel
- Consider subsequent events

Exit:

- Propose / discuss audit adjustments
- Present findings and recommendations
- Provide required communications to those charged with governance

QUESTIONS?

This presentation is presented with the understanding that the information contained does not constitute legal, accounting or other professional advice. It is not intended to be responsive to any individual situation or concerns, as the contents of this presentation are intended for general information purposes only. Viewers are urged not to act upon the information contained in this presentation without first consulting competent legal, accounting or other professional advice regarding implications of a particular factual situation. Questions and additional information can be submitted to your Eide Bailly representative, or to the presenter of this session.

THANK YOU

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Partner

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FINANCIAL SERVICES

Memo

To: Budget and Finance Committee/Executive Committee

From: Kim Belshé, Executive Director

Date: June 17, 2020

Subject: **FIRST 5 LA PROPOSED FISCAL YEAR 2020-21 BUDGET**

Commissioners:

We are pleased to share with you a draft budget for fiscal year (FY) 2020-2021. This budget reflects First 5 LA’s continued work – in partnership with others - to strengthen families, communities and systems of services and supports to ensure that by 2028, all children in LA County enter kindergarten ready to succeed in school and life.

Staff bring this proposed budget to the Board at a time of great change. Our transition to remote work and COVID-19 response have necessitated several unprecedented changes in the budget development approach, process and timeline. Page 4 in the Attachment A: Budget Highlights provides a summary of these changes in terms of budget process and proposed funding.

While the budget process and timeline has changed this year, our recognition that an organization’s budget tells a story about its vision, values and priorities has not changed. The detail of the proposed budget is captured in Attachment A. Here, I want to raise a number of critical aspects of the First 5 LA story that speak to this moment in time as well as to our enduring commitment

Advancing our clear strategic direction. The proposed budget will support the first year implementation of First 5 LA’s refined Strategic Plan, approved by the Board in November 2019. The Strategic Plan provides the roadmap to guide our work as a systems change leader and funder, grounded in our values and investment guidelines. Consistent with the Strategic Plan’s direction, staff recommend resources to support work aligned to the four strategic priority areas:

1. Strengthen public and community systems
2. Advance and build on community experience
3. Expand influence and impact with data
4. Optimize First 5 LA’s operational effectiveness

The proposed budget for FY 2020-21 represents staff’s best estimate of the financial and staff resources needed to advance the results for children and families and strategic priorities articulated in our Strategic Plan. As you’ll see in the accompanying material, First 5 LA’s work is evolving,

COMMISSIONERS

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informed by experience, learning and the dynamic context in which we work. Commissioners will note recommended continued funding of such anchor investments as family-strengthening home visiting and Best Start, as well as newer work that is gaining traction and momentum, such as early identification and intervention/Help Me Grow-LA.

Commissioners will also note recommended resources that reflect closer integration of First 5 LA's activities. Examples include tighter alignment of our kindergarten readiness assessment strategy and municipality engagement strategy and communications and marketing support for evolving systems change priorities, such as "demand-building" among parents and care-givers. And, importantly, Commissioners will see a closer integration of our programmatic and policy work to support First 5 LA's efforts to leverage learning from our programmatic efforts to inform and drive state policy change. Examples here include family-strengthening home visiting and early identification and intervention.

Implementing our Strategic Plan, Adapting to our context. For First 5 LA, the proposed budget is coming to the Board in the context of a global pandemic with far-reaching implications for our staff, contracted partners and the children and families of LA County. And, it's occurring against the backdrop of mass demonstrations around the senseless killing of George Floyd, police brutality and structural racism.

As a systems change leader and funder, First 5 LA has been attentive to the evolving and unprecedented context in which this budget has been developed. We recognize that addressing the COVID-19 pandemic and contributing to efforts to eradicate racial disparities and systemic inequities are not new, additive pieces to our work; rather, they represent the new context in which we are doing work, and our strategic plan will guide our response. The recommended resources included in the proposed budget for FY 2020-21 speak directly to the opportunities we see for First 5 LA to respond to this moment in time and contribute to an LA County that is just, inclusive and equitable.

To support First 5 LA's ability to be responsive and nimble in our current context, the budget proposes a centralized Emerging Opportunity Fund, to be funded at \$3 million in FY 2020-21. The fund is intended to facilitate our responsiveness to target additional support to existing contractors with unique capabilities and needs as well as additional support to new opportunities, including pooled or aligned funds.

Responding to COVID-19. First 5 LA is deeply committed to supporting the needs of staff, partners and children and communities in this moment of time and going forward. Towards that end, the proposed budget includes resources to advance specific COVID-19 response goals anchored in three primary objectives: (1) Protecting and supporting the health of our staff; (2) Supporting our contracted partners (grantees, vendors, contractors); and (3) Supporting LA County's young children and their families, with a particular focus on those most vulnerable during this pandemic.

We are actively using our Strategic Plan's systems change approaches and focus on results areas in responding to the pandemic to help young children and their families. And, we are planning for unforeseen development and opportunities, consistent with the recommended Emerging Opportunity Fund, noted above.

Living our values of diversity, equity and inclusion. First 5 LA's refined strategic plan provides a solid roadmap to guide our work as a systems change leader, grounded in our values and investment guidelines, including diversity, equity and inclusion. Consistent with Board direction, we're challenging ourselves in our Strategic Plan Implementation planning to recognize racial disparities and inequities in the systems we seek to change, to dig into the root causes that contribute, and work to change the underlying policies, practices and public attitudes that we know hold these inequities in place.

Throughout the proposed budget, resources are requested that support changes in policy, practice and public norms and attitudes that reflect important learning about where and how First 5 LA can contribute to addressing the systemic barriers that impede equity and opportunity for Black children and families and communities of color.

We also recognize that First 5 LA is a system itself and that we have organizational work to do to ensure we are living our DEI values in the workplace. We recognize what we refer to as our equity journey will take time; and, we recognize we will benefit from DEI consultant support to facilitate a thoughtful and deliberate process. Resources are included in the proposed budget to support this internal DEI work.

Mobilizing advocacy across our work, diverse partners, the Network of First 5s. First 5 LA plays an increasingly important and visible role as a connector, convener and partner in local, county and state advocacy to priority young children and their families in policy and practice. The budget includes recommended resources for continued support of the Early Care and Education Policy and Advocacy Fund and the Built Environment Policy and Advocacy Fund as well as support to initiate a new Early Childhood Development Policy and Advocacy Fund, focused on engaging and building the capacity of early childhood health and family strengthening advocates to shape and help advance a whole child, whole family framework in state and local policies. In addition, the budget proposes support for the Association of First 5s to support the development and execution of a coordinated, proactive statewide policy and legislative agenda informed by the network of First 5s.

Advancing sustainability of early childhood development priorities, of First 5s. Consistent with First 5 LA's investment guidelines, sustainability strategies are embedded within all of our work. Throughout the proposed budget, Commissioners will note recommended support of activities to leverage federal funding, generate alternative revenues, and expand philanthropic partnerships to advance aligned objectives. Examples of sustainability strategies include resources to support: Medi-Cal expertise to support and advance our partnerships with Medi-Cal managed care organizations around home visiting; technical assistance to leverage and maximize federal revenue for current First 5 LA health investments as well as County funds, such as Mental Health Services Act dollars; and training and technical assistance for contracted partners to leverage federal funding for programmatic activities, such as home visiting. In addition, proposed First 5 LA support of the Association of First 5s will support Association efforts to coordinate a statewide approach to addressing new tobacco related product policies, regulations and taxes which impact Prop 10 revenues.

Finally, resources are included in the proposed budget to support early work to develop a First 5 LA alternative revenue strategy to generate new revenue to fund early childhood development programs. Initial research, policy work and landscape analysis at the County and state level will be required to help inform new revenue generation opportunities and First 5 LA's role in supporting this work.

Leaning into learning, impact. The proposed budget reflects First 5 LA's progress in becoming a more systematic, intentional and data-informed learning organization. Resources are recommended to generate and share knowledge, develop and strengthen data partners, and report on progress in Strategic Plan implementation via the Impact Framework. In the year ahead, First 5 LA will continue important work associated with the learning agendas of our largest investments, Welcome Baby and Best Start, learning that will help focus and inform our programmatic and policy work going forward.

First 5 LA staff as impact multipliers. One of First 5 LA's most significant investments in systems change and improved results for children and families is our staff. As evidenced by our most recent work in the context of the COVID-19 pandemic, staff are actively coordinating, connecting and facilitating solutions to the challenges parents, providers, and partners are experiencing. These roles are reflective of our strategic approach to impact, one which places less emphasis on direct

services and more emphasis on partnership, policy and systems. Our more collaborative, partnership-focused approach is more staff-intensive, relative to staff's more traditional contract solicitation and management roles. Recognizing the critical role of First 5 LA staff in our systems change work and the need to limit growth in First 5 LA's operating budget, the proposed budget retains the cap on the number of full-time equivalent positions at the number authorized in the current year budget (148). To manage resources and reflect vacancies and attrition, the budget assumes an 11.25 percent personnel adjustment rate.

Supporting our human assets by improving our capital asset: our building. As the owner and operator of its building, into which First 5 LA moved in 2005, we are reaching the point in the life of our facility which will require certain capital expenditures to maintain this critical asset. Following the Board's direction in establishing a Capital Improvement Fund (CIF) as part of the FY 2017-18 Budget process as well as the Board-approved Capital Improvement Plan (CIP), we are moving this critical project forward in a way to provide needed upgrades to the building as well as to enhance the way in which we work. Though this past year saw delays due to the need to allow the first-floor tenant to vacate its leased space and due to the pandemic, we have continued to scope out options for the facility upgrade and have shared them with the Executive Committee. Given the impact the pandemic has had not only on our organization but facility management practices world-wide, we are in a position to refine our plans with updated learning on internal space configurations and systems upgrades that will maximize the health and safety of our employees and the public. In the short term, we will be focused on planning for the phased re-entry into the facility when conditions permit. This will be strategically aligned to our longer-term building remodel or CIP, which will begin later in 2021.

The proposed budget for FY 2020-21 includes a total budget request of \$124.3 million as presented in the table below.

BUDGET CATEGORY	FY 2019-20 Budget				Proposed		Variance
	Original		Revised		FY 2020-21 Budget		
Program							
<i>2020-2028 Strategic Plan</i>							
a. SP Priority Outcome Areas	\$ 90,556,000		91,965,000		\$ 82,390,000		\$ (9,575,000) -10.4%
b. Policy & Strategy Support	9,892,000		9,777,000		8,518,000		\$ (1,259,000) -12.9%
c. Integration & Learning	6,212,000		5,307,000		4,398,000		(909,000) -17.1%
<i>Total 2020-2028 Strategic Plan</i>	\$ 106,660,000	80%	\$ 107,049,000	80%	\$ 95,306,000	77%	\$ (11,743,000) -11.0%
<i>Legacy Investments</i>	4,229,000	3%	4,219,000	3%	3,153,000	3%	(1,066,000) -25.3%
<i>Emerging Opportunities</i>	-	0%	-	0%	3,000,000	2%	3,000,000 100.0%
Total Program	\$ 110,889,000	83%	\$ 111,268,000	83%	\$ 101,459,000	82%	\$ (9,809,000) -8.8%
Operating (Administration Division)	22,828,358	17%	22,828,358	17%	22,797,493	18%	(30,865) -0.1%
TOTAL BUDGET	\$ 133,717,358	100%	\$ 134,096,358	100%	\$ 124,256,493	100%	\$ (9,839,865) -7.3%

1. The Integration & Learning costs include research and evaluation resources in support of remaining legacy investments.

2. The operating budget includes \$8.6 million, or 37.5%, in support of programs and \$14.3 million, or 62.5%, in support of organization-wide administrative functions, the latter being the annual Administrative Cost Limit. See Attachment B - Administrative Limit Calculation for additional detail.

Finally, I'd like to close with my appreciation to Finance Department Director Raoul Ortega and his team for its collaborative approach in leading this organization-wide process; in so doing, the team has ably modeled First 5 LA's values and goals on behalf of young children and their families.

DRAFT

FY 2020-21 BUDGET



Budget & Finance/Executive Committee

June 17, 2020

FY 2020-21 DRAFT BUDGET
Executive Review

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SUPPLEMENTAL DOCUMENTS

FY 2020-21 PROGRAM SUMMARY (INITIATIVE LEVEL)

BUDGET COMPONENT		FY 2019-20		FY 2020-21		VARIANCE	
		REVISED BUDGET	PROPOSED BUDGET	PROPOSED BUDGET		\$	%
2020-2028 STRATEGIC PLAN							
1	Families	\$ 39,133,000	\$ 37,631,000	\$	(1,502,000)	-3.8%	
2	Communities	21,631,000	20,200,000		(1,431,000)	-6.6%	
3	Early Care & Education Systems	26,550,000	18,791,000		(7,759,000)	-29.2%	
4	Health-Related Systems	4,651,000	5,768,000		1,117,000	24.0%	
	Sub-total: 2020-2028 Strategic Plan	\$ 91,965,000	\$ 82,390,000	\$	1,010	0.0%	
Policy & Strategy Support							
5	Policy Agenda/Advocacy	\$ 2,370,000	\$ 1,515,000	\$	(855,000)	-36.1%	
6	Communications & Marketing	5,866,000	5,748,000		(118,000)	-2.0%	
7	Communications - Conference Funding	215,000	-		(215,000)	-100.0%	
8	County Partnerships	315,000	315,000		-	0.0%	
9	Strategic Partnership-Cross-Cutting Funder Partnership	557,000	692,000		135,000	24.2%	
10	Strategic Partnership-Grantmaking Memberships	41,000	41,000		-	0.0%	
11	Strategic Partnership-Partnership Development	80,000	-		(80,000)	-100.0%	
12	Community Engagement and Advocacy	283,000	207,000		(76,000)	-26.9%	
13	Policy & Strategy - Emerging Opportunities	50,000	-		(50,000)	-100.0%	
	Sub-total: Policy & Strategy Support	\$ 9,777,000	\$ 8,518,000	\$	(1,259,000)	-12.9%	
Integration & Learning							
14	Communities of Practice	\$ 63,000	\$ 114,000	\$	51,000	81.0%	
15	Data Development and Integration	770,000	752,000		(18,000)	-2.3%	
16	Data Partnership with Funders	850,000	850,000		-	0.0%	
17	Dissemination	-	20,000		20,000	N/A	
18	Grantee Assessment	40,000	-		(40,000)	-100.0%	
19	Impact Framework	400,000	325,000		(75,000)	-18.8%	
20	Knowledge Management	178,000	80,000		(98,000)	-55.1%	
21	Learning Plan Development	200,000	100,000		(100,000)	-50.0%	
22	Program Evaluation	2,082,000	2,082,000		(724,000)	-25.8%	
23	Staff Capacity Building	-	75,000		75,000	N/A	
	Sub-total Integration & Learning	\$ 5,307,000	\$ 4,398,000	\$	(909,000)	-17.1%	
	TOTAL 2020-2028 STRATEGIC PLAN	\$ 107,049,000	\$ 95,306,000	\$	(2,166,990)	-2.0%	
LEGACY INVESTMENTS							
24	Baby Friendly Hospitals	\$ 102,000	\$ 48,000	\$	(54,000)	-52.9%	
25	Black Infant Health	982,000	-		(982,000)	-100.0%	
26	Little by Little/One Step Ahead	3,100,000	3,105,000		5,000	0.2%	
27	Parent Child Interaction Therapy	35,000	-		(35,000)	-100.0%	
	TOTAL LEGACY INVESTMENTS	\$ 4,219,000	\$ 3,153,000	\$	(1,066,000)	-25.3%	
28	Emerging Opportunities Fund	\$ -	\$ 3,000,000	\$	3,000,000	100.0%	
	TOTAL FIRST 5 LA PROGRAM BUDGET	\$ 111,268,000	\$ 101,459,000	\$	(232,990)	-0.2%	
INTERNAL OPERATIONS							
	Administrative Costs	\$ 13,745,307	\$ 14,247,528	\$	502,221	3.7%	
	Program Costs	9,083,051	8,549,965		(533,086)	-5.9%	
	TOTAL INTERNAL OPERATIONS	\$ 22,828,358	\$ 22,797,493	\$	(30,865)	-0.1%	
	TOTAL FIRST 5 LA BUDGET	\$ 134,096,358	\$ 124,256,493	\$	(263,865)	-0.2%	

FY 2020-21 PROGRAM SUMMARY (PROGRAM/PROJECT LEVEL)

INITIATIVE / STRATEGY NAME	PROJECT NAME	FY 2019-20		FY 2020-21		VARIANCE	
		REVISED BUDGET	PROPOSED BUDGET	PROPOSED BUDGET		\$	%
2020-2028 STRATEGIC PLAN							
Home Visiting	Welcome Baby Hospitals	\$ 9,704,000	\$ 21,730,000	\$ 12,026,000		124%	
	Universal Assessment of Newborns - Welcome Baby Hospitals	11,479,000	-	(11,479,000)		-100%	
	Select Home Visiting Programs	10,902,000	10,170,000	(732,000)		-7%	
	Family Strengthening Oversight Entity	3,622,000	3,650,000	28,000		1%	
	Funding to Support Home Visiting Health Plan Partnerships	-	50,000	50,000		N/A	
	Home Visiting Compensation and Turnover Analysis	62,000	-	(62,000)		-100%	
	Home Visiting Sustainability Support in Health Systems	140,000	120,000	(20,000)		-14%	
	Home Visiting Sustainability Support in Mental Health Systems	75,000	75,000	-		0%	
	Infrastructure Support for Health Plan Reimbursement	-	25,000	25,000		N/A	
	LAC Perinatal and Early Childhood Home Visiting Consortium	50,000	50,000	-		0%	
	MAMA's Visits Home Visiting Program Training and T.A. Support	265,000	265,000	-		0%	
	Stronger Families Database	700,000	667,000	(33,000)		-5%	
	Medi-Cal Administrative Activities Implementation Support	236,000	277,000	41,000		17%	
	Abriendo Puertas	903,000	230,000	(673,000)		-75%	
Project Dulce	955,000	282,000	(673,000)		-70%		
Family Engagement	40,000	40,000	-		0%		
Family Engagement Learning Community Support	\$ 39,133,000	\$ 37,631,000	\$ (1,502,000)		-3.8%		
Sub-total Families							
Best Start Networks	Neighborhood Action Councils	\$ 1,913,000	450,000	\$ (1,463,000)		-76%	
	Region 1 Central-East Regional Network	4,074,000	4,392,000	318,000		8%	
	Region 2 SLA Regional Network	6,777,000	5,014,000	(1,763,000)		-26%	
	Region 3 SFV Regional Network	1,998,000	2,315,000	317,000		16%	
	Region 4 Port Cities Regional Network	2,780,000	2,644,000	(136,000)		-5%	
	Region 5 AV Regional Network	1,998,000	2,180,000	182,000		9%	
	Network Capacity Building	348,000	575,000	227,000		65%	
	Built-Environment Policy Advocacy Fund (BPAF)	850,000	875,000	25,000		3%	
	Food Security	180,000	105,000	(75,000)		-42%	
	Link Advocates Government Family and Parks (Link)	300,000	300,000	-		0%	
	Capacity Building Learning Consortium	190,000	400,000	210,000		111%	
	Data Analysis, Learning and Dissemination	54,000	650,000	596,000		1104%	
	Leveraging Opportunities Fund	60,000		(60,000)		-100%	
	Stakeholder Engagement and Leveraging	109,000	300,000	191,000		175%	
Sub-total Communities	\$ 21,631,000	\$ 20,200,000	\$ (1,431,000)		-6.6%		
County Systems Building	County Liaison Consultant	\$ -	75,000	\$ 75,000		N/A	
	Early Childhood Education Credential Advocacy Project	600,000	362,000	(238,000)		-40%	
	ECE Policy Advocacy Fund	3,574,000	3,350,000	(224,000)		-6%	
	Educare Policy and Advocacy	300,000	300,000	-		0%	
	FCC Strategy	-	200,000	200,000		N/A	
	Kindergarten Readiness Assessment	4,894,000	6,309,000	1,415,000		29%	
	VIVA Social Impact Partners	400,000	400,000	-		0%	
	QRIS Continuous Site Engagement	14,600,000	1,300,000	(13,300,000)		-91%	
	QRIS Database	650,000	600,000	(50,000)		-8%	
	FFN Landscape	-	200,000	200,000		N/A	
	IMPACT 2020	-	2,760,000	2,760,000		N/A	
	QCC Certification Grant	-	-	-		N/A	
	QSLA Expansion	-	-	-		N/A	
	Shared Services Support	100,000	3,000	(97,000)		-97%	
Quality Improvement System							

FY 2020-21 PROGRAM SUMMARY (PROGRAM/PROJECT LEVEL)

INITIATIVE / STRATEGY NAME	PROJECT NAME	FY 2019-20		FY 2020-21		VARIANCE	
		REVISED BUDGET	PROPOSED BUDGET	PROPOSED BUDGET		\$	%
ECE - Emerging Opportunities	Early Childhood Educator Competencies Curriculum Project	640,000	182,000		(458,000)	-72%	
	ECE Workforce Registry	665,000	650,000		(15,000)	-2%	
Sub-total ECE	Emerging Opportunities - ECE Outcome Area	\$ 26,550,000	\$ 18,791,000	\$	(7,759,000)	-29.2%	
Early Identification and Intervention	Help Me Grow	\$ 2,819,000	\$ 3,496,000	\$	677,000	24%	
	First Connections	950,000	583,000		(367,000)	-39%	
Trauma-Informed Approaches	Trauma-Informed Approaches	697,000	289,000		(408,000)	-59%	
	AAIMM Birth Outcomes and Disparities – Policy and Systems Change	-	1,400,000		1,400,000	#DIV/0!	
Health - Emerging Opportunities	Emerging Opportunities - Health Outcome Area	185,000	-		(185,000)	-100%	
Sub-total Health		\$ 4,651,000	\$ 5,768,000	\$	1,117,000	24.0%	
Sub-Total Policy & Strategy Support		\$ 91,965,000	\$ 82,390,000	\$	(9,575,000)	-10.4%	
Policy Agenda/Advocacy	Federal Policy and Sustainability Advocate	\$ 130,000	\$ 100,000	\$	(30,000)	-23%	
	State Policy and Sustainability Advocate	440,000	440,000		-	0%	
Communications & Marketing	Strategic Plan Advocacy Strategies	1,800,000	975,000		(825,000)	-46%	
	Strategic Communications	2,875,000	2,700,000		(175,000)	-6%	
Communications - Conference Funding	Strategic Communications Partnerships	861,000	800,000		(61,000)	-7%	
	Strategic Marketing	2,130,000	2,248,000		118,000	6%	
County Partnerships	Conference Funding	215,000	-		(215,000)	-100%	
	Bold Vision	150,000	150,000		-	0%	
Strategic Partnership - Cross-Cutting Funder Partnership	County Partnership Fund	165,000	165,000		-	0%	
	LA Funders Collaborative	25,000	25,000		-	0%	
Strategic Partnership - Grantmaking Memberships	LA-N-Sync	25,000	25,000		-	0%	
	Los Angeles Area Chamber of Commerce	30,000	30,000		-	0%	
Strategic Partnership - Partnership Development	Los Angeles Partnership for Early Childhood Investment	30,000	30,000		-	0%	
	Sector Partnership Development	380,000	470,000		90,000	24%	
Community Engagement and Advocacy	Southern California Grantmakers (SCG)	67,000	112,000		45,000	67%	
	Grantmaking Memberships	41,000	41,000		-	0%	
Policy & Strategy - Emerging Opportunities	Consulting	80,000	-		(80,000)	-100%	
	Convenings	-	-		-	N/A	
Data Development and Integration	Municipalities Engagement	130,000	130,000		-	0%	
	Parent Advocacy and Engagement	153,000	77,000		(76,000)	-50%	
Sub-Total: Policy & Strategy Support	Emerging Opportunities - Policy & Strategy	\$ 50,000	\$ -	\$	(50,000)	-100%	
INTEGRATION & LEARNING		\$ 9,777,000	\$ 8,518,000	\$	(1,259,000)	-12.9%	
Communities of Practice	External Partner Learning	\$ 47,000	\$ -	\$	(47,000)	-100%	
	Family and Community Engagement Best Practices	-	100,000		100,000	N/A	
Data Development and Integration	Learning Advisory Committee	5,000	-		(5,000)	-100%	
	Organization-wide Learning	11,000	14,000		3,000	27%	
Data Partnership with Funders	Data Analytics	25,000	25,000		(25,000)	-100%	
	Data Policies & Practices	90,000	25,000		(65,000)	-72%	
Data Partnership with Funders	Data Requests	5,000	5,000		-	0%	
	Annual Reporting	50,000	25,000		(25,000)	-50%	
Data Partnership with Funders	Indicator Development	-	150,000		150,000	N/A	
	WIC Data Mining Research Partnership	600,000	547,000		(53,000)	-9%	
Sub-Total: Policy & Strategy Support	Children's Data Network (CDN)	850,000	850,000		-	0%	

FY 2020-21 PROGRAM SUMMARY (PROGRAM/PROJECT LEVEL)

INITIATIVE / STRATEGY NAME	PROJECT NAME	FY 2019-20		FY 2020-21		VARIANCE	
		REVISED BUDGET	PROPOSED BUDGET	PROPOSED BUDGET		\$	%
Dissemination	Dissemination	-	20,000	20,000	20,000	20,000	N/A
Grantee Assessment	Grantee Perception Report	40,000	-	-	(40,000)	(40,000)	-100%
Impact Framework	Impact Framework	400,000	325,000	325,000	(75,000)	(75,000)	-19%
Knowledge Management	Knowledge Management	178,000	80,000	80,000	(98,000)	(98,000)	-55%
	Cross Outcomes/Strategy Area	200,000	-	-	(200,000)	(200,000)	-100%
	ECE Outcome Area	-	-	-	-	-	N/A
	First 5 LA Data Strategy	-	100,000	100,000	100,000	100,000	N/A
	Health Systems Outcome Area	-	-	-	-	-	N/A
	Best Start Learning Agenda	540,000	540,000	540,000	-	-	0%
	Early Identification and Intervention Evaluation	100,000	150,000	150,000	50,000	50,000	50%
	Quality Rating and Improvement System Evaluation	746,000	522,000	522,000	(224,000)	(224,000)	-30%
	Welcome Baby Impact Study	1,420,000	870,000	870,000	(550,000)	(550,000)	-39%
	Capacity Building and Technical Assistance	-	75,000	75,000	75,000	75,000	N/A
		\$ 5,307,000	\$ 4,398,000	\$ 4,398,000	\$ (909,000)	\$ (909,000)	-17.1%
		\$ 107,049,000	\$ 95,306,000	\$ 95,306,000	\$ (11,743,000)	\$ (11,743,000)	-11.0%
TOTAL 2020-2028 STRATEGIC PLAN							
LEGACY INVESTMENTS							
Baby Friendly Hospitals	Baby Friendly Hospital Project - Cycle 4	\$ 102,000	48,000	48,000	\$ (54,000)	\$ (54,000)	-53%
Black Infant Health	Birth Outcomes and Disparities – Policy and Systems Change	470,000	-	-	(470,000)	(470,000)	-100%
	Black Infant Health Program	512,000	-	-	(512,000)	(512,000)	-100%
Little by Little/One Step Ahead	Little by Little/One Step Ahead Program	3,100,000	3,105,000	3,105,000	5,000	5,000	0%
Parent Child Interaction Therapy	Parent Child Interaction Therapy	35,000	-	-	(35,000)	(35,000)	-100%
		\$ 4,219,000	\$ 3,153,000	\$ 3,153,000	\$ (1,066,000)	\$ (1,066,000)	-25.3%
24	Emerging Opportunities Fund	\$ -	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	100%
	Emerging Opportunities Fund*	\$ 111,268,000	\$ 101,459,000	\$ 101,459,000	\$ (9,809,000)	\$ (9,809,000)	-8.8%
TOTAL FIRST 5 LA PROGRAM BUDGET		\$ 111,268,000	\$ 101,459,000	\$ 101,459,000	\$ (9,809,000)	\$ (9,809,000)	-8.8%

* FY 19-20 Emerging Opportunities/Threats resources were included throughout the programs budgets

FY 20-21 OPERATIONAL COSTS

OPERATING COSTS SUMMARY FY 2020-21

	FY 2019-20			FY 2020-21				Variance from FY 2019-20	
	Revised Budget	Estimated Expenditures	Variance	Governance and Executive	Administration	Programs	Policy & Strategy		Integration & Learning
Personnel Services									
Salaries	13,791,911	11,776,496	2,015,415	1,035,051	3,014,094	4,957,941	3,249,058	1,466,655	13,722,800
Total Employee Benefits	3,919,170	3,593,653	385,517	281,687	909,831	1,545,524	971,969	372,884	4,081,895
Total Personnel Services	17,711,081	15,370,149	2,400,932	1,316,739	3,923,925	6,503,466	4,221,027	1,839,539	17,804,695
Operating Services									
6205 ADP-Payroll	38,000	28,278	9,722	-	40,000	-	-	-	40,000
6210 Worker's Compensation Insurance	68,000	63,139	4,861	-	75,000	-	-	-	75,000
6215 Utilities	138,000	155,424	(17,424)	-	145,000	-	-	-	145,000
6220 Corporate Insurance	84,300	31,000	53,300	5,000	90,000	-	-	-	90,000
6225 Mileage, Parking and Other Transportation	50,980	21,569	29,411	5,000	21,569	15,820	18,500	1,900	43,370
6230 Telephone	55,800	57,621	(1,821)	6,000	70,000	-	-	-	70,000
6235 Cell Phone & Mobile Devices	20,500	33,332	17,468	-	31,200	5,490	-	-	116,100
6240 Outside Printing & Publishing	20,250	18,422	2,078	250	3,000	600	-	-	3,600
6245 Other Supplies	13,200	16,148	4,102	-	10,000	-	-	-	10,250
6250 Postage & Delivery	3,900	13,200	-	7,000	13,200	-	-	-	13,200
6255 Educational Supplies	81,070	1,903	1,997	7,000	1,000	1,000	900	-	2,900
6260 Office Supplies	20,905	62,848	18,222	2,700	44,000	10,920	11,450	4,500	77,870
6265 Subscriptions & Publications	134,500	4,158	16,747	-	2,700	4,540	16,000	2,200	25,440
6270 Capital Outlay	55,000	191,000	(66,500)	-	147,000	-	-	-	147,000
6275 Equipment-Rents & Leases	182,000	73,562	(108,438)	-	27,000	-	-	-	27,000
6280 Building Repair & Maintenance	13,000	20,000	(7,000)	-	150,000	-	-	-	150,000
6285 Equipment Repairs & Maintenance	35,152	17,413	17,739	-	11,000	1,000	-	-	12,000
6290 Offsite Storage	452,480	203,262	249,218	50,000	16,000	-	9,000	-	25,000
6295 Hardware & Software Maintenance	70,000	-	70,000	-	209,000	-	3,480	-	470,730
6300 Miscellaneous/Contingency	-	-	-	-	-	-	-	-	259,000
6305 Stipend/Honorarium	127,600	86,612	40,988	20,000	18,800	36,500	33,500	17,000	125,800
6310 Internal Meetings	100,000	100,000	-	25,000	10,000	15,000	15,000	25,000	75,000
6315 Divisional Capacity Building	-	-	-	-	-	-	-	-	-
Total Operating Services	1,815,437	1,290,891	524,546	113,250	1,561,900	134,680	139,630	54,800	2,004,260
Consultant Services									
6410 Consultant Fees	1,479,862	888,203	591,660	170,000	999,500	200,725	15,000	50,500	1,435,725
6420 Other Professional Fees	342,000	315,000	27,000	-	350,000	-	500	-	350,500
6430 External Reviewers	2,500	450	2,050	-	3,000	-	-	-	3,000
Total Consultant Services	1,824,362	1,203,653	620,710	170,000	1,352,500	200,725	15,500	50,500	1,789,225
Professional Services									
6510 Audit	80,000	61,000	19,000	-	90,000	-	-	-	90,000
6520 Legal Fees	169,000	78,392	90,608	150,000	-	-	-	-	150,000
6540 Professional Dues	126,740	21,665	105,076	75,000	26,050	7,040	6,028	12,600	126,718
6550 Staff Recruitment	10,000	5,060	4,940	-	10,000	-	-	-	10,000
6560 Commissioners Stipends	30,000	24,000	6,000	25,000	-	-	-	-	25,000
6570 Web-Based Services	48,000	14,482	33,518	-	48,000	-	-	-	48,000
6580 Bank & Other Service Charges	42,700	32,000	10,700	35,000	-	-	-	-	35,000
Total Professional Services	506,440	286,599	269,841	250,000	209,050	7,040	6,028	12,600	484,718
Travel Expenses									
6610 Airfare	174,500	108,517	65,983	6,000	9,200	29,750	70,600	11,800	127,350
6620 Lodging	163,900	61,082	102,818	5,000	12,400	35,375	45,250	16,200	114,225
6640 Per Diem	79,500	41,149	38,351	3,500	6,250	25,375	17,600	7,020	59,745
6650 Other Travel Expense	32,021	12,872	19,149	1,000	2,000	6,625	12,000	3,800	25,425
Total Travel Expenses	449,921	223,620	226,301	15,500	29,850	89,350	153,225	38,820	326,745
Professional Development									
6810 Training Materials & Supplies	24,467	5,392	19,075	-	9,000	1,300	-	-	11,300
6820 Internal Training	131,000	10,000	121,000	-	75,000	3,000	11,000	3,000	92,000
6830 Leadership Programs	50,000	5,265	44,735	-	43,500	-	-	-	48,500
6840 Conference Registrations	205,950	88,246	117,704	6,000	36,500	50,050	53,500	12,700	158,750
6850 External Education/Training	109,700	34,333	75,367	-	15,000	21,000	28,700	12,600	77,300
Total Professional Development	521,117	143,236	377,881	6,000	179,000	80,350	94,200	25,300	387,850
Total OPERATING EXPENSES	22,825,358	18,408,149	4,420,209	1,871,489	7,256,225	7,015,611	4,629,610	2,024,559	22,797,493

**First 5 LA
FY 2020-21 Operating Budget
Administrative Limit Calculation**

Departmental Budgets:

Administration Division	\$ 718,389
Board of Commissioners	68,250
Communications	1,218,980
Contract Administration & Purchasing	1,319,257
Executive	1,803,239
Facilities Management	790,200
Finance	1,389,536
Human Resources & Talent Mgmt.	1,232,837
Information Technology	1,805,005
Integration & Learning Division	574,097
Policy & Strategy Division ¹	400,553
Programs Division	681,418

Salary & Benefits²:

Communities	291,468
Community Relations	207,091
Early Care & Education	250,876
Family Supports	219,318
Health Systems	285,197
Integration & Learning	245,277
Measurement, Learning & Evaluation	155,557
Public Policy & Government Affairs	294,931
Strategic Partnerships	296,050

Total FY 2020-21 Administrative Budget	\$ 14,247,528
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Total FY 2020-21 Operating Budget	22,797,493
Total FY 2020-21 Program Budget	101,459,000

Total FY 2020-21 Budget	\$ 124,256,493
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Administrative Cost Percentage	11.47%
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1. Budget for one position was excluded in the calculation of the division's total budget.
2. Directors and Administrative Assistants only.

**FIRST 5 LA
SCHEDULE OF AUTHORIZED POSITIONS**

Division/Department	FY 2019-20		FY 2020-21		Total
	Authorized Positions ¹	Filled Positions as of March 2020	Baseline	Addition/Deletion	
Executive Operations	8	7	8	0	8
Administration Division Administration	3	2	4	-1	3
Contract Administration & Purchasing	10	8	10	0	10
Facilities Management	0	0	0	0	0
Finance	9	8	9	0	9
Human Resources & Talent Management	4	3	4	0	4
Information Technology	6	2	5	1	6
Integration & Learning Division Integration & Learning Division Support	4	1	4	-1	4
Integration & Learning	7	4	7	0	7
Measurement, Learning & Evaluation	6	4	6	0	6
Policy & Strategy Division Policy & Strategy Division Support	3	2	3	0	3
Communications	10	9	10	0	10
Community Relations	5	5	5	0	5
Public Policy and Government Affairs	9	8	9	0	9
Strategic Partnerships	7	6	7	0	7
Programs Division Programs Division Support	3	3	2	0	3
Communities	23	19	23	0	23
Early Care & Education	9	7	10	0	9
Family Supports	12	10	12	0	12
Health Systems	10	6	10	0	10
	148	114	148	-1	148

1) Temporary employees are not included in the FTE count.

PROGRAMMATIC

PROGRAMS DIVISION

PROGRAMS DIVISION SUMMARY FY 2020-21

	FY 2019-20		FY 2020-21					Variance from FY 2017-18
	Revised Budget	Programs Division	Communities	Early Care & Education	Family Supports	Health Systems	Proposed Budget	
Personnel Services								
Salaries	5,171,874	396,972	1,397,534	724,951	1,131,611	796,873	4,967,941	(213,933)
Total Salaries	5,171,874	396,972	1,397,534	724,951	1,131,611	796,873	4,967,941	(213,933)
Total Employee Benefits	1,478,836	99,046	609,694	219,261	377,494	240,029	1,545,524	66,688
Total Personnel Services	6,650,710	496,018	2,517,228	944,212	1,509,106	1,036,902	6,503,466	(147,244)
Operating Services								
6205 ADP-Payroll	-	-	-	-	-	-	-	-
6210 Worker's Compensation Insurance	-	-	-	-	-	-	-	-
6215 Utilities	-	-	-	-	-	-	-	-
6220 Corporate Insurance	-	-	-	-	-	-	-	-
6225 Mileage, Parking and Other Transportation	22,980	500	8,000	2,880	3,000	1,440	15,820	(7,160)
6230 Telephone	-	-	-	-	-	-	-	-
6235 Cell Phone & Mobile Devices	27,900	3,300	18,000	9,000	13,800	10,800	54,900	27,000
6240 Outside Printing & Publishing	-	-	-	-	-	-	-	-
6245 Other Supplies	-	-	-	-	-	-	-	-
6250 Postage & Delivery	-	-	-	-	-	-	-	-
6255 Educational Supplies	2,000	-	1,000	-	-	-	1,000	(1,000)
6260 Office Supplies	7,220	1,500	5,000	1,920	1,000	1,500	10,920	3,700
6265 Subscriptions & Publications	1,755	250	3,500	240	50	500	4,510	2,785
6270 Capital Outlay	-	-	-	-	-	-	-	-
6275 Equipment-Rents & Leases	-	-	-	-	-	-	-	-
6280 Building Repair & Maintenance	2,000	-	1,000	-	-	-	1,000	(1,000)
6285 Equipment Repairs & Maintenance	-	-	-	-	-	-	-	-
6290 Offsite Storage	-	-	-	-	-	-	-	-
6295 Hardware & Software Maintenance	-	-	-	-	-	-	-	-
6300 Miscellaneous/Contingency	-	-	-	-	-	-	-	-
6305 Stipend/Honorarium	36,500	5,500	20,000	6,000	2,000	3,000	36,500	-
6310 Internal Meetings	-	10,000	-	-	-	-	10,000	-
6315 Divisional Capacity Building	-	-	-	-	-	-	-	-
Total Operating Services	100,355	21,050	56,500	20,040	19,850	17,210	134,680	34,325
Consultant Services								
6410 Consultant Fees	245,912	139,000	20,000	35,000	-	5,000	200,725	(45,187)
6420 Other Professional Fees	-	-	-	-	-	-	-	-
6430 External Reviewers	-	-	-	-	-	-	-	-
Total Consultant Services	245,912	139,000	20,000	35,000	-	5,000	200,725	(45,187)
Professional Services								
6510 Audit	-	-	-	-	-	-	-	-
6520 Legal Fees	-	-	-	-	-	-	-	-
6540 Professional Dues	7,040	-	2,000	2,040	2,000	1,000	7,040	-
6550 Staff Recruitment	-	-	-	-	-	-	-	-
6560 Commissioners Stipends	-	-	-	-	-	-	-	-
6570 Web-Based Services	-	-	-	-	-	-	-	-
6580 Bank & Other Service Charges	-	-	-	-	-	-	-	-
Total Professional Services	7,040	-	2,000	2,040	2,000	1,000	7,040	-
Travel Expenses								
6610 Airfare	43,700	3,125	3,000	14,000	7,000	2,625	29,750	(13,950)
6620 Lodging	47,500	3,125	6,000	8,000	13,000	5,250	35,375	(12,125)
6640 Per Diem	22,200	1,600	3,000	6,000	5,000	2,000	17,600	(4,600)
6650 Other Travel Expense	9,871	1,000	1,000	1,000	2,500	1,125	6,625	(3,246)
Total Travel Expenses	123,271	8,850	13,000	23,000	27,500	11,000	89,350	(33,921)
Professional Development								
6810 Training Materials & Supplies	779	-	-	500	800	-	1,300	521
6820 Internal Training	3,000	-	-	3,000	-	-	3,000	-
6830 Leadership Programs	-	5,000	-	-	-	-	5,000	5,000
6840 Conference Registrations	58,300	1,500	20,300	8,000	13,000	7,250	50,050	(6,250)
6850 External Education/Training	33,000	10,000	-	-	11,000	-	21,000	(12,000)
Total Professional Development	95,079	16,500	20,300	11,500	24,800	7,250	80,350	(14,729)
Total OPERATING EXPENSES	7,222,367	681,418	2,629,028	1,041,792	1,583,256	1,078,392	7,015,611	(206,756)

Programs Division Support

PROGRAMS DIVISION SUPPORT

Authorized Positions

Vice President, Programs	1
Executive Assistant & Division Coordinator	1
Strategic Plan Project Manager	1
Total	3

The Program Division supports implementation of the Strategic Plan. Consistent with our system change approaches, the Program Division has a lead role in implementing practice change strategies as well as working in partnership with the broader organization to inform policy change and build will to advance our four targeted results. The Program Division is focused on building the partnerships and system changes to improve outcomes for families as exemplified in our goal statement:

Through partnership, the Program Division promotes strategic investment, innovation, and leadership to advance the policies and systems that will improve outcomes for children and families.

The Strategic Plan serves as the policy guidance document approved by the Board of Commissioners, that articulates First 5 LA's prioritized and focused role on working with others to strengthen 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. These systems include health, early care and education and family supports as well as local community resources. In the Strategic Plan, there are four interdependent Strategic Priorities and its Objectives that represents the prioritized areas of work that the Program Division will lead, support, and prioritize to contribute to the four Results for children and families. In executing the Strategic Priorities and its Objectives, Programs staff:

- Research and develop initiatives consistent with the aligned Strategic Plan
- Engage key partners and stakeholders that are critical to executing the work and to advance our key results
- Work with Policy & Strategy Division to inform and advance our advocacy work, develop policy recommendations, and build champions
- Develop and implement strategies to sustain and advance our results for children and families by maximizing available/potential revenue at the local, state and federal level
- Provide operational, financial and programmatic management of a portfolio of projects that support the four Strategic Priorities and related Objectives
- Work in partnership with the Administrative Division to procure, administer and manage contracts and grants, consistent with requirements of a public entity

- Develop and engage resources to provide technical assistance to grantees and partners to execute the work
- Develop and implement strategies to integrate work across the four Strategic Priorities and identify areas of outcome alignment
- Seek and leverage opportunities to engage parents and community members in our work
- Prioritize learning questions, working with the Integration & Learning Division to support program-specific and broader strategic evaluations.

PROGRAM DIVISION

The Program Division is led by the Vice President (VP) of Programs and includes four departments consistent with the Strategic Plan:

- Family Supports
- Communities
- Early Care and Education
- Health Systems.

Each department is led by a Director that reports to the Vice President of Programs.

PROGRAMS DIVISION SUPPORT

	Budget FY 2019-20	Revised Budget FY 2019-20	Estimated FY 2019-20 Expenditures	Proposed Budget FY 2020-21	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	570,804	570,804	424,620	396,972	(173,832)
Total Employee Benefits	79,019	79,019	65,928	99,046	20,027
Total Personnel Services	649,823	649,823	490,548	496,018	(153,805)
Operating Services					
6205 ADP-Payroll	-	-	-	-	-
6210 Worker's Compensation Insurance	-	-	-	-	-
6215 Utilities	-	-	-	-	-
6220 Corporate Insurance	-	-	-	-	-
6225 Mileage, Parking and Other Tran	500	500	500	500	-
6230 Telephone	-	-	-	-	-
6235 Cell Phone & Mobile Devices	600	600	-	3,300	2,700
6240 Outside Printing & Publishing	-	-	-	-	-
6245 Other Supplies	-	-	-	-	-
6250 Postage & Delivery	-	-	-	-	-
6255 Educational Supplies	-	-	-	-	-
6260 Office Supplies	1,500	1,500	163	1,500	-
6265 Subscriptions & Publications	250	250	-	250	-
6270 Capital Outlay	-	-	-	-	-
6275 Equipment-Rents & Leases	-	-	-	-	-
6280 Building Repair & Maintenance	-	-	-	-	-
6285 Equipment Repairs & Maintenance	-	-	-	-	-
6290 Offsite Storage	-	-	-	-	-
6295 Hardware & Software Maintenance	-	-	-	-	-
6300 Miscellaneous/Contingency	-	-	-	-	-
6305 Stipend/Honorarium	-	-	-	-	-
6310 Internal Meetings	5,500	5,500	4,742	5,500	-
6315 Divisional Capacity Building	25,000	25,000	-	10,000	(15,000)
Total Operating Services	33,350	33,350	5,405	21,050	(12,300)
Consultant Services					
6410 Consultant Fees	190,000	190,000	36,000	139,000	(51,000)
6420 Other Professional Fees	-	-	-	-	-
6430 External Reviewers	-	-	-	-	-
Total Consultant Services	190,000	190,000	36,000	139,000	(51,000)
Professional Services					
6510 Audit	-	-	-	-	-
6520 Legal Fees	-	-	-	-	-
6540 Professional Dues	-	-	-	-	-
6550 Staff Recruitment	-	-	-	-	-
6560 Commissioners Stipends	-	-	-	-	-
6570 Web-Based Services	-	-	-	-	-
6580 Bank & Other Service Charges	-	-	-	-	-
Total Professional Services	-	-	-	-	-
Travel Expenses					
6610 Airfare	2,500	2,500	1,504	3,125	625
6620 Lodging	1,500	1,500	1,733	3,125	1,625
6640 Per Diem	1,000	1,000	-	1,600	600
6650 Other Travel Expense	-	-	-	1,000	1,000
Total Travel Expenses	5,000	5,000	3,237	8,850	3,850
Professional Development					
6810 Training Materials & Supplies	-	-	-	-	-
6820 Internal Training	-	-	-	-	-
6830 Leadership Programs	-	-	-	5,000	5,000
6840 Conference Registrations	1,500	1,500	1,522	1,500	-
6850 External Education/Training	23,000	23,000	-	10,000	(13,000)
Total Professional Development	24,500	24,500	1,522	16,500	(8,000)
Total OPERATING EXPENSES	902,673	902,673	536,712	681,418	(221,255)

Department	2019 - 2020 Revised Budget	2020 - 2021 Budget	% Variance
Programs Division Support	\$902,673.00	\$185,400.00	-79.46%

Benefits \$0.00 \$0.00

GL Code Name	2019 - 2020 Revised Budget	2020 - 2021 Budget	% Variance
Mileage, Parking and Other Transportation	\$500.00	\$500.00	0.00%

Description

Provides mileage reimbursement and both street and structure parking for VP, Strategic Plan Manager and EA when private vehicle is used, as well as covering rideshare fees when traveling for business.

Cell Phone & Mobile Devices \$600.00 \$3,300.00 450.00%

Description

Provides cellphone reimbursement for up to \$50 per month for eligible employees. The costs are increasing to estimate 3 additional months of cellphone (\$50) and internet reimbursement (\$50) while teleworking for VP, Strategic Plan Manager and EA.

An additional 6 months of Internet and Cellphone Reimbursement of \$1800 has been added for offsite work due to Covid-19. \$600 x 3 staff members

Office Supplies \$1,500.00 \$1,500.00 0.00%

Description

For the department staff's general office supply needs and services such as notebooks, pens and printing supplies. This includes any supplies or materials for Programs Division meetings and retreats.

Subscriptions & Publications \$250.00 \$250.00 0.00%

Description

Provides for anticipated purchase of subscriptions and publications for department staff.

Internal Meetings \$5,500.00 \$5,500.00 0.00%

Description

Provides for expenses related to Division community and leadership meetings attended and hosted by Program Division staff. Expenses include catering, venue fees and other meeting related expenses.

Division Capacity Building \$25,000.00 \$10,000.00 -60.00%

Description

Provides for division-wide learning sessions and staff development, such as the division sponsored learning series (total of 2 learning series for FY20-21 at \$5,000 per series). Anticipated costs include transportation, materials and honorariums for speakers. The number of meetings have been reduced from 4 to 2 meetings to account for potential large meeting restrictions.

Consultant Fees	\$222,250.00	\$139,000.00	-37.45%
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Description

Provides funds for anticipated needs for technical assistance from consultant work for the Division. All hours and rates are comparable for services. There are also additional funds from no-cost extensions to contracts from FY19-20 with Learning For Action (\$84,000) and Ben Gibbs (\$30,000).

Airfare	\$2,500.00	\$3,125.00	25.00%
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Description

Provides for airfare to and from professional conferences outside of the Los Angeles area for Division VP and Strategic Plan Manager. Funds have been reduced from the original FY20-21 amount of \$5,000 to reflect approximately 7 months of travel.

Lodging	\$1,500.00	\$3,125.00	108.33%
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Description

Provides for lodging at multi-day professional conferences outside of the Los Angeles area. Funds have been reduced from the original FY20-21 amount of \$5,000 to reflect approximately 7 months of travel.

Per Diem	\$1,000.00	\$1,600.00	60.00%
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Description

Provides for various daily expenses incurred while attending professional conferences outside of the Los Angeles area. Funds have been reduced from the original FY20-21 amount of \$2,500 to reflect approximately 7 months of travel.

Other Travel Expenses	\$0.00	\$1,000.00	100.00%
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Description

Provides travel expenses incurred by the VP and Strategic Plan Manager while outside of the Los Angeles areas for conferences, meetings or events. Expenses may include rideshare/taxi fees, parking structure fees, internet fee or other expenses that do not fit into other travel categories. Funds were reduced to reflect approximately 7 months of travel.

Leadership Programs	\$0.00	\$5,000.00	100.00%
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Description

Funds will be utilized for tuition and participation fees for leadership programs, such as LA Leadership and Southern California Leadership and other.

Conference/Training Registrations	\$1,500.00	\$1,500.00	0.00%
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Description

Provides registration expenses for professional conferences for the Division VP and Strategic Plan Project Manager. This line item is not reducing due to travel restrictions as these funds will be used for conferences expected to occur in 2021, for example the National Home Visiting Summit and at least 1 conference for the Strategic Plan Project Manager.

Budget Fiscal Year: 2020 - 2021	Status: Proposed
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External Education/Training	\$23,000.00	\$10,000.00	-56.52%
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Description

Funds will be utilized for Division staff professional development and training, including funds for leadership development session for division VP. Previous examples include the Qualitative Data Camp and Facilitation Training. This cost is not being reduced as a Division wide training may be held in the Spring when large meetings or gatherings are permitted.

Family Supports

FAMILY SUPPORTS

Authorized Positions

Director	1
Senior Program Officers	3
Program Officers	7
Program Associates	1
Total	12*

**The Family Supports Department shares a Program Assistant (.5FTE) with the Early Care and Education (ECE) Department. As First 5 LA does not maintain a practice of allocating staff time, all personnel costs related to this Program Assistant are included within the ECE Department budget.*

The Family Supports Department takes the lead responsibility for implementation of strategies and objectives related to home visiting quality, accessibility, and sustainability in the FY 2020-2028 Strategic Plan. This work is focused on providing program and policy leadership to support the development and expansion of a universal system of voluntary home visiting that builds upon existing infrastructure. The Family Supports Department will partner closely with other Departments and Divisions at First 5 LA to implement related pieces of the Strategic Plan, including the work of the Health Systems team to strengthen and improve health related service delivery systems to better support children pre-natal to age 5 and their families.

The Strategic Plan serves as the guiding document for the work of the Family Supports Department, defining the specific strategies that will be the priority work, short-term markers for progress, and tactics for meeting these markers. In executing this work, staff will:

- Research and develop initiatives to support strategy implementation
- Identify and engage key partners and stakeholders that are critical to executing the work
- Provide operational, financial and programmatic management of a portfolio of projects that support the outcome area
- Work in partnership with the Administrative Division to procure, administer and manage contracts and grants, consistent with requirements of a public entity
- Develop and engage resources to provide technical assistance to grantees and partners to execute the work
- Develop and implement strategies to integrate work across the Department, and identify areas of outcome alignment across the other outcome areas: Early Care and Education, Health Systems and Communities
- Seek and leverage opportunities to engage parents and community members in our work
- Prioritize learning questions, working with the Integration & Learning Division to support program-specific and broader strategic evaluations.

FAMILY SUPPORTS

	Budget FY 2019-20	Revised Budget FY 2019-20	Estimated FY 2019-20 Expenditures	Proposed Budget FY 2020-21	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	1,125,430	1,125,430	825,564	1,131,611	6,181
Total Employee Benefits	356,658	356,658	265,421	377,494	20,836
Total Personnel Services	1,482,088	1,482,088	1,090,985	1,509,106	27,018
Operating Services					
6205	ADP-Payroll	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-
6215	Utilities	-	-	-	-
6220	Corporate Insurance	-	-	-	-
6225	Mileage, Parking and Other Transportation	4,000	3,000	2,416	3,000
6230	Telephone	-	-	-	-
6235	Cell Phone & Mobile Devices	7,200	7,200	3,600	13,800
6240	Outside Printing & Publishing	-	-	-	-
6245	Other Supplies	-	-	-	-
6250	Postage & Delivery	-	-	-	-
6255	Educational Supplies	-	-	-	-
6260	Office Supplies	1,000	500	420	1,000
6265	Subscriptions & Publications	500	250	728	50
6270	Capital Outlay	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-
6285	Equipment Repairs & Maintenance	-	-	-	-
6290	Offsite Storage	-	-	-	-
6295	Hardware & Software Maintenance	-	-	-	-
6300	Miscellaneous/Contingency	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-
6310	Internal Meetings	4,000	2,000	1,235	2,000
Total Operating Services	16,700	12,950	8,399	19,850	6,900
Consultant Services					
6410	Consultant Fees	-	-	1,725	1,725
6420	Other Professional Fees	-	-	-	-
6430	External Reviewers	-	-	-	-
Total Consultant Services	-	-	-	1,725	1,725
Professional Services					
6510	Audit	-	-	-	-
6520	Legal Fees	-	-	-	-
6540	Professional Dues	2,000	2,000	-	2,000
6550	Staff Recruitment	-	-	-	-
6560	Commissioners Stipends	-	-	-	-
6570	Web-Based Services	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-
Total Professional Services	2,000	2,000	-	2,000	-
Travel Expenses					
6610	Airfare	12,000	10,000	3,300	7,000
6620	Lodging	17,000	17,000	9,684	13,000
6640	Per Diem	5,000	6,000	4,370	5,000
6650	Other Travel Expense	1,000	3,071	382	2,500
Total Travel Expenses	35,000	36,071	17,736	27,500	(8,571)
Professional Development					
6810	Training Materials & Supplies	400	279	-	800
6820	Internal Training	-	-	-	-
6830	Leadership Programs	-	-	500	-
6840	Conference Registrations	16,200	11,000	6,890	13,000
6850	External Education/Training	2,000	10,000	-	11,000
Total Professional Development	18,600	21,279	7,390	24,800	3,521
Total OPERATING EXPENSES	1,554,388	1,554,388	1,124,510	1,584,981	30,593

Department	2019 - 2020 Revised Budget	2020 - 2021 Budget	% Variance
Family Supports	\$1,554,388.18	\$75,875.00	-95.12%

Benefits \$0.00 \$0.00

GL Code Name	2019 - 2020 Revised Budget	2020 - 2021 Budget	% Variance
Mileage, Parking and Other Transportation	\$3,000.00	\$3,000.00	0.00%

Description

Provides for cost related to travel for local meetings with partners, contractors and grantees, as well as local trainings and site visits. The cost is based on an estimate of \$28/month for 12 staff. Monthly allowance to include public transportation, mileage and parking expenses.

Cell Phone & Mobile Devices \$7,200.00 \$13,800.00 91.66%

Description

Increased - agency providing cell phone reimbursement to all staff during remote;

An additional 6 months of Internet and Cellphone Reimbursement of \$6600 has been added for offsite work due to Covid-19. \$600 x 11 staff members

Office Supplies \$500.00 \$1,000.00 100.00%

Description

Increased - staff receiving supplies delivered to home

Subscriptions & Publications \$250.00 \$50.00 -80.00%

Description

Increased

Provides a budget of approximately \$40 per non-administrative staff to cover the purchase of resource books as well as journal articles related to the Family Supports portfolio.

Internal Meetings \$2,000.00 \$2,000.00 0.00%

Description

Provides for expenses related to Family Supports projects. These may include meetings with Commissioners, legal counsel, staff grantees, contractors and other partners.

Consultant Fees \$0.00 \$1,725.00 100.00%

Description

Fees to cover potential consulting

Professional Dues	\$2,000.00	\$2,000.00	0.00%
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Description

Provides for staff to be members of professional organizations such as the American Public Health Association and the National Association of Social Workers.

Airfare	\$10,000.00	\$7,000.00	-30.00%
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Description

Decreased from \$10,000 to \$7,000 in anticipation of decreased airfare and travel

Lodging	\$17,000.00	\$13,000.00	-23.52%
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Description

Decreased from \$17K to \$13K in anticipation of decreased travel/lodging needs in FY 20-21

Per Diem	\$6,000.00	\$5,000.00	-16.66%
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Description

Decreased from \$6K to \$5K due to anticipated decrease in travel costs

Other Travel Expenses	\$3,071.18	\$2,500.00	-18.59%
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Description

Decreased from \$3071 to \$2500 due to anticipated decrease in travel

Training Materials and Supplies	\$279.00	\$800.00	186.73%
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Description

Provides for materials to support project design and implementation.

Conference/Training Registrations	\$12,000.00	\$13,000.00	8.33%
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Description

Increased from \$11K to \$13K due to anticipated increase in virtual conferences/trainings

External Education/Training	\$10,000.00	\$11,000.00	10.00%
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Description

Provides for content specific training to increases content knowledge utilized to design and implement projects. Training can be provided on a group or individual basis.

Initiative		Investment Category			
Families Strategy 1 - Home Visiting		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Select Home Visiting Programs	\$10,902,000		\$10,170,000		-6.71%

Program Summary

Select Home Visiting (SHV) programs are an integral component of the 2020-2028 Strategic Plan and in alignment with the Families outcome, with a focus on increasing family protective factors.

SHV programs are evidence-based, voluntary, home-based intervention programs for families identified as high risk and residing within a Best Start Community. The programs include home visits delivered weekly, every two weeks, or monthly, depending on the program model and family's needs. Clients receive client-centered, strength-based information and support during visits with a focus on positive parenting behaviors and child development; information on key developmental topics such as attachment, discipline, health, safety, sleep, transition/routines; and family well-being.

The programs aim to:

- Increase parent knowledge of early childhood development and improve parenting practices;
- Cultivate and strengthen nurturing parent-child relationships;
- Provide early detection of developmental delays and health issues;
- Prevent child abuse and neglect; and
- Increase children's school readiness and school success

Sample Performance Measures:

- Achieve an enrollment rate (based on receipt of first home visit) of 70% of clients referred by Welcome Baby;
- Ensure enrolled clients receive at least 75% of the appropriate number of home visits based upon the individual level of service to which they are assigned;
- Track breastfeeding initiation, exclusivity and duration rates;
- Implement Patient Health Questionnaire (PHQ) for Depression Screening at intake and once a month for 90% of actively enrolled clients; and
- Ensure at least 90% of target children are linked to a medical/healthcare home.

Spending Plan and Funding Methodology

FY 20-21 represents the seventh 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 20-21 is estimated to be \$10,170,000. The total reflects an analysis based on the programmatic budgets for SHV from previous fiscal years relative to actual expenditures. It was calculated that historically up to 85 % of the programmatic funds are expended. The following were taken into account when developing the FY 20-21 estimate:

- Data from the Stronger Families database was utilized to identify the current number of active clients and the individual enrollment rate per provider for FY 18-19. This data was utilized to estimate each individual provider's program needs, including costs for personnel, supplies, and mileage. This conservative approach utilizes each provider's current enrollment rate, assumes it will remain steady, and applies it throughout FY 20-21 to estimate anticipated client enrollment per site; this does not preclude enrollment improvements.
- Application of new Home Visiting Compensation Policy, ensuring increased equity and application of a compensation range in alignment with home visitor responsibilities and level of training.
- Program costs due to personnel and client enrollment, including space, telephone, supplies, and staff training.
- Analysis of expenditure trends from prior fiscal years to align the programmatic budget with anticipated expenditures rather than contract amount.

*FY 20-21 program budget is anticipated to be less than the actual total contract amount, but reflects the trend of anticipated expenditures, based on previous year actuals. Contract amounts may be higher than budget amounts, due to unpredictable spending on a grantee level. Typical cost categories whose funds were not entirely utilized include: personnel, materials and travel. Unexpected staff vacancies impact personnel costs and number of families enrolled,

Initiative	Investment Category
Families Strategy 1 - Home Visiting which causes subsequent lower spending in materials and travel. Though this can be projected at an initiative level, it is less predictable at a grantee-level.	2015-2020 Strategic Plan: Focusing for the Future
Change from Prior Year (if >+-20%)	

Initiative		Investment Category			
Families Strategy 1 - Home Visiting		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Welcome Baby Hospitals	\$9,704,000		\$21,730,000		123.92%

Program Summary

Welcome Baby is an integral component of the 2020-2028 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 20-21 objectives are to:

- Achieve enrollment of a minimum of 35% of participating hospitals births (current average hospital enrollment across sites is 27%)
- Maintain 90% rate for program participants that will initiate any breastfeeding at time of hospital visit
- Achieve 80% rate for program participants receiving 2-4 week postpartum visit that will be given options for ongoing emergency and other care
- Maintain 95% rate for program participants receiving a 3-4 month home visit that will receive an Ages & Stages Questionnaire (ASQ) screening at that visit
- Achieve 80% rate for babies receiving a 9 month visit that are up to date on immunizations

Spending Plan and Funding Methodology

Historically, each Welcome Baby site had a single contract but was funded partially under Families Strategy 1 and partially under the Universal Assessment allocation. As the Universal Assessment allocation has been expended, contracts are being funded by Families Strategy 1. In FY 20-21, program costs under Families Strategy 1 for Home Visiting includes 14 Welcome Baby providers for \$21,730,000. This amount reflects an analysis based on the programmatic budget amounts for Welcome Baby from previous fiscal years relative to actual expenditures. It was calculated that historically up to 85% of the programmatic funds are expended. The Program Budget for FY 20-21 takes this historical trend into account to provide a more accurate budget. As such, FY 20-21 program budget is anticipated to be less than the actual total contract amount, but reflects the trend of anticipated expenditures.

The majority of contract expenses will be spent on personnel costs, with increases in expenses for supplies, mileage, and client materials.

The following were taken into account when developing the FY 20-21 estimate:

- Hospital birth rate county information from 2018 to inform personnel needs and estimated enrollment per site
- Increases in related program costs (mileage, supplies) in anticipation of increased enrollment
- Analysis of expenditure trends from prior fiscal years to align the programmatic budget with anticipated expenditures rather than contract amount.

Initiative	Investment Category
<p>Families Strategy 1 - Home Visiting</p> <ul style="list-style-type: none"> • Application of new Home Visiting Compensation Policy, ensuring increased equity and application of a compensation range in alignment with home visitor responsibilities and level of training. <p>*FY 20-21 program budget is anticipated to be less than the actual total contract amount, but reflects the trend of anticipated expenditures, based on previous year actuals. Contract amounts may be higher than budget amounts, due to unpredictable spending on a grantee level. Typical cost categories whose funding was not maximized include: personnel, materials and travel. Unexpected staff vacancies impact personnel costs and number of families enrolled, which causes subsequent lower spending in materials and travel. Though this can be projected at an initiative level, it is less predictable at a grantee-level.</p>	<p>2015-2020 Strategic Plan: Focusing for the Future</p>
Change from Prior Year (if >+-20%)	
<p>In previous fiscal years, funds for Welcome baby were identified separately as Best Start and Universal Assessment of Newborns; the funds are now combined under the Welcome Baby Hospitals.</p>	

Initiative		Investment Category			
Families Strategy 1 - Home Visiting		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Family Strengthening Oversight Entity	\$3,622,000		\$3,650,000		0.77%

Program Summary

Family Strengthening Oversight Entity (FSOE) aligns with the 2020-2028 Strategic Plan given its support for the implementation of the Family Strengthening strategies, specifically the Welcome Baby and Home Visiting programs, which work to increase family protective factors.

The FSOE aims to ensure coordinated, high-quality services are offered across the system of participating providers. The FSOE oversees and supports the standardization of the Welcome Baby program to ensure adherence to program fidelity by the Welcome Baby providers across the county. The FSOE also provides programmatic technical assistance and support to the Select Home Visitation providers to support implementation and model fidelity. Additional responsibilities include the provision of technical assistance to providers utilizing First 5 LA's Stronger Families Database System; participation and coordination in the development of the Stronger Families Database System; facilitation of cross-site peer learning exchanges; and coordination and support of communication and messaging efforts. The FSOE also coordinates the Los Angeles County Perinatal and Early Childhood Home Visitation Consortium and participates in county-wide efforts to coordinate, enhance, expand, and advocate for high quality home visiting programs.

Spending Plan and Funding Methodology

In FY 20-21 the Family Strengthening Oversight Entity (FSOE) will continue to provide support to fourteen (14) Welcome Baby and nineteen (19) Select Home Visitation providers. The program budget estimate was based on historical expenditures and implementation of similar activities, including coordination of two Family Strengthening Cohort Trainings, up to six regional peer-to-peer workshops and an Annual Summit as well as ongoing resources to support the LAC Perinatal and Early Childhood Home Visiting Consortium. Additionally, the FSOE is participating in the coordination of the Department of Public Health Home Visiting Expansion efforts via planning, database development, and training.

Spending Plan & Methodology

In FY 20-21 the Family Strengthening Oversight Entity (FSOE) will:

- Coordinate and provide input to evaluation activities and study designs with First 5 LA Integration and Learning staff, evaluation contractors, and Welcome Baby sites
- Coordinate and implement 2 Family Strengthening Cohort Trainings for Welcome Baby/Select Home Visiting providers (over 150 hours of training)
- Coordinate monthly technical assistance calls with Welcome Baby and Select Home Visiting providers
- Coordinate training workshops for the Select Home Visiting providers
- Organize and conduct 2 peer to peer learning opportunities
- Provide program materials to providers across 14 Welcome Baby sites (including home safety items, boppy nursing pillows, infant books and developmental toys)
- Provide on-going programmatic and database technical assistance to Welcome Baby and Select Home Visiting providers
- Coordinate the Los Angeles County Perinatal and Early Childhood Home Visitation Consortium and participate in county efforts to coordinate across home visiting programs in LA County.

Requested resources are consistent with historical expenditures and anticipated need. The following were taken into account when developing the FY 20-21 estimate:

- Anticipated merit increase for personnel
- Funding to provide technical assistance to Select Home Visiting grantees on team dynamics and change management given the expansion of home visiting services through the Department of Public Health.

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

Initiative		Investment Category			
Families Strategy 1 - Home Visiting		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Funding to Support Home Visiting Health Plan Partnerships			\$50,000		0.00%

Program Summary
 This funding will support a continued engagement with a consultant who can provide specialized technical expertise in MediCal Managed Care to First 5 LA as part of our sustainability and revenue maximization strategy for home visiting.

Spending Plan and Funding Methodology
 The funding amount is based on the number of anticipated hours of consultant support to be needed in FY 20-21 in order to move forward First 5 LA’s partnerships with managed care health plans around home visiting.

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

Initiative	Investment Category
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Families Strategy 1 - Home Visiting	2015-2020 Strategic Plan: Focusing for the Future
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Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
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Home Visiting Sustainability Support in Health Systems	\$140,000		\$120,000		-14.28%
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Program Summary

Programs Division work in both the Home Visiting (Family Supports Department) and Help Me Grow (Health Systems Department) strategies highlight significant partnership opportunities with County agencies, health plans and other entities to leverage and maximize collective resources, programmatic efforts and funding. This consulting contract will support health-related systems research, County partnership development support, health plan partnership development support and technical expertise to the Health Systems and Family Supports Departments.

Spending Plan and Funding Methodology

The budget funds will be utilized to acquire and execute the consultant services on a task order basis needed to support the work articulated in the Program Summary, namely to maximize federal Medicaid reimbursement for current First 5 LA investments in home visiting and Help Me Grow related to:

- * Health-related Systems Research
- * County Partnership Development Support
- * Health Plan Partnership Development Support
- * Health Systems and Family Supports Department technical assistance

The total amount was determined based on the maximum First 5 LA contractor rate per hour and the projected hours based on comparable work throughout the organization.

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

Initiative	Investment Category
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Families Strategy 1 - Home Visiting	2015-2020 Strategic Plan: Focusing for the Future
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Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
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Home Visiting Sustainability Support in Mental Health Systems	\$75,000		\$75,000		0.00%
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Program Summary

In late 2017, the LA County Department of Mental Health announced plans to re-direct \$40 million in unspent Mental Health Services Act-Prevention and Early Intervention (MHSA-PEI) funds over two years to specifically support mental health-enhanced home visiting services in the County. The large infusion of funding into the HV landscape requires significant effort and planning to realize timely and efficient implementation. This consulting support provides technical assistance to DMH in operationalizing MHSA-PEI funds. This includes advising DMH on how they can maximize drawing down federal Medicaid funding by leveraging the MHS-PEI funding. The assistance may include analyzing the current use of MHS-PEI funds, the possible mechanisms for drawing down Medicaid funding utilizing these funds, and making recommendations to DMH.

Spending Plan and Funding Methodology

In FY 19-20, First 5 LA provided \$75,000, which will be fully expended, in consulting support to DMH for technical assistance to operationalize Mental Health Services Act-Prevention and Early Intervention (MHSA-PEI) funds for home-visiting related efforts. The request for FY 20-21 represents any additional funding as needed, up to \$75,000 for ongoing consulting support in FY 20-21.

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

Initiative	Investment Category
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Families Strategy 1 - Home Visiting	2015-2020 Strategic Plan: Focusing for the Future
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Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
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Infrastructure Support for Health Plan Reimbursement			\$25,000		0.00%
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Program Summary

First 5 LA is partnering with managed care health plans that serve Los Angeles County to improve care coordination for pregnant women, young children, and their families. In order for First 5 LA to be reimbursed for the costs of services provided, there will be a need to develop and implement a process for securing reimbursement, which may require contracting with an outside entity/vendor.

Spending Plan and Funding Methodology

The funds will be expended to develop and implement a process to enable First 5 LA to secure reimbursement from one or more health plans for services provided, pending a mutually determined structure. The estimated costs are based on research conducted on different types of reimbursement structures permitted by the health plans and the associated costs for building this piece of infrastructure to move forward this work with health plans.

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

Initiative		Investment Category			
Families Strategy 1 - Home Visiting		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
LAC Perinatal and Early Childhood Home Visiting Consortium	\$50,000		\$50,000		0.00%

Program Summary

The Los Angeles County Perinatal and Early Childhood Home Visiting Consortium (The Consortium) is a leader in the coordination, measurement and advocacy for high-quality home visiting. The Consortium seeks to (1) build referral pathways; (2) support provider training; (3) collect data; (4) elevate, promote and advocate for quality home visiting; and (5) increase funding and partnerships to support home visiting. The consortium is also working to build its own capacity to achieve these strategic goals.

In light of the increased revenue for home visiting coming into LA County, the Consortium would benefit from having assistance in examining their business model (i.e., identify the costs of their operations and set amounts for all functions, including communications, training, and database Technical Assistance) and engaging in strategic planning to ensure they are prepared to support quality, data aggregation, referral pathways, and advocacy so that they can grow as the home visiting system in LA County grows. This will be a short-term strategy to help the consortium identify how it can best support the growing home visiting system in Los Angeles County, given several new funding streams for home visiting coming into the County.

Spending Plan and Funding Methodology

FY 19-20 efforts focused on time-limited activities of business and strategic planning to continue to grow the Consortium's capacity. As needs evolve into FY 20-21, First 5 LA will continue to assess the level of needed support and plan accordingly. Additionally, investment in the consortium has historically been matched by the Partnership for Early Childhood Investment and this investment is expected to be matched. Funding is estimated based on consultant time to support the business and strategic planning activities.

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

Initiative	Investment Category
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Families Strategy 1 - Home Visiting	2015-2020 Strategic Plan: Focusing for the Future
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Program Name	2019 - 2020 Revised Budget	2020 - 2021 Budget	% Variance
MAMA's Visits Home Visiting Program Training and T.A. Support	\$265,000	\$265,000	0.00%

Program Summary

The LA County Department of Health Services (DHS) received approval to expand their MAMA’s Neighborhood program to include home visitation, and will provide home visitation staff with training and technical assistance coordinated by First 5 LA's Family Strengthening Oversight Entity. This includes up to two training cohorts to train over 70 MAMA's staff, technical assistance for program implementation and provision of client materials. This approach will help embed crucial best practices within their model to more effectively engage parents and support and retain home visitation staff as DHS builds their program infrastructure.

Spending Plan and Funding Methodology

The Family Strengthening Oversight Entity (FSOE) will coordinate up to two training cohorts for over 70 of the Department of Health Services MAMA's Neighborhood home visitation staff, provide technical assistance, lead training on reflective supervision for staff, and provide client materials. The program budget estimate is based on assessing expenditures that support the FSOE's Family Strengthening Training for home visitation staff, provision of reflective practice and client materials. The estimates are consistent with historical expenditures and experience in funding similar activities.

Spending Plan & Methodology

In FY 20-21 the Family Strengthening Oversight Entity (FSOE) will support the MAMA's Program by:

- Coordination and implementation of up to 2 Family Strengthening Trainings
- Coordination of monthly reflective practice training and coaching sessions for MAMA's supervisors
- Provision of peer to peer engagement for MAMA's staff
- Provision of client materials (including home safety items, boppy nursing pillows, infant books and developmental toys)

The following were taken into account when developing the FY 20-21 estimate:

- Addition of part-time administrative coordinator position
- Funding to coordinate and implement up to two Family Strengthening Trainings
- Funding to conduct reflective practice training for supervisors and peer to peer engagements
- Funding for provision of client materials

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

Initiative	Investment Category
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Families Strategy 1 - Home Visiting

2015-2020 Strategic Plan:
Focusing for the Future

Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Medi-Cal Administrative Activities Implementation Support	\$236,000		\$277,000		17.37%

Program Summary

Ongoing efforts to respond to the Los Angeles County Board of Supervisor's motion related to the enhancement and expansion of home visiting in the county have revealed a number of opportunities to embed home visiting practices into multiple county functions to leverage and maximize funding. One of those opportunities is the County-Based Medi-Cal Administrative Activities (CMAA) strategy, a Medicaid benefit. Through a partnership with LA County Department of Public Health (DPH), First 5 LA (F5LA) select home visiting grantees have an opportunity to join the County CMAA platform and leverage federal funding for programmatic activities that are currently being performed.

In FY 20-21, Optimas Services, Inc. has been hired to provide training and technical assistance in CMAA to First 5 LA and DPH home visitors implementing Healthy Families America (HFA) and Parents as Teachers (PAT). Trainings will be provided, time surveys will be reviewed, invoices will be created and consultation on best practices will be provided. Optimas Services, Inc will also provide critical support to F5LA in working with the LA County DPH, the local governing authority for the County, to join the CMAA platform.

Spending Plan and Funding Methodology

Optimas Services, Inc. will continue to provide support to the First 5 LA Select Home Visitation and Welcome Baby grantees and Department of Public Health home visiting staff. The program budget estimate was based on historical expenditures and implementation of similar activities as well as estimates provided by Optimas.

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

Initiative		Investment Category			
Families Strategy 1 - Home Visiting		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Stronger Families Database	\$700,000		\$667,000		-4.71%

Program Summary

Welcome Baby and Select Home Visiting are critical components of the 2020-2028 Strategic Plan, and the Stronger Families Database is the administrative structure to track the clients served by these programs. This budget item will support and continue the build-out of the Stronger Families Database. These data will include client-level information on services, screening, and assessments.

Spending Plan and Funding Methodology

Aside from the ongoing database hosting and maintenance, in FY 20-21 the system will incorporate database changes, such as allowing for transitions of clients between program models if risks are identified postpartum, changes resulting from the Department of Public Health and Department of Social Services home visiting expansion, and continued support of Tableau reporting and additional features requested by users. Ongoing efforts to support evaluation efforts that utilize the database will continue.

FY 20-21 funds will support the following areas:

DATABASE DEVELOPMENT (\$288,000)

The database will work to support transition of clients and staff between funding sources, as well as incorporate home visiting program model changes. Additionally, potential strategies may require additional development time to create or enhance existing functions or new modules. At \$200/hour and 1,440 hours, this is \$288,000.

PROGRAM DEVELOPMENT AND PROJECT MANAGEMENT (\$208,000)

For consultants and staff for development/management consultant and staff time, tester time, and data-sharing consultant time.

HOSTING (\$180,000)

The web hosting with NetChemistry to make the database available to program staff costs \$17,000/month.

LICENSES (\$24,000)

Tableau - annual license maintenance fee to run and maintain the Tableau server which allows grantees access to reports

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

Initiative		Investment Category			
Families Strategy 2 - Family Engagement		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Abriendo Puertas	\$903,000		\$230,000		-74.52%

Program Summary

Abriendo Puertas/Opening Doors is an integral component of the 2015-2020 Strategic Plan and in alignment with the Families outcome area, with a focus on increasing family protective factors and impacting systems of services and supports to better engage parents/caregivers in fostering their child’s early learning and healthy development. Abriendo Puertas/Opening Doors’ train-the-facilitator model helps local family service providers improve their outreach and interaction with families, and create a sustainable program that reaches beyond the initial training sessions. This investment supports Abriendo Puertas' organizational capacity to advance and sustain its evidence-based family engagement model and practices.

The curriculum promotes school readiness, family well-being, and advocacy by addressing best practices in:

- Brain development
- Key aspects of early childhood development (cognitive, language, physical, and social/emotional)
- Early literacy
- Numeracy
- Bilingualism
- Health
- Attendance
- Civic engagement
- Parent leadership
- Goal setting, and
- Planning for family success

In October 2016, the Commission approved a strategic partnership with Abriendo Puertas/Opening Doors and an 18-month contract was executed on January 2017 to explore provider capacity issues in family engagement program implementation across diverse school and non-school settings (i.e. ECE, health-care, etc.). These environments are non-stigmatizing, thereby created a unique opportunity to reach families that may be relatively more isolated from the broader array of family support services.

The major program components for the 6 months no-cost extension period during FY 20-21 include:

1. Refining implementation and sustainability tools with school and non-school settings by identifying factors that informs provider capacity processes and needs to deliver high quality programming
2. Cultivating relationships that would advance sustainability efforts in future steps towards new curricular design and implementation practices for diverse populations by #3
3. Conducting (a) demonstration lesson(s) of adapted Abriendo Puertas programming to non-Latino populations
4. Working with research contractor to accompany the aforementioned components in order to help develop a body of knowledge on family engagement needs across Los Angeles County by evaluating provider capacity issues to capture organizational and facilitator challenges and needs when implementing Abriendo Puertas/Opening Doors

Spending Plan and Funding Methodology

Funds allocated in FY 19-20 to support a 6 month no-cost extension period will support Abriendo Puertas to complete their major project activities during FY 20-21:

1. Personnel: Manage agency costs (projected to cover Director & Support Staff) - \$18,000
2. Contracted Services: Support sub-contracts (projected to cover costs of technical assistance, translators, curriculum consultants, etc.) - \$51,000
3. Training Expenses - \$30,000
4. Evaluation: Contract with the University of California, Berkeley to conduct an implementation study at select participating project sites with the purpose to understand provider capacity across diverse settings such as schools, non-schools, and school-community partnership sites (Cost includes: time of principal investigator, graduate

Initiative	Investment Category
Families Strategy 2 - Family Engagement student, and post-doctoral researcher) - \$126,000 5. Indirect Costs: 10% of total contract related to personnel, training, as well as operating & administrative costs (excluding subcontractors, equipment, and depreciation) - \$5,000.	2015-2020 Strategic Plan: Focusing for the Future

Abriendo Puertas has a multi-year spending plan. Technical assistance framework development and evaluation activities scheduled for FY 19-20 are shifting to FY 20-21 (no-cost extension period).

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

Variance for prior year is due to a 6 month no-cost extension period (FY 20-21) to support the project's deliverables of the major activities due to a later start in evaluation activities and necessary timeline shifts to accommodate project activities: (1) an implementation study with UC Berkeley; (2) the development of a Technical Assistance framework synthesize information to better support family engagement providers and their organizations; and (3) hosting a Summit of family engagement facilitators across all three phases of the project.

Initiative	Investment Category
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Families Strategy 2 - Family Engagement	2015-2020 Strategic Plan: Focusing for the Future
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Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Family Engagement Learning Community Support	\$40,000		\$40,000		0.00%

Program Summary

The Family Engagement Learning Community will be co-funded by First 5 LA and several other foundations in the region. This partnership will help facilitate work with other funders to support the building of the Family Engagement field through shared learning and integration of efforts between funders. This will support meetings and facilitation by a consultant.

The Learning Community will be convened by the Los Angeles Partnership for Early Childhood Investment (PECI), with support from an external consultant.

Spending Plan and Funding Methodology

The Family Engagement Learning Community will be funded in partnership by First 5 LA and several other foundations in the region. The Learning Community will be convened by the PEGI, with support from an external consultant. Funds will support facilitation and dissemination of learnings. The total proposed resource need for this Strategic Partnership is \$20,000.

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

Initiative		Investment Category			
Families Strategy 2 - Family Engagement		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Project Dulce	\$955,000		\$282,000		-70.47%

Program Summary

DULCE is an innovative pediatric-care-based intervention through which primary care clinical sites proactively address social determinants of health and promote the healthy development of infants from birth to six months of age. A critical component of DULCE is to provide support to parents, connecting them to resources based on parents' needs and priorities with the option of providing home visits, at the parents' choice. The DULCE intervention incorporates a protective factors approach and incorporates a Medical-Legal Partner. First 5 LA partnered with The Center for the Study of Social Policy (CSSP) to implement DULCE in two clinic sites across Los Angeles County: The Children's Clinic in Central Long Beach, and Northeast Valley Health Corporation in Sun Valley. Funds would support an extension with an addition of funds for three months to develop/implement a transition process to support families and close cases as First 5 LA steers away from direct services in Family Engagement.

DULCE aims to:

- Increase connection to needed concrete supports and community resources;
- Increase utilization of well-child/preventive health care visits;
- Decrease the use of emergency room care; and
- Produce strong patient satisfaction ratings for DULCE services.

In FY 20-21, each DULCE clinic will:

- Develop appropriate plans to sunset the program as an interdisciplinary team.
- Implement the plan to taper down client enrollment and case completion or close cases.
- Work in partnership with CSSP (DULCE) to explore innovation opportunities as part of transition/sunsetting process and potential sustainability opportunities.

Spending Plan and Funding Methodology

FY 20-21 estimated spending is based on FY 19-20 expenditures, staff's experience on program components and The Center for the Study of Social Policy's (CSSP) experience in implementing DULCE in other states. This investment will be ramping down within 3 months of the fiscal calendar. These months will support the development of a sunsetting process to develop/implement a transition process to support families and close cases as First 5 LA steers away from direct services in Family Engagement.

Participating clinics are:

1. The Children's Clinic, Central Long Beach
2. The Children's Clinic, S. Mark Taper Foundation
3. Northeast Valley Health Corporation, Sun Valley
4. Northeast Valley Health Corporation, Newhall

A total cost of \$236,000 is estimated for FY 20-21 which reflects cost for four sites; \$21,000.00 for strategic partnership with CSSP to provide technical assistance on program implementation and parent engagement at all four sites and \$25,000 for a letter of agreement with CSSP to support 1 TCC DULCE clinic site.

Major cost areas were considered and are detailed below:

1. Cost for transition and closing of client cases:
The Children's Clinic: 2 sites \$114,000
North East Valley Health Corp: \$122,000
CSSP TA: \$21,000.00
LOA: \$25,000

Total: \$282,000.00

1. * Project Personnel and Fringe benefits for the following staff \$236,000.00

Initiative	Investment Category
<p>Families Strategy 2 - Family Engagement</p> <p>2 Family Specialist Medical Champion Mental Health Supervisor Clinic Administrator CQI lead (if different) Project Manager (if different)</p> <p>* Contracted Services Medical Legal Partner: per clinic system (total of 2)</p> <p>* Operation Cost These costs include items such as equipment, printing/copying, space, telephone/network services, postage, supplies, employee mileage/travel, training, other expenses and indirect cost.</p> <p>2. Technical Assistance (\$) 21,000.00 CSSP will provide approximately technical assistance, sunseting/ramp down guidance of DULCE in 4 clinics of Los Angeles County. (4 total)</p> <p>3. Letter of agreement with CSSP to support 1 TCC DULCE clinic site \$25,000.00</p>	<p>2015-2020 Strategic Plan: Focusing for the Future</p>

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

Initiative	Investment Category
Baby Friendly Hospitals	Legacy Investments

Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Baby Friendly Hospital Project - Cycle 4	\$102,000		\$48,000		-52.94%

Program Summary

\$10.5 million was approved by the Commission in March 2009 to support the Baby Friendly Hospital Initiative. The initiative aims to achieve International Baby Friendly designation, which indicates that the hospital has met key criteria related to the support of breastfeeding. Birthing hospitals aim to enhance and support a continuum of care to improve initiation and duration of breastfeeding by improving breastfeeding policies and procedures.

Note that the Cycle 4 grants do not reflect the allocation of new resources, but will be drawing down from the remaining amount approved by the Commission for this initiative. Cycle 4 hospitals align with the Welcome Baby program and support the goals outlined in the 2015-2020 Strategic Plan.

Spending Plan and Funding Methodology

Martin Luther King Jr. hospital is the last remaining hospital funded as part of Cycle 4 of the Baby Friendly Hospital Project in FY 19-20. The end date for this project was June 310, 2020, however, due to COVID the in-person designation visit from Baby Friendly was delayed. The hospital requested a no-cost extension in the amount of \$48,000. The additional time will allow more time for the hospital to complete the assessment process to be designated as a Baby Friendly Hospital.

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

Initiative	Investment Category
Black Infant Health	Legacy Investments

Program Name	2019 - 2020 Revised Budget	2020 - 2021 Budget	% Variance
Birth Outcomes and Disparities – Policy and Systems Change	\$470,000	\$1,400,000	197.87%

Program Summary

This project was established via board motion and approval in November 2013. The intent of the motion was to provide funding to support advocacy to address the disparity in positive birth outcomes for African American families. The motion did not specify the time period over which the \$500,000 should be spent, the remaining balance will likely be spent in FY 20-21. First 5 LA (F5LA) is aligning this initiative with the Los Angeles County Department of Public Health's (DPH) priority to eliminate African-American birth disparities. F5LA and DPH are working in partnership with a broad group of stakeholders and experts countywide to lead the African-American Infant Mortality (AAIMM) Initiative to address this issue. This collaboration will support the development of an aligned internal strategy that can include policy, advocacy, research, communications and technology efforts and expenditures in FY 20-21.

Spending Plan and Funding Methodology

The approach for expending these dollars is to be determined and will be in alignment with county and/or statewide efforts to address birth disparities for African-American women. FY 20-21 expenditures were calculated based on analysis of expended and projected FY 19-20 costs, with the balance to be spent down in FY 20-21. FY 20-21 expenditures will likely fall within the categories of:

- Pritzker - \$200,000
- Matching costs for new Pritzker Fellow and funding for associated efforts (tentative depending on Pritzker award, will otherwise be used for consulting or emerging opportunities)
- Communications - \$350k
- Strategic Communications initiative including: consultant, website, sponsorship, public education ads, and collateral materials
- Stakeholder Engagement, Policy and Advocacy - \$50,000
- Convenings, capacity building, leveraging partnerships, district education etc.
- AAIMM Innovation Fund - \$50,000
- Matching contribution to pooled fund
- Emerging Opportunities \$300,000
- Research & Data - \$450,000
- Matching costs for AAIMM evaluation, other focus groups and data requests

Total: \$1,400,000

This budget reflects a full spend down of the allocation.

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

The change from the prior year reflects an effort to leverage public and private funds to support the evolving policy and systems change effort F5LA is co-leading with the Department of Public Health. The increase in budget includes the spending of received DPH funds for the AAIMM Strategic Communications Initiative and a consultant to guide that initiative; matching funds for the AAIMM Innovation Fund; and matching funds for the AAIMM evaluation.

Initiative	Investment Category
Little by Little/One Step Ahead	Legacy Investments

Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Little by Little/One Step Ahead Program	\$3,100,000		\$3,105,000		0.16%

Program Summary

In January 2011, the Commission approved an allocation of \$30 million for the One Step Ahead/Little by Little (OSA/LBL) program, a modification of the Little by Little (LBL) program previously implemented by the Public Health Foundation Enterprises-Women, Infants and Children Program (PHFE-WIC) and funded by First 5 LA. During the same year the program also underwent a name change to only "Little by Little" due to existing trademarking of the One Step Ahead name.

The core program components include:

1. Providing individual counseling and handouts regarding child development, early literacy, and child safety at each WIC client visit.
2. Distributing developmentally appropriate books during WIC clients' visits.

Spending Plan and Funding Methodology

HOW FUNDS WILL BE SPENT IN FY 20-21

- Partnering with the six LA County WIC agencies and overseeing the implementation of the LBL program at the selected 10 WIC site locations;
- Providing LBL program services to a total of 65,103 unique WIC participants across 10 WIC site locations;
- Providing technical assistance to help WIC sites improve services and strengthen program quality;
- Ensuring client data is being collected and entered in the LBL client database system;
- Implementing fund development and sustainability plan activities in order to support the effectiveness and sustainability of the program; and
- Analyzing school readiness outcome evaluation data.

MAJOR COST AREAS

The funding level for FY 20-21 was determined based on contractor spending patterns in past years and the negotiated 39 month life of project contract estimates. In FY 19-20, the LBL program will provide services to an estimated total of 70,000 unique WIC participants for a total budget estimate of about \$3,104,097 (rounded up to \$3,105,000). The following are the major programmatic and administrative cost categories and estimated annual amounts for FY 20-21:

1. Personnel- 24 staff positions will manage the various initiative components including training and technical assistance, fiscal and contract management and direct services at two WIC sites. Total estimated expenses for personnel: \$955,243.
2. Contracted Services- an estimated 7 subcontractors including 6 subcontractors delivering direct services at eight WIC sites and an implementation consultant are needed to complete the various components of the LBL direct service, marketing and intervention implementation. Total estimated expenses for subcontracts: \$1,235,142.
3. Program Supplies- Program expenses are related to program materials and brochures. Total estimated expenses for supplies: \$607,565.
4. Operating and Administrative Costs- A total of \$115,146 is estimated for space, postage, travel, mileage, other related expenses.
5. Evaluation: A budget of \$23,060 is needed to continue evaluation efforts, including fees and significant data collection and analysis activities.
6. Indirect Costs: 10% of total contract amount excluding subcontractors (contractor services), equipment and depreciation: \$167,941.

In November 2018 the board took action to extend the strategic partnership with PHFE-WIC (now Heluna Health) to amend the contract for an additional \$9,024,757 through June 30, 2023. This extension and additional funding will allow the grantee to continue implementing its comprehensive, multi-pronged sustainability plan which includes policy and advocacy, social enterprise, and general fundraising efforts. Moreover, this will allow the infrastructure built by Heluna Health to remain intact as they employ various strategies to sustain the Little by Little Initiative in the future.

Initiative

Investment Category

Little by Little/One Step Ahead

Legacy Investments

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

Communities

COMMUNITIES

Authorized Positions

Director	1
Senior Strategist	1
Senior Program Officer	4
Program Officer	14
Administrative Assistant	1
Program Associate	2

Total **23**

The Communities Department's work contributes to the achievement of First 5 LA's long-term results for children and families at a population-level within the 14 Best Start geographies/five regions. Staff work within regional teams to:

- Catalyze, support, and help grow Best Start Networks of parents/caregivers, residents, organizations and other stakeholders who commit themselves to develop, advance, and learn from community change agendas aligned with one or more of First 5 LA's long-term results for children and families.
- Cohere and build larger movements within the five Best Start regions with active participation from the Best Start Networks, community-based organizations, built environment advocates, direct service providers, public agencies, philanthropy, and other partners who are committed to help move the needle on long-term population-level results for children and families within the five Best Start regions.

To move work forward in these two areas of focus, Communities Department staff have responsibilities, including but not limited to, the following:

- 1) Strategy, Design & Development: a) identifying best practices in community engagement and place-based work; b) assessing community assets, resources, barriers and needs, c) determining key outcomes, strategies, activities and resource requirements for investments; d) exploring leveraging opportunities and collaborative approaches *internally* across First 5 LA programs, projects and initiatives and *externally* with foundations, nonprofits, county government and municipalities; and e) incorporating community perspectives in ongoing planning, design and development of program strategies.
- 2) Systems Practice: a) mapping the issues, stakeholders, existing connections and influencers; b) understanding centers of power, intersecting issues, and levers for change; c) supporting infrastructure that enables people to connect, mobilize, learn and nurture adaptive leadership; and d) weaving relationships such

as connecting community groups to public agencies to ensure community voice in decision-making at the community, city, county, state levels.

- 3) Develop Funding and Program Recommendations and Grant/Contract Management: a) developing funding mechanisms (i.e., solicitations and RFP/Qs); b) negotiating, executing and monitoring grants/contracts to ensure successful implementation of activities and achievement of objectives and outcomes; c) monitoring grantee/contractor performance, timeline and deliverables and supporting continuous quality improvement; and d) guiding, advising and problem-solving as needed and/or requested by grantees, contractors and vendors.
- 4) Data & Learning: a) convening regional learning dialogues to understand the stories behind existing population-level data; b) monitoring social, economic and political trends and factors that affect children and families within Best Start geographies; c) gathering insights, information and ideas from stakeholders about key aspects of our place-based investment; d) identifying and elevating promising community-driven strategies that promote systems change; and d) sharing learning internally, locally, statewide, and nationally.

COMMUNITIES

	Budget FY 2019-20	Revised Budget FY 2019-20	Estimated FY 2019-20 Expenditures	Proposed Budget FY 2020-21	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	1,832,163	1,832,163	1,474,298	1,907,534	75,371
Total Employee Benefits	580,490	580,490	536,537	609,694	29,204
Total Personnel Services	2,412,653	2,412,653	2,010,836	2,517,228	104,575
Operating Services					
6205 ADP-Payroll	-	-	-	-	-
6210 Worker's Compensation Insurance	-	-	-	-	-
6215 Utilities	-	-	-	-	-
6220 Corporate Insurance	-	-	-	-	-
6225 Mileage, Parking and Other Trans	15,000	15,000	5,876	8,000	(7,000)
6230 Telephone	-	-	-	-	-
6235 Cell Phone & Mobile Devices	11,500	11,500	7,071	18,000	6,500
6240 Outside Printing & Publishing	-	-	-	-	-
6245 Other Supplies	-	-	-	-	-
6250 Postage & Delivery	-	-	-	-	-
6255 Educational Supplies	2,000	2,000	40	1,000	(1,000)
6260 Office Supplies	3,000	3,000	560	5,000	2,000
6265 Subscriptions & Publications	500	500	-	3,500	3,000
6270 Capital Outlay	-	-	-	-	-
6275 Equipment-Rents & Leases	-	-	-	-	-
6280 Building Repair & Maintenance	-	-	-	-	-
6285 Equipment Repairs & Maintenance	2,000	2,000	-	1,000	(1,000)
6290 Offsite Storage	-	-	-	-	-
6295 Hardware & Software Maintenance	-	-	-	-	-
6300 Miscellaneous/Contingency	-	-	-	-	-
6305 Stipend/Honorarium	-	-	-	-	-
6310 Internal Meetings	20,000	20,000	7,105	20,000	-
Total Operating Services	54,000	54,000	20,653	56,500	2,500
Consultant Services					
6410 Consultant Fees	25,000	11,912	-	20,000	8,088
6420 Other Professional Fees	-	-	-	-	-
6430 External Reviewers	-	-	-	-	-
Total Consultant Services	25,000	11,912	-	20,000	8,088
Professional Services					
6510 Audit	-	-	-	-	-
6520 Legal Fees	-	-	-	-	-
6540 Professional Dues	2,000	2,000	468	2,000	-
6550 Staff Recruitment	-	-	-	-	-
6560 Commissioners Stipends	-	-	-	-	-
6570 Web-Based Services	-	-	-	-	-
6580 Bank & Other Service Charges	-	-	-	-	-
Total Professional Services	2,000	2,000	468	2,000	-
Travel Expenses					
6610 Airfare	8,000	8,000	1,503	3,000	(5,000)
6620 Lodging	8,000	8,000	8	6,000	(2,000)
6640 Per Diem	5,000	5,000	2,280	3,000	(2,000)
6650 Other Travel Expense	4,000	4,000	934	1,000	(3,000)
Total Travel Expenses	25,000	25,000	4,725	13,000	(12,000)
Professional Development					
6810 Training Materials & Supplies	-	-	-	-	-
6820 Internal Training	-	-	-	-	-
6830 Leadership Programs	-	-	-	-	-
6840 Conference Registrations	20,300	20,300	14,840	20,300	-
6850 External Education/Training	-	-	-	-	-
Total Professional Development	20,300	20,300	14,840	20,300	-
Total OPERATING EXPENSES	2,538,953	2,525,865	2,051,521	2,629,028	103,163

Department	2019 - 2020 Revised Budget	2020 - 2021 Budget	% Variance
Communities	\$2,538,953.00	\$111,800.00	-95.60%

Benefits \$0.00 \$0.00

GL Code Name	2019 - 2020 Revised Budget	2020 - 2021 Budget	% Variance
Mileage, Parking and Other Transportation	\$15,000.00	\$8,000.00	-46.66%

Description

Provides for expense reimbursement for up to 20 staff that use their private vehicles and ride-share services in the course of conducting commission business. During FY 2020-2021, Communities Department staff will participate in external meetings and events and have increased responsibilities around stakeholder engagement and networking to leverage resources within the 14 Best Start geographies (e.g., county departments, local foundations, etc.). Monthly mileage and parking reimbursements can range from \$10-\$400 depending on the distance driven. For example, staff that work in the Antelope Valley generally have higher mileage reimbursements due to the distance from the First 5 LA office. All expenses will adhere to First 5 LA's Policy for Travel Approval and Reimbursement. Following public health guidance, this line item has been reduced from FY 19-20 to account for less travel and participation in virtual meetings for the first six months of the fiscal year.

Cell Phone & Mobile Devices \$11,500.00 \$18,000.00 56.52%

Description

Per First 5 LA's Mobile Device Policy, eligible staff who are required to be accessible while working outside of the office or during after-hours, are provided a monthly reimbursement of \$50 for use of his/her personal mobile device. Cell phone reimbursements will be paid up to 20 full-time staff. Due to the cell phone and internet reimbursements provided agency wide, the increase reflects 6 months of both cell phone and internet reimbursement at \$100 a month for 20 full-time staff and 6 months of only cell phone reimbursements.

Educational Supplies \$2,000.00 \$1,000.00 -50.00%

Description

Provides for expenses such as books, videos, and other educational resources related to enhancing staff core capabilities to conduct place-based work and individual professional development. Books will be purchased for the Communities Department Resource Library and individual staff use.

Office Supplies \$3,000.00 \$5,000.00 66.66%

Description

Provides for consumable office supplies for the department at an estimate of \$100 per year per employee. This line item also includes 8 boxes of paper per month and ink cartridges for the Communities Department Director's printer. The \$2,000 increase from FY 19-20 reflects the department's burn rate, which includes additional expenditures to support staff working from home.

Subscriptions & Publications \$500.00 \$3,500.00 600.00%

Description

Provides resource for subscriptions to publications, such as the Stanford Social Institutional Review, Kumu, Slido, and Survey Monkey, to support the department's programmatic work. Resources are also needed to maintain up to eight Zoom accounts to provide staff tools to communicate and collaborate with external partners.

Equipment Repairs & Maintenance	\$2,000.00	\$1,000.00	-50.00%
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Description

Provides for expenses primarily related to the ongoing maintenance required for the department's interpretation equipment (i.e., head sets and receivers).

Internal Meetings	\$20,000.00	\$20,000.00	0.00%
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Description

Provides for expenses related to internal meetings for department planning, contractor/partner meetings, and internal reflection and learning sessions. These meetings may include external partners such as Commissioners, consultants, and contractors. Meeting expenses may include facility rentals, catering, meeting materials, etc. Due to the physical distancing and other public health guidance, in-person gatherings are anticipated to be on hold for the first six months of the fiscal year. During the last six months of the fiscal year, the Communities department anticipates higher facility rates for larger spaces to abide by regulations and public health recommendations.

Consultant Fees	\$11,912.00	\$20,000.00	67.89%
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Description

Provides for consultant support for the Communities Department for facilitation support, content and/or core capability-specific trainings and workshops not covered through anticipated programmatic consultant support. Examples include facilitation training to increase participant engagement in virtual meetings and guest speakers for brown bags (e.g. digital access in communities).

Professional Dues	\$2,000.00	\$2,000.00	0.00%
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Description

Provides for memberships to content-specific professional associations and learning communities such as American Planning Association. Memberships generally range from \$500-\$1,000 per year.

Airfare	\$8,000.00	\$3,000.00	-62.50%
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Description

Provides for airfare to and from professional conferences, meetings or business-related trainings outside of Los Angeles area. Examples of anticipated conferences include: Grantmakers for Effective Organizations, First 5 CA and First 5 Association Summits, Southern California Grantmakers, Collective Impact Forum Convenings, the National Family and Community Engagement Conference, Alliance for Strong Families and Communities, National Forum on Place-Based Initiatives, Advancement Project Water Coolers, and Grants Managers Network. Following public health guidance, this line item has been reduced from FY 19-20 to account for less travel and participation in virtual meetings for the first six months of the fiscal year. Approval from the Communities Department Director will be obtained prior to incurring any airfare expenses. All expenses will adhere to First 5 LA's Policy for Travel Approval and Reimbursement.

Lodging	\$8,000.00	\$6,000.00	-25.00%
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Description

Provides for lodging at professional conferences, meetings, or other business-related travel held outside Los Angeles County and greater than 100 miles round trip from the employees' current commute to First 5 LA. Staff attending conferences, meetings, or other business-related activities, support the implementation of the department work and the FY 2015-2020 Strategic Plan. Examples of anticipated conferences include Grant Makers for Effective Organizations, First 5 CA and First 5 Association Summits, Southern California Grantmakers, Collective Impact Forum Convenings, the National Family and Community Engagement Conference, Alliance for Strong Families and Communities, National Forum on Place-Based Initiatives, and Grants Managers Network. Following public health guidance, this line item has been reduced from FY 19-20 to account for less travel and participation in virtual meetings for the first six months of the fiscal year. Approval from the Communities Director will be obtained prior to incurring lodging expenses and all expenses will adhere to First 5 LA's policy for Travel Approval and Reimbursement.

Per Diem	\$5,000.00	\$3,000.00	-40.00%
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Description

Provides for various daily expenses incurred while attending professional conferences, trainings or meetings outside of Los Angeles County greater than 100 miles round trip from employees' current commute to First 5 LA. Following public health guidance, this line item has been reduced from FY 19-20 to account for less travel and participation in virtual meetings for the first six months of the fiscal year. Per diem expenses will adhere to First 5 LA's policy for Travel Approval and Reimbursement.

Other Travel Expenses	\$4,000.00	\$1,000.00	-75.00%
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Description

Provides for various travel expenses (i.e., ride share, airport parking, taxi cabs, etc.) incurred while attending professional conferences, trainings or meetings outside of Los Angeles County greater than 100 miles round trip from employees' current commute to First 5 LA. Following public health guidance, this line item has been reduced from FY 19-20 to account for less travel and participation in virtual meetings for the first six months of the fiscal year. Other travel expenses will adhere to First 5 LA's policy for Travel Approval and Reimbursement.

Conference/Training Registrations	\$20,300.00	\$20,300.00	0.00%
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Description

Provides for registration expenses for professional conferences that will be held virtually during the first six months of the fiscal year and for those that may resume in-person convenings during the last six months of the fiscal year. Examples include Grantmakers for Effective Organizations, First 5 CA and First 5 Association Summits, Southern California Grantmakers, Collective Impact Forum Convenings, the National Family and Community Engagement Conference, Alliance for Strong Families and Communities, National Forum on Place-Based Initiatives, Advancement Project Water Coolers, and Grants Managers Network. While rates for virtual convenings are expected to be lower, there is a potential increase in staff participation due to the overall availability of conference and trainings that required travel in the past. Approval from the Communities Director will be obtained prior to incurring any expenses.

Initiative	Investment Category
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Best Start Networks	2015-2020 Strategic Plan: Focusing for the Future
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Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Neighborhood Action Councils	\$1,913,000		\$450,000		-76.47%

Program Summary

The First 5 LA Board of Commissioners approved a five-year strategic partnership with South Bay Center for Counseling (Dba SBCC Thrive LA) through June 30, 2020. In response to the COVID-19 pandemic, and consistent with Board-approved Executive Director’s authority, First 5 LA extended the strategic partnership for an additional 90 days through September 30, 2020. This action is aligned with one First 5 LA’s guiding principles in response to the COVID-19 pandemic: sustain the workforce of our grantees and contractors and stabilize infrastructure.

SBCC Thrive LA supports a network of Neighborhood Action Councils (NACs) and Community Connection Groups to strengthen outreach and community engagement in the 14 Best Start geographies. Since the pandemic, SBCC Thrive LA has used virtual platforms to continue foster social connections among community members, mobilized families to participate in DPSS food security convenings, and have facilitated the provision of basic needs such as food, diapers and baby formula in collaboration with Best Start Regional Network grantees.

All engagement, including convenings, conducted by SBCC Thrive LA may be adapted to virtual platforms to align with public health guidelines.

Spending Plan and Funding Methodology

South Bay Community Counseling (Dba SBCC Thrive LA): \$450,000 represents an estimate of expenditures for three months at approximately \$150,000 per month based on the monthly burn rate for the FY 19-20 contract.

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

In response to the COVID-19 pandemic, and consistent with Board-approved Executive Director’s authority, First 5 LA extended the strategic partnership for an additional 90 days through September 30, 2020.

Initiative	Investment Category
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Best Start Networks	2015-2020 Strategic Plan: Focusing for the Future
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Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Network Capacity Building	\$348,000		\$575,000		65.22%

Program Summary

In 2018, First 5 LA contracted with five organizations (referred to as Regional Network grantees or RNGs) to help expand and evolve the 14 Best Start community partnerships into local and regional networks of parents, residents, organizations and other stakeholders working together to address issues that affect children prenatal to age 5 in their community and to fully realize their contribution as important players in advancing and sustaining systems change. However, many of the nonprofits participating in the partnerships have shared the challenges they face in advancing policy and systems-level change due to limited resources and the complexity of the issues impacting children and families. Through the Network Capacity Building, First 5 LA seeks to strengthen the capacity of nonprofit organizations actively participating within each of the 14 Best Start community partnerships to more effectively influence policy and systems level change within the local and regional Best Start networks. This project seeks to strengthen participating nonprofit organizations systems, structures, resources, relationships, and skills needed to fully realize their contribution as important players in advancing policy and systems change within the local and regional Best Start networks and the larger social ecosystem.

This approach recognizes that when organizations work together, share resources, and learn from one another, they become stronger partners in the broader ecosystem to address critical community issues at a systems level. All engagement, including convenings, may be adapted to virtual platforms to align with public health guidelines.

This program includes two projects: Optimizing Organizational Capacity Project and Communities of Practice.

Spending Plan and Funding Methodology

Network Capacity Building has two projects included for FY20-21, which total \$575,000. Estimated expenditures include:

1. Optimizing Organizational Capacity Building: \$400,000

Estimated expenditures of \$400,000 represents 12 months of implementation based on contract with the Center for Nonprofit Management. It is anticipated that 5 - 10 nonprofit organizations from each of the 14 Best Start partnerships will participate, for a total of up to 140 participants. Projected expenditures support the following functions:

- a. Co-designing a capacity building approach and plan – in coordination with First 5 LA and the RNGs – based on an assessment of the capacity building needs of nonprofit organizations in the Best Start partnerships.
- b. Coordinating and convening of project participants and implement peer-to-peer learning exchanges and increase collaboration.
- c. Providing training, technical assistance, and coaching to nonprofit organizations participating in Best Start grounded in the local and regional network approach.
- d. Serving as the project’s evaluation and learning coordinator by collecting data and facilitating reflection and learning sessions on an as needed basis with First 5 LA, RNGs, and other identified partners, and compiling lessons learned from working with project participants.

The convenings, trainings, technical assistance, and coaching may be conducted virtually based on public health guidance.

2. Communities of Practice: \$175,000

Estimated expenditures represent 12 months of implementation based on contractor selected in FY19-20 to plan, facilitate, and continuously improve Communities of Practice (CoP) between the Best Start Regional Network Grantees (RNGs) and First 5 LA (approximately 45 participants). Projected expenditures support planning for and

Initiative	Investment Category
<p>Best Start Networks</p> <p>facilitating up to 10 meetings (approximately 4 hours each), two 2-day retreats, and up to 6 web-based sessions per year. Expenditures also cover logistics for all CoP sessions, participant interviews, learning documentation and report writing. Total estimated expenditures for Communities of Practice: \$175,000. Communities of Practice sessions may be conducted virtually based on public health guidance. Total estimated expenditures for Communities of Practice: \$175,000.</p>	<p>2015-2020 Strategic Plan: Focusing for the Future</p>

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

Two cost drivers for this program area:

- 1) Optimizing Organizational Capacity Building increased to \$400,000 based on projected annualized cost.
- 2) Communities of Practice at \$175,000 was not included in the FY 19-20 budget.

Initiative		Investment Category			
Best Start Networks		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Region 1: Central-East Regional Network	\$4,074,000		\$4,392,000		7.80%

Program Summary

With approval of the 2020-2028 Strategic Plan, the First 5 LA Board of Commissioners reaffirmed a commitment to the Best Start Networks as foundational infrastructure to cultivate parent/caregiver and community actions aligned with First 5 LA's priority results within the 14 Best Start geographies. FY 20-21 represents the third year of implementing the new structure for Best Start. The first two years focused on transitioning into the new structure, strengthening relationships, identifying community priorities, and developing a change agenda to guide actions that advance community priorities.

The Best Start Region 1 (Central-East) Network includes Metro LA, Southeast LA, East LA and South El Monte/El Monte. In FY 20-21, the Region 1 Central-East Regional Network will continue to strengthen their ability to build and operate as a network, develop the ability to understand the social ecosystem, and to become more adaptive to changes in community conditions.

Para los Ninos (PLN) serves as the Regional Network Grantee for Region 1. With First 5 LA's support, PLN and its partners will work with parents/caregivers, community leaders, organizations and other allies to attract and engage new partners, influence stakeholders in the ecosystem to infuse a prenatal to 5 lens in their work, implement actions within the communities' change agendas, and build a base of support for the communities' priorities including, but may not be limited to: improving local parks and green space; preventing physical, verbal and psychological abuse in children prenatal to 5; expanding access to early care and education services; and improving access to reliable transportation.

All engagement, including convenings, conducted by grantees and their subcontractors may be adapted to virtual platforms to align with public health guidelines.

Spending Plan and Funding Methodology

HOW FUNDS WILL BE SPENT IN FY 20-21

- Regional functions: contract administration, coordination and/or provision of organizational capacity building, regional learning, multi-level coordination, collective advocacy, resource mobilization, communications outreach, resident/stakeholder engagement and advocacy, and an external independent audit specific to the First 5 LA contract funds.

- Local level functions: capacity building and leadership development, community change work and coordination and support costs.

MAJOR COST AREAS

The Region 1 Central-East Regional Network funding level estimate of \$4,392,000 for FY 20-21 was determined based on spending patterns anticipated in FY 20-21 and negotiated contract estimates. The total grant amount to support regional and local level roles and functions reflects 12 months of implementation supporting Metro LA, East LA, SELA, and El Monte-South El Monte. The following are the major programmatic and administrative cost categories and estimated annual amounts for FY 20-21.

1. Personnel- 5 staff positions will manage the various network components including organizational capacity building, regional learning, multi-level coordination, collective advocacy, resource mobilization, and fiscal and contract management. Total estimated expenses for personnel: \$150,507.
2. Contracted Services- an estimated 7 subcontractors to support and develop Region 1 capacity building around multi-level coordination, resource mobilization, collective advocacy, data and evaluation. Total estimated expenses for subcontracts: \$194,000.

Initiative	Investment Category
<p>Best Start Networks</p> <p>3. Operating and Administrative Costs- A total of \$24,422 is estimated for space, postage, telephone, printing, travel, mileage, supplies, other related expenses.</p> <p>4. Indirect- 10% of total contract amount excluding subcontractors, equipment, and depreciation: \$100,993.</p> <p>5. Local Network Costs- A total of \$3,771,808 is estimated for capacity building and leadership development, community change work, coordination and support costs for Metro LA, Southeast LA, East LA and South El Monte/El Monte.</p> <p>6. Delayed Regional and Local Efforts: \$150,000 to support regional and local activities in the FY 19-20 RNG contract that are projected to be moved into FY 20-21 due to unanticipated delays resulting from the COVID-19 pandemic.</p>	<p>2015-2020 Strategic Plan: Focusing for the Future</p>
<p>Change from Prior Year (if >+-20%)</p>	

Initiative	Investment Category
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Best Start Networks	2015-2020 Strategic Plan: Focusing for the Future
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Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Region 2: South LA Regional Network	\$6,721,293		\$5,014,000		-25.40%

Program Summary

With approval of the 2020-2028 Strategic Plan, the First 5 LA Board of Commissioners reaffirmed a commitment to the Best Start Networks as foundational infrastructure to cultivate parent/caregiver and community actions aligned with First 5 LA’s priority results within the 14 Best Start geographies. FY 20-21 represents the third year of implementing the new structure for Best Start. The first two years focused on transitioning into the new structure, strengthening relationships, identifying community priorities, and developing a change agenda to guide actions that advance community priorities.

The Best Start Region 2 (South LA) Network includes West Athens, Broadway-Manchester, Compton-East Compton, and Watts-Willowbrook. In FY 20-21, the Region 2 South LA Regional Network will continue to strengthen their ability to build and operate as a network, develop the ability to understand the social ecosystem, and become more adaptive to changes in community conditions.

Community Health Councils (CHC) serves as the Regional Network Grantee for Region 2. With First 5 LA’s support, CHC and its partners will work with parents/caregivers, community leaders, organizations and other allies to attract and engage new partners, influence stakeholders in the ecosystem to infuse a prenatal-5 lens in their work, implement actions within the communities’ change agendas, and build a base of support for the communities’ priorities including, but may not be limited to: building a cadre of parents to advocate for more state/local funding for parks and green space, transportation/streetscape improvements, community safety, coalition building to bring in additional partners into the ecosystem, building awareness of knowledge around preschool and kindergarten, use data to understand the early education landscape, identify ways to facilitate preschoolers’ transition to kindergarten, addressing food insecurity, and economic security.

All engagement, including convenings, conducted by grantees and their subcontractors may be adapted to virtual platforms to align with public health guidelines.

Spending Plan and Funding Methodology

HOW FUNDS WILL BE SPENT IN FY 20-21

- Regional functions: contract administration, coordination and/or provision of organizational capacity building, regional learning, multi-level coordination, collective advocacy, resource mobilization, communications outreach, resident/stakeholder engagement and advocacy, and an external independent audit specific to the First 5 LA contract funds.

- Local level functions: capacity building and leadership development, community change work, and coordination and support costs.

MAJOR COST AREAS

The Region 2 South LA Network funding level estimate of \$5,014,000 for FY 20-21 was determined based on spending patterns anticipated in FY 20-21 and negotiated contract estimates. The total grant amount to support regional and local level roles and functions reflects 12 months of implementation supporting West Athens, Broadway-Manchester, Compton-East Compton, and Watts-Willowbrook. The following are the major programmatic and administrative cost categories and estimated annual amounts for FY 20-21.

1. Personnel – 17 staff positions will manage the various network components including capacity building, regional learning, multi-level coordination, project management, strategic direction, research and evaluation, collective advocacy and resource mobilization. Total estimated expenses for personnel: \$1,083,640.

2. Operating and Administrative Costs – A total of \$190,656 is estimated for equipment, space, printing & copying, telephone, postage, project supplies, travel, mileage, training expenses supplies, other related expenses.

Initiative	Investment Category
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Best Start Networks

2015-2020 Strategic Plan:
Focusing for the Future

3. Evaluation – A budget of \$10,000 is needed to continue evaluation efforts, including fees and data collection and analysis activities.

4. Indirect Costs: 10% of total contract amount excluding subcontractors (contractor services), equipment and depreciation: \$173,544.

5. Local Network Costs – A total of \$2,081,160 is estimated for capacity building and leadership development, community change work, coordination and support costs for West Athens, Broadway-Manchester, Compton-East Compton, and Watts-Willowbrook.

6. Delayed Regional and Local Efforts: \$594,000 to support activities in the FY 19-20 RNG contract that are projected to be moved into FY 20-21 due to unanticipated delays resulting from the COVID-19 pandemic.

7. Contracted Services – an estimated 4 subcontractors to support and develop Region 2 capacity building, communications multi-level coordination, resource mobilization, collective advocacy, and financial auditing. Total estimated expenses for subcontracts: \$881,000.

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

Decrease in contract amount represents the end of a five-year allocation of \$1.95 million per community for Community-Identified Projects (CIP) as of June 30, 2020. In FY 19-20, CIP funding was made available to Region 2 communities based on under-spending from prior years. Beginning in FY 20-21, there is no longer a separate allocation for community-identified projects. Resources to advance community change priorities are included in the Best Start Regional Network grantee budgets.

Initiative		Investment Category			
Best Start Networks		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Region 3: San Fernando Valley Regional Network	\$1,998,000		\$2,315,000		15.86%

Program Summary

With approval of the 2020-2028 Strategic Plan, the First 5 LA Board of Commissioners reaffirmed a commitment to the Best Start Networks as foundational infrastructure to cultivate parent/caregiver and community actions aligned with First 5 LA's priority results within the 14 Best Start geographies. FY 20-21 represents the third year of implementing the new structure for Best Start. The first two years focused on transitioning into the new structure, strengthening relationships, identifying community priorities, and developing a change agenda to guide actions that advance community priorities.

The Best Start Region 3 (San Fernando Valley) Network includes Northeast Valley and Panorama City & Neighbors. In FY 20-21, the Region 3 San Fernando Valley Regional Network will continue to strengthen their ability to build and operate as a network, develop the ability to understand the social ecosystem, and to become more adaptive to changes in community conditions.

El Nido Family Centers (El Nido) serves as the Regional Network Grantee for Region 3. With First 5 LA's support, El Nido and its partners will work with parents/caregivers, community leaders, organizations and other allies to attract and engage new partners, influence stakeholders in the ecosystem to infuse a prenatal to 5 lens in their work, implement actions within the communities' change agendas, and build a base of support for the communities' priorities including, but may not be limited to: improving child welfare, transportation, quality of early childhood education, and improving relationships with non-profits and other stakeholders in the region.

All engagement, including convenings, conducted by grantees and their subcontractors may be adapted to virtual platforms to align with public health guidelines.

Spending Plan and Funding Methodology

HOW FUNDS WILL BE SPENT IN FY 20-21

- Regional functions: contract administration, coordination and/or provision of organizational capacity building, regional learning, multi-level coordination, collective advocacy, resource mobilization, communications outreach, resident/stakeholder engagement and advocacy, and an external independent audit specific to the First 5 LA contract funds.

- Local level functions: capacity building and leadership development, community change work, and coordination and support costs.

MAJOR COST AREAS

The Region 3 Northeast San Fernando Valley Regional Network funding level estimate of \$2,315,000 was determined based on spending patterns anticipated in FY 20-21 and negotiated contract estimates. The total grant amount to support regional and local level roles and functions reflects 12 months of implementation supporting Northeast Valley and Panorama City & Neighbors. The following are the major programmatic and administrative cost categories and estimated annual amounts for FY 20-21.

1. Personnel- 6 staff positions will manage the various network components including capacity building, regional learning, multi-level coordination, project management, strategic direction, research & evaluation, collective advocacy and resource mobilization. Total estimated expenses for personnel: \$217,496.

2. Operating and Administrative Costs- Operating and administrative costs include printing/copying, space, telephone, postage, supplies, and mileage and travel for employees. Total estimated expenses for operating and administrative costs: \$30,015.

3. Contracted Costs- Includes the cost for the financial audit. The total for this cost category is \$2,500.

Initiative	Investment Category
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Best Start Networks

2015-2020 Strategic Plan:
Focusing for the Future

4. Regional Network Expenses- These include General Liability Insurance, Office Equipment, Payroll Services, additional audit costs, translation, childcare, venue rentals, and food for meetings, and regional community change work. Total costs for this category: \$413,420.

5. Training Expenses- Training expenses include capacity building and training for Regional Network Grantee to help build skills and capabilities of the team supporting the work. Total training expenses: \$20,000.

6. Evaluation – Evaluation expenses are: \$15,000.

7. Indirect Costs- 10% of total contract amount excluding subcontractors (contractor services), equipment and depreciation: \$36,000.

8. Local Network Costs- A total of \$1,518,570 is estimated for capacity building and leadership development, community change work, coordination and support costs for Panorama City & Neighbors and Northeast Valley.

9. Delayed Regional and Local Efforts: \$62,000 to support activities in the FY 19-20 RNG contract that are projected to be moved into FY 20-21 due to unanticipated delays resulting from the COVID -19 pandemic.

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

Initiative	Investment Category
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Best Start Networks	2015-2020 Strategic Plan: Focusing for the Future
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Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Region 4: Port Cities Regional Network	\$2,780,000		\$2,644,000		-4.89%

Program Summary

With approval of the 2020-2028 Strategic Plan, the First 5 LA Board of Commissioners reaffirmed a commitment to the Best Start Networks as foundational infrastructure to cultivate parent/caregiver and community actions aligned with First 5 LA’s priority results within the 14 Best Start geographies. FY 20-21 represents the third year of implementing the new structure for Best Start. The first two years focused on transitioning into the new structure, strengthening relationships, identifying community priorities, and developing a change agenda to guide actions that advance community priorities.

The Best Start Region 4 (Port Cities) Network includes Central Long Beach and Wilmington. In FY 20-21, the Region 4 Port Cities Regional Network will continue to strengthen their ability to build and operate as a network, develop the ability to understand the social ecosystem, and to become more adaptive to changes in community conditions.

The Nonprofit Partnership (TNP) serves as the Regional Network Grantee for Region 4. With First 5 LA’s support, TNP and its partners will work with parents/caregivers, community leaders, organizations and other allies to attract and engage new partners, influence stakeholders in the ecosystem to infuse a prenatal to 5 lens in their work, implement actions within the communities’ change agendas, and build a base of support for the communities’ priorities including, but may not be limited to: increasing access to quality and affordable childcare, preventing child abuse and neglect, building community knowledge about child development and parenting skills, early and quality services for special needs and developmental disabilities, increasing access to affordable housing and economic security, increasing access to transportation, more walkable streets and green space, addressing issues of immigration that promote keeping families together and increasing access to healthy food and mental wellbeing.

Due to TNP’s role as a management support organization serving the South Bay, additional First 5 LA resources will support TNP’s ability to provide capacity building support to the organizations within the Best Start partnerships. TNP’s work in this area will leverage First 5 LA’s Optimizing Organizational Capacity project.

All engagement, including convenings, conducted by grantees and their subcontractors may be adapted to virtual platforms to align with public health guidelines.

Spending Plan and Funding Methodology

HOW FUNDS WILL BE SPENT IN FY 20-21

- Regional functions: contract administration, coordination and/or provision of organizational capacity building, regional learning, multi-level coordination, collective advocacy, resource mobilization, communications outreach, resident/stakeholder engagement and advocacy, and an external independent audit specific to the First 5 LA contract funds.

- Local level functions: capacity building and leadership development, community change work, and coordination and support costs.

MAJOR COST AREAS

The Region 4 Port Cities Network funding level estimate of \$2,644,000 for FY 20-21 was determined based on spending patterns anticipated in FY 20-21 and negotiated contract estimates. The total grant amount to support regional and local level roles and functions reflects 12 months of implementation supporting Wilmington and Central Long Beach. The following are the major programmatic and administrative cost categories and estimated annual amounts for FY 20-21.

1. Personnel – 7 staff positions will manage the various network components including capacity building, regional learning, multi-level coordination, project management, strategic direction, research & evaluation, collective

Initiative	Investment Category
<p>Best Start Networks</p> <p>advocacy and resource mobilization. Total estimated expenses for personnel: \$364,006.</p> <p>2. Contracted Services – an estimated 4 subcontractors to support and develop Region 2 capacity building, communications multi-level coordination, resource mobilization, collective advocacy, and financial auditing. Total estimated expenses for subcontracts: \$25,000.</p> <p>3. Operating and Administrative Costs – A total of \$109,797 is estimated for equipment, space, printing & copying, telephone, postage, project supplies, travel, mileage, training expenses supplies, other related expenses.</p> <p>4. Evaluation – A budget of \$38,000 is needed to expand the role of evaluation efforts at the local and regional level, including fees and data collection and analysis activities.</p> <p>5. Indirect Costs: 10% of total contract amount excluding subcontractors (contractor services), equipment and depreciation: \$29,800.</p> <p>6. Local Network Costs- A total of \$1,548,000 is estimated for capacity building and leadership development, community change work, coordination and support costs for Central Long Beach and Wilmington.</p> <p>7. Delayed Regional and Local Efforts: \$154,000 to support activities in the FY 19-20 RNG contract that are projected to be moved into FY 20-21 due to unanticipated delays resulting from the COVID-19 pandemic.</p> <p>8. Regional Network Expenses- A budget of \$375,397 is needed for regional level network building, systems change activities as well as organizational capacity building support.</p>	<p>2015-2020 Strategic Plan: Focusing for the Future</p>
<p>Change from Prior Year (if >+-20%)</p>	

Initiative		Investment Category			
Best Start Networks		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Region 5: Antelope Valley Regional Network	\$1,998,000		\$2,180,000		9.10%

Program Summary

With approval of the 2020-2028 Strategic Plan, the First 5 LA Board of Commissioners reaffirmed a commitment to the Best Start Networks as foundational infrastructure to cultivate parent/caregiver and community actions aligned with First 5 LA's priority results within the 14 Best Start geographies. FY 20-21 represents the third year of implementing the new structure for Best Start. The first two years focused on transitioning into the new structure, strengthening relationships, identifying community priorities, and developing a change agenda to guide actions that advance community priorities.

The Best Start Region 5 (Antelope Valley) Network includes Lancaster and Palmdale. In FY 20-21, the Region 5 Antelope Valley Regional Network will continue to strengthen their ability to build and operate as a network, develop the ability to understand the social ecosystem, and to become more adaptive to changes in community conditions. Region 5 will also work to align and mobilize resources, leverage networks, and shift policies and systems (e.g. Antelope Valley Resource Infusion project) to meet the needs of children and families in the region.

Children's Bureau of Southern California (Children's Bureau) serves as the Regional Network grantee for Region 5. With First 5 LA's support, Children's Bureau and its partners will work with parents/caregivers, community leaders, organizations and other allies to attract and engage new partners, influence stakeholders in the ecosystem to infuse a prenatal to 5 lens in their work, implement actions within the communities' change agendas, and build a base of support for the communities' priorities including, but may not be limited to: child abuse prevention, transportation, access to healthy food, domestic violence, early care and education, and children/parents with special needs.

All engagement, including convenings, conducted by grantees and their subcontractors may be adapted to virtual platforms to align with public health guidelines.

Spending Plan and Funding Methodology

HOW FUNDS WILL BE SPENT IN FY 20-21

- Regional functions: contract administration, coordination and/or provision of organizational capacity building, regional learning, multi-level coordination, collective advocacy, resource mobilization, communications outreach, resident/stakeholder engagement and advocacy, and an external independent audit specific to the First 5 LA contract funds.

- Local level functions: capacity building and leadership development, community change work, and coordination and support costs.

MAJOR COST AREAS

The total grant amount to support regional and local level roles and functions in Region 5 reflects 12 months of implementation supporting Lancaster and Palmdale. The FY 20-21 budget is \$2,180,000.

1. Personnel- 7 staff positions including a Program Manager, System Learning Coordinator, Community/Network facilitator, Program Specialist Coordinator, Logistics Specialist, Community Director, Sr Program Administrator. The total for this cost category is: \$384,911.

2. Contracted services- This budget line item covers the costs of providing trainings/consultation/ related to ensuring compliance to the work and ongoing staff development for Children's Bureau staff and partner. It is anticipated that Children's Bureau will bring on board several consultants that will work closely with agencies, community, and Children's Bureau. The total for this cost category is \$195,000.

3. Administrative and Operating Expenses- This cost category includes general and janitorial supplies, program supplies and materials, trainings, facility costs, equipment rentals, service contracts, equipment purchases, printing,

Initiative	Investment Category
<p>Best Start Networks</p> <p>postage, travel and staff mileage, communications, financial audit, and miscellaneous costs. The total cost for this cost category is \$89,890.</p> <p>4. Indirect Costs- 10% of total contract amount excluding subcontractors (contractor services), equipment and depreciation. The total for this cost category is \$47,480.</p> <p>5. Local Network Costs - A total of \$1,355,720 is estimated for capacity building and leadership development, community change work, coordination and support costs for Lancaster and Palmdale.</p> <p>6. Delayed Regional and Local Efforts: \$107,000 to support activities in the FY 19-20 RNG contract that are projected to be moved into FY 20-21 due to unanticipated delays resulting from the COVID-19 pandemic.</p>	<p>2015-2020 Strategic Plan: Focusing for the Future</p>
<p>Change from Prior Year (if >+-20%)</p>	

Initiative		Investment Category			
Field Building		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Capacity Building Learning Consortium	\$190,000		\$400,000		110.52%

Program Summary

This project will help establish a cross-sector learning structure and processes partners engaged in capacity building work. Current partners represent a diverse cross-section of community-based organizations, services providers, public agencies, policy advocates, funders, and individual community leaders. The intent of the project is to cultivate relationships, share knowledge, and apply learning among partners and grantees to bolster their respective capacity building efforts. Resources for this program area are committed through a contract with Community Partners to accomplish three main objectives:

1. Design and continuously improve a peer learning structure and processes that facilitate learning, relationship building, and ongoing capacity building and technical assistance among partners engaged in capacity building efforts.
2. Capture, document and share learning that will inform First 5 LA's and partner's respective and collective work.
3. Inform and strengthen First 5 LA's efforts to build relationships with other funders and partners to increase resources and systems changes that improve communities for families with young children.

The Capacity Building Learning Consortium will bolster First 5 LA's understanding and measurement of the interconnections and impact of the work within Best Start geographies. The project will generate important data and learning in support of the Best Start Learning Agenda and Impact Framework.

All engagement, including convenings, may be adapted to virtual platforms to align with public health guidelines.

Spending Plan and Funding Methodology

The total estimated cost for Capacity Building Learning Consortium is \$400,000.

HOW FUNDS WILL BE SPENT IN FY 20-21:

- a. Ten Capacity Building Learning Consortium sessions at approximately 7 hours each
- b. Contract with guest speakers/panelists for Consortium
- c. Support participants' ongoing learning including coaching between convenings and an online resource hub

MAJOR COST AREAS

1. Personnel - Total allocated staff equates to 2.5 FTE staff positions for the purpose of serving as a co-designer, facilitator, evaluator, and thought partner of the Capacity Building Learning Consortium. Total estimated expenses for personnel: \$237,374.
2. Convening Expenses (\$65,250): Convening expenses include costs for an estimated 10 convenings. Proposed budget based on historical expenditures for logistics (venue, childcare, catering, translation/interpretation) averaging approximately \$6,525 event. Total Estimated Convening Expense: \$62,250.
3. Contracted Services - Projected contracted services include a data trainer, as well as additional consultants/contractors to be determined based on program needs. Total Contracted Services: \$10,500.
4. Evaluation – Projected evaluation costs: \$20,000.
5. Operating and Administrative Costs - Estimated for space, employee mileage and travel, supplies, telephone. Total expenses: \$33,740.

Initiative	Investment Category
Field Building 6. Indirect Costs - 10% of total contract amount less subcontracting to cover costs including personnel administration, risk management and general liability insurance, tax and regulatory compliance and general operating expenses. Total Indirect Costs: \$33,136.	2015-2020 Strategic Plan: Focusing for the Future

Change from Prior Year (if >+-20%)
 FY 19-20 represented nine months of implementation at \$300,000. FY 20-21 represent 12-months of implementation at an annualized cost of \$400,000.

Initiative		Investment Category			
Field Building		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Data Analysis, Learning and Dissemination	\$54,000		\$650,000		1103.70%

Program Summary

This program area provides resources to support data, learning and dissemination activities to support work as it unfolds in the Best Start geographies. Projected resources build upon work started in FY 19-20:

1. Advancement Project- The data infrastructure supported in FY 19-20 will support learning dialogues per region, improve data accessibility and dissemination by region, and track progress in achieving population- level results over time.
2. Center for Collective Wisdom- In FY 19-20, staff were immersed in the core competencies, dimensions of change, developmental aspects of the countywide trauma and resiliency developmental framework for large-scale systems change. In FY 20-21, staff will integrate the practices into our Best Start work in order to sustain these practices beyond support from the consultant.
3. Knowledge Development and Dissemination- Resources support internal qualitative data analysis of grantee reports across investments, deepening knowledge of early childhood systems, systems thinking, network weaving and sustainability. Resources also support data dissemination and reports on emergent learnings at local, state, and national levels to strengthen the evidence base and support for community-driven investments and strategies that improve results for children and families.

All engagement, including convenings, may be adapted to virtual platforms to align with public health guidelines.

Spending Plan and Funding Methodology

Total estimated cost for FY 20-21 is \$650,000. Estimated expenditures include:

1. Advancement Project: \$275,000 covers current Strategic Partnership with the Advancement Project, approved by the Board in April 2019. This contract moves from the Measurement, Learning and Evaluation Department budget to the Communities Department. The FY 19-20 contract approved by the Board was \$250,000. The \$25,000 increase for FY 20-21 accounts for delayed engagement with First 5 LA staff and grantees as well as data profile development due to unanticipated delays resulting from the COVID-19 pandemic.
2. Center for Collective Wisdom: \$325,000 reflects a flat budget from the FY 19-20 contract to integrate the core competencies and practices into our programmatic work aligned with the 2020-2028 strategic plan. This contract moves from the Health Systems Department budget to the Communities Department's budget.
3. Knowledge Development and Dissemination: \$50,000 includes resources for:
 - a. Four specialized workshops on topics such as qualitative data analysis, systems thinking, sustainability, etc. (4 workshops x \$5,000 = \$20,000) These workshops may be conducted virtually based on public health guidance.
 - b. Production, printing and translation of dissemination products (e.g. reports, infographics, PowerPoints) estimate based on the production and translation of Advancement Project's Community Profiles with costs between \$2,000 – \$5,000 per product totaling up to \$30,000.

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

Two major cost drivers for this program area:

- 1) The Advancement Project contract amount of \$250,000 was included in First 5 LA's FY 19-20 budget under the Measurement, Learning and Evaluation Department.
- 2) The Center for Collective Wisdom contract amount of \$325,000 was included in First 5 LA FY 19-20 budget under the Health Systems Department.

Initiative	Investment Category
Field Building	2015-2020 Strategic Plan: Focusing for the Future

Both of these contracts have been moved to the Communities Department budget because the work is specific to the Communities Department's programmatic needs.

Initiative		Investment Category			
Field Building		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Stakeholder Engagement and Leveraging	\$109,000		\$300,000		175.22%

Program Summary

First 5 LA’s work in communities is embedded in a larger ecosystem of change efforts that, when weaved together, can magnify impact at a population level. For the last two years, Communities Department staff has focused more intentionally on increasing connections, leveraging resources, and cultivating relationships with public and philanthropic partners, such as LA Metro Office of Extraordinary Innovation, LA County Regional Parks and Open Space District, Department of Public Social Services, LA County Department of Business and Consumer Affairs, LA County Department of Public Health, Liberty Hill, David & Lucille Packard Foundation, LA County Department of Mental Health, LA County Department of Child and Family Services regional offices, Public Health Advocates, school districts, and other First 5 commissions. In some instances, First 5 LA provided direct staff resources to support joint efforts, such as the Antelope Valley Resource Infusion project. In other cases, First 5 LA leveraged other funding by contributing to efforts, such as the UCLA Luskin Lead Testing in ECE sites project in partnership with the Los Angeles Department of Public Health, California Department of Social Services and the California State Water Board.

This program area supports the new and continued engagement and convening of diverse stakeholders at the local and regional levels to integrate and leverage efforts within Best Start geographies. All engagement, including convenings, may be adapted to virtual platforms to align with public health guidelines.

Resources in this program area supports three areas of work:

1. Learning Dialogues: Convening and organizing stakeholders within each Best Start region to generate collective understanding of: a) the stories behind baseline data from First 5 LA’s Impact Framework, Early Development Index (EDI), Advancement Project’s Best Start data, and other public systems’ data relevant to First 5 LA and community priorities; and b) the experiences of families, communities, public agencies and others where baseline data does not exist.
2. Best Start State of the Children Summit (anticipated in June 2021): The Summit is an opportunity to convene public and philanthropic partners, organizations, and community leaders for presentations and discussions about the conditions of children across Best Start geographies and systems change approaches across sectors to improve those conditions. The Summit also provides an opportunity for Best Start community leaders to share their priorities and to uplift promising strategies, early wins, and learnings.
3. A small fund to leverage the resources of private philanthropy and public agencies in support of joint action, such as partnering with other funders of place-based efforts within Best Start geographies (e.g. The California Endowment, The Weingart Foundation, California Community Foundation, family foundations in Long Beach.

All of these efforts will be implemented in collaboration with other First 5 LA departments, and external partners, to build momentum around a shared commitment and joint actions to achieve population-level results for children and families within Best Start geographies.

Spending Plan and Funding Methodology

Estimated expenditures include:

a. Learning Dialogues: \$120,000
Based on historical expenditures, and experience with similar activities, costs include resources approximately \$2000 each convening at 3 per staff (20) to support local and regional level convenings with decision-makers, other funders, and cross-sector leaders = \$120,000. The Learning Dialogues may be conducted virtually based on public health guidance.

b. Best Start State of the Children Summit: \$120,000
Based on historical expenditures of First 5 LA large convenings, such as Learners Today, Leaders Tomorrow

Initiative	Investment Category
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Field Building	2015-2020 Strategic Plan: Focusing for the Future
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conference at approximately \$80,000 with additional logistical support to make the Summit accessible for parents, caregivers, and community leaders. Costs venue, guest speakers/panels, childcare, food, translation/interpretation for approximately 300 attendees. The timing and platform for the Best Start State of the Children Summit will be adjusted based on public health guidance.

c. Leveraging: \$60,000

Based on historical expenditures and learnings from FY19-20 Leveraging Opportunities Fund, staff anticipates approximately four partnerships with public and private philanthropic partners. These partnerships are expected to range from \$5,000 - \$10,000 not to exceed a total of \$60,000.

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

This program area combines FY 19-20 amounts for Stakeholder Engagement Leveraging Opportunities Fund and is based on projected annualized cost of \$300,000. Major cost driver is the Best Start State of the Children Summit not included in the FY 19-20 budget.

Initiative		Investment Category			
Public Infrastructure		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Built Environment Policy Advocacy Fund (BEPAF)	\$850,000		\$875,000		2.94%

Program Summary

The Built Environment Policy Advocacy Fund (BEPAF) is a multi-cycle grant program implemented through an Intermediary model, building on lessons learned from First 5 LA's Early Care and Education Policy Advocacy Fund. The goal of BEPAF to maximize policy- and systems-change advocacy strategies to improve children and families' access to: 1) high-quality parks, open space, and recreation facilities; 2) safe and reliable transportation/opportunities for mobility; and 3) food security. BEPAF advances this goal supporting community-based organizations to develop and implement effective, culturally competent built environment policy- and systems-change advocacy initiatives in the Best Start geographies.

Prevention Institute, a national non-profit with experience in the built environment and policy advocacy, serves as the intermediary for BEPAF. Prevention Institute is responsible for planning, administering, and managing, and evaluating all components of the grant program. In FY 20-21, BEPAF will support the following:

1. Policy Advocacy Incubation Grants: Funding to support advocacy planning efforts and build organizational capacity on built environment issues or policy- and systems-change advocacy methods, including meaningfully engaging parents/residents in Best Start geographies.
2. Policy Advocacy Implementation Grants: Funding provided to established policy advocacy organizations and networks that have strong track records to make a significant impact in the development or implementation of built environment policy- and systems-changes to benefit children prenatal to age five in the Best Start geographies.
3. Strategic Response Fund: Funding designed to fulfill two purposes: 1) address unexpected built environment advocacy opportunities and/or quickly shifting contexts (e.g. COVID-19) through existing BEPAF grantees; and 2) technical assistance, and potentially smaller levels of financial support, to organizations in geographies (e.g. Antelope Valley) that need specialized support to be eligible for Incubation and Implementation grants.

All engagement, including convenings, conducted by the Prevention Institute and BEPAF grantees may be adapted to virtual platforms to align with public health guidelines.

Spending Plan and Funding Methodology

Prevention Institute's total projected contract amount is \$875,000 for FY 20-21, which reflects 12 months of BEPAF implementation. It includes additional resources for the BEPAF Strategic Response Fund based on lessons learned during first round of the BEPAF grantee selection process and the COVID-19 pandemic.

MAJOR COST CATEGORIES

1. Policy Advocacy Grants- Up to \$575,000 of the total budget is allocated for two BEPAF grant categories: Policy Advocacy Incubation Grants (between \$25,000 - \$50,000 each); Policy Advocacy Implementation Grants (between \$75,000 - \$100,000 each); and Strategic Response Grants (between \$10,000 - \$25,000). The exact amounts per grant category is contingent on the number of successful applicants in each category. Grantees for the Incubation and Implementation Grants were selected in May 2020.
2. Administrative and Operating Expenses- Grant administration costs, coordinating and convening of grantees, and technical assistance to Incubation and Implementation grantee cohorts. Total estimated cost is \$224,758. Convenings and technical assistance may be conducted virtually based on public health guidance.
3. Evaluation and Learning Expenses (Contracted Services)- Ersoylu Consultants is the subcontractor responsible for evaluation and learning activities. These costs are estimated at \$75,000.

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

Initiative

Public Infrastructure

Investment Category

2015-2020 Strategic Plan:
Focusing for the Future

Initiative		Investment Category			
Public Infrastructure		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Food Security	\$125,000		\$105,000		-16.00%

Program Summary

In FY 19-20, the First 5 LA Board of Commissioners approved a strategic partnership with the Los Angeles Food Policy Council (LAFPC) to work in collaboration with First 5 LA and the Los Angeles County Department of Public Social Services (DPSS) to host a series of listening sessions to capture families' experiences with CalFresh enrollment and participation. Findings will assist DPSS, in partnership with First 5 LA, with the planning and development of recommendations and strategies that address the Los Angeles County Board of Supervisors' motion on food security.

This project was scheduled to end June 30, 2020 but is being granted a 90-day no cost extension. Due to public health guidance and unanticipated delays related to the COVID-19 pandemic, the timeline for completing this project shifted to accommodate planning and technological adjustments required to host listening sessions virtually using Facebook Live and Zoom. The no-cost extension allows for additional planning to conduct the remaining listening sessions as well as time to complete qualitative data analysis and develop recommendations and strategies that support DPSS' response to the Los Angeles Board of Supervisors' motion, particularly in the context of the growing inequities related to food security resulting from the pandemic.

Spending Plan and Funding Methodology

This is a no-cost extension of an existing contract. Estimated expenditures of \$105,000 for three months based on the monthly burn rate for the FY 19-20 contract and resources that support completion of project activities.

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

This is a 90-day no cost extension of an existing contract. Project activities were delayed due to the COVID-19 pandemic.

Initiative		Investment Category			
Public Infrastructure		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Link Advocates Governments Families and Parks (Link)	\$300,000		\$300,000		0.00%

Program Summary

In 2016, Los Angeles County voters passed Measure A, a permanent parcel tax that will raise over \$80 million a year for parks and open space in LA County. In response to this large amount of funding, the Los Angeles Funders Collaborative, comprised of 12 funders including First 5 LA, commissioned the “Measures Matter” report written by the University of Southern California Program for Environmental and Regional Equity (USC PERE). The purpose of the report is to articulate strategies for how newly approved measures can be equitably implemented across Los Angeles County. The report identified a key barrier to expanding open space in low income neighborhoods as a lack of capacity among government agencies and CBO’s as well as a lack of inclusion of residents in the decision-making process. This results in resource distribution to wealthier areas rather than the places that most need it. The Los Angeles Funders Collaborative sought ways to mobilize around this issue to ensure that historically under-invested communities would receive their fair share of resources from Measures A.

First 5 LA has been working in collaboration with other partners from the LA Funders Collaborative to design and implement Link, a two-year pilot project which focuses on creating partnerships between parents, residents, municipal governments, and experts in park development to develop and then mobilize around a comprehensive park/open space plan that would be the basis for applying for Measure A funding. The program has three main goals: Build capacity in under-invested communities to leverage funding, ensure that parents and residents have a voice in decision-making and that the funding meets the needs of children and families, and to partner with the Los Angeles County Regional Parks and Open Space District (RPOSD) to integrate Link into the Technical Assistance Program (TAP) program for Measure A.

In September 2019, the First 5 LA Board of Commissioners approved a strategic partnership with Resources Legacy Fund to manage a pooled fund that includes resources from First 5 LA, Resources Legacy Fund, Rosalinde and Arthur Gilbert Foundation, and leverages resources from Enterprise Community Partners. Resources from the pooled fund will support up to three municipal districts within Best Start geographies.

All engagement, including convenings, conducted by Link grantees may be adapted to virtual platforms to align with public health guidelines.

Spending Plan and Funding Methodology

The First 5 LA Board of Commissioners approved a total contribution of \$600,000 over two years (FY 19-20 and FY 20-21) to the Link pooled fund. The first \$300,000 was disbursed to the pooled fund in FY 19-20. In FY 20-21, the second disbursement of \$300,000 will be added to the pooled fund.

First 5 LA’s funds are leveraging an additional \$200,000 from the Resources Legacy Fund and \$50,000 from the Rosalinde and Arthur Gilbert Foundation. As of December 2019, the pooled fund totals \$850,000. Resources are anticipated to be distributed to up to three municipal districts within Best Start communities, which are expected to be selected by the third quarter of FY 19-20.

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

Early Care & Education

EARLY CARE AND EDUCATION

Authorized Positions

Director	1
Senior Program Officer	3
Program Officer	4
Administrative Assistant	1*
Total	9

**The Early Care and Education (ECE) Department shares a Program Assistant (.5FTE) with the Family Supports Department. As First 5 LA does not maintain a practice of allocating staff time, all personnel costs related to this Program Assistant are included within the ECE Department budget.*

The goal of the Early Care and Education (ECE) Department is to partner with others to make significant and long-lasting contributions to ensuring that all families with children aged 0-5 in L.A. County have access to high quality, affordable early care and education so that they enter kindergarten ready to succeed in school and life. To achieve that goal, ECE Department is responsible for developing programmatic and funding recommendations (design, development, and implementation) and management of projects that support the early care and education of young children.

The work of the ECE department is organized by the three strategies within the ECE outcome area of the strategic plan: (1) ECE Policy and Advocacy, (2) Quality Rating and Improvement Systems (QRIS), and (3) Professional Development of the ECE Workforce. Within these three areas, staff are responsible for:

- **Program Development** - Designing strategies, researching best practices and budgeting the resources required for investments.
- **Partnership Management** - Cultivating and maintaining relationships with key stakeholders to support a shared vision for children 0-5 and their families.
- **Stakeholder Engagement:** - Engaging and managing communication among key stakeholders and building relationships across diverse stakeholders groups.
- **Grant and Contract Management** - Developing funding mechanisms (i.e. RFPs, RFQs, etc.), negotiating and monitoring contracts, acting as a thought partner and problem solving with grantees/contractors as needed.
- **Learning and Continuous Improvement** - Reflecting on lessons learned, applying learning to strategies and sharing key knowledge both internally and externally.
- **Strategy Integration** - Aligning, layering and sequencing of First 5 LA investments across First 5 LA outcome areas to better support children 0 to 5 and their families.

The ECE Department is led by the Director who oversees the three streams of work, consistent with the Strategic Plan, and is supported by an Administrative Assistant. Each stream is led by a Senior Program Officer that reports to the Director of ECE.

EARLY CARE AND EDUCATION

	Budget FY 2019-20	Revised Budget FY 2019-20	Estimated FY 2019-20 Expenditures	Proposed Budget FY 2020-21	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	803,315	803,315	671,232	724,951	(78,364)
Total Employee Benefits	233,122	233,122	198,451	219,261	(13,861)
Total Personnel Services	1,036,437	1,036,437	869,683	944,212	(92,225)
Operating Services					
6205 ADP-Payroll	-	-	-	-	-
6210 Worker's Compensation Insurance	-	-	-	-	-
6215 Utilities	-	-	-	-	-
6220 Corporate Insurance	-	-	-	-	-
6225 Mileage, Parking and Other Trans	2,040	3,040	2,400	2,880	(160)
6230 Telephone	-	-	-	-	-
6235 Cell Phone & Mobile Devices	4,800	3,800	1,650	9,000	5,200
6240 Outside Printing & Publishing	-	-	-	-	-
6245 Other Supplies	-	-	-	-	-
6250 Postage & Delivery	-	-	-	-	-
6255 Educational Supplies	-	-	-	-	-
6260 Office Supplies	1,020	1,020	815	1,920	900
6265 Subscriptions & Publications	255	255	-	240	(15)
6270 Capital Outlay	-	-	-	-	-
6275 Equipment-Rents & Leases	-	-	-	-	-
6280 Building Repair & Maintenance	-	-	-	-	-
6285 Equipment Repairs & Maintenance	-	-	-	-	-
6290 Offsite Storage	-	-	-	-	-
6295 Hardware & Software Maintenance	-	-	-	-	-
6300 Miscellaneous/Contingency	-	-	-	-	-
6305 Stipend/Honorarium	-	-	-	-	-
6310 Internal Meetings	6,000	6,000	5,000	6,000	-
Total Operating Services	14,115	14,115	9,865	20,040	5,925
Consultant Services					
6410 Consultant Fees	35,000	35,000	-	35,000	-
6420 Other Professional Fees	-	-	-	-	-
6430 External Reviewers	-	-	-	-	-
Total Consultant Services	35,000	35,000	-	35,000	-
Professional Services					
6510 Audit	-	-	-	-	-
6520 Legal Fees	-	-	-	-	-
6540 Professional Dues	2,040	2,040	-	2,040	-
6550 Staff Recruitment	-	-	-	-	-
6560 Commissioners Stipends	-	-	-	-	-
6570 Web-Based Services	-	-	-	-	-
6580 Bank & Other Service Charges	-	-	-	-	-
Total Professional Services	2,040	2,040	-	2,040	-
Travel Expenses					
6610 Airfare	18,000	18,000	8,732	14,000	(4,000)
6620 Lodging	10,000	10,000	7,568	8,000	(2,000)
6640 Per Diem	6,000	6,000	4,764	6,000	-
6650 Other Travel Expense	1,000	1,000	1,367	1,000	-
Total Travel Expenses	35,000	35,000	22,431	29,000	(6,000)
Professional Development					
6810 Training Materials & Supplies	500	500	-	500	-
6820 Internal Training	3,000	3,000	-	3,000	-
6830 Leadership Programs	-	-	-	-	-
6840 Conference Registrations	8,500	8,500	820	8,000	(500)
6850 External Education/Training	-	-	-	-	-
Total Professional Development	12,000	12,000	820	11,500	(500)
Total OPERATING EXPENSES	1,134,592	1,134,592	902,799	1,041,792	(92,800)

Department	2019 - 2020 Revised Budget	2020 - 2021 Budget	% Variance
Early Care & Education Systems	\$1,134,592.00	\$97,580.00	-91.40%

Benefits \$0.00 \$0.00

GL Code Name	2019 - 2020 Revised Budget	2020 - 2021 Budget	% Variance
Mileage, Parking and Other Transportation	\$3,040.00	\$2,880.00	-5.26%

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 \$30 a month for 8 staff (managers, POII's and Administrative Assistant). Monthly allowance to include public transportation, mileage and parking expenses.

Cell Phone & Mobile Devices \$3,800.00 \$9,000.00 136.84%

Description

Provides for a \$50 per month reimbursement to 8 staff members for use of personal cell phone or mobile device to conduct First 5 LA business. 8 staff at \$50 each for 12 months.
An additional 6 months of Internet and Cellphone Reimbursement of \$4200 has been added for offsite work due to Covid-19. \$600 x 7 staff members

Office Supplies \$1,020.00 \$1,920.00 88.23%

Description

Provides for general office supplies for 8 staff for 12 months. Updated 5/8/2020: increase to account for additional supplies needed while staff works from home.

Subscriptions & Publications \$255.00 \$240.00 -5.88%

Description

Provides for subscriptions and publications calculated at \$30 per staff for a total of 8 FTEs.

Internal Meetings \$6,000.00 \$6,000.00 0.00%

Description

Provides for expenses related to early care and education projects. Given the high level of engagement with the ECE community, staff often invite external partners to meet with us and one another. The costs in this category typically cover food and any facilitator costs.

Consultant Fees \$35,000.00 \$35,000.00 0.00%

Description

\$35,000 for an outside consultant to support staff development of the ECE team. Consultant will facilitate monthly planning meetings in addition to providing coaching for the leadership team of the department.

Professional Dues \$2,040.00 \$2,040.00 0.00%

Description

Provides for dues to professional organizations for 8 FTEs at the amount of \$255 per staff

Airfare	\$18,000.00	\$14,000.00	-22.22%
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Description

\$18,000 to cover airfare for the ECE team. Team travels mostly to Sacramento for statewide meetings. Updated 5/8/2020: decrease to reflect no travel for Q1 and very limited travel for Q2.

Lodging	\$10,000.00	\$8,000.00	-20.00%
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Description

\$10,000 to cover lodging for the ECE team. Team often travels to Sacramento for overnight stays while attending statewide meetings. Updated 5/8/2020: decrease to reflect no travel during Q1 and very limited travel during Q2.

Per Diem	\$6,000.00	\$6,000.00	0.00%
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Description

Per Diem to cover staff travel while in the Bay Area, Sacramento, DC, and other cities for conferences and work travel.

Other Travel Expenses	\$1,000.00	\$1,000.00	0.00%
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Description

Covers costs associated with travel not covered by other cost categories including but not limited to Lyft, Uber, taxis, etc.

Training Materials and Supplies	\$500.00	\$500.00	0.00%
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Description

Covers costs associated with department monthly meetings including training supplies and materials.

Internal Training	\$3,000.00	\$3,000.00	0.00%
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Description

Covers costs related to department internal trainings and monthly meetings including food and venue rental

Conference/Training Registrations	\$8,500.00	\$8,000.00	-5.88%
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Description

Provides for staff to attend conferences and trainings estimated at \$1,000 per staff for 8 FTEs

Initiative	Investment Category
County Systems Building	2020-2028 Strategic Plan

Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
County Liaison Consultant			\$75,000		0.00%

Program Summary

There is a continued need for a County Liaison consultant to support implementation for First 5 LA's refined strategic plan. This would support work with both the County Office of Child Protection (OCP) and Office for the Advancement of Early Care and Education.

In FY 19-20, OCP in partnership with OAECE and First 5 LA produced a County Fiscal Analysis of ECE dollars in the county. As a result of this report and the recommendations shared, a small workgroup has formed to help implement these recommendations. The County Liaison consultant will facilitate and staff this workgroup in addition to providing TA and backbone support for the workgroup.

Spending Plan and Funding Methodology

FY 20-21 includes start-up costs estimating 50 hours per month at a cost of \$135 per hour to fund the consultant's time supporting the workgroup. This total is based on the burnrate of the second half of FY 19-20.

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

Initiative	Investment Category
County Systems Building	2020-2028 Strategic Plan

Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Early Childhood Education Credential Advocacy Project	\$600,000		\$362,000		-39.66%

Program Summary

The Early Childhood Education (ECE) Credential Advocacy Project strengthens the preparation and professional development system for early childhood educators. During this last year of funding, PEACH will continue to develop its strategic plan inclusive of a sustainability plan.

PEACH connects with other advocacy groups to plan strategies around ECE workforce development.

Spending Plan and Funding Methodology

FY 20-21 represents First 5 LA's last year of funding (\$361,500) and the reduction is from eliminating stipends from their budget. PEACH is an advocacy organization that may be competitive for funding in First 5 LA's future plans around policy and advocacy funding. The total proposed budget for FY 20-21 also includes an \$11,500 increase which is the result of a no-cost extension and unexpended funds from FY 19-20.

Total budget is being rounded up to the nearest thousand, per internal guidelines.

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

This significant decrease in funding represents a glide path into FY 21-22 when First 5 LA will not be funding PEACH directly for the ECE Credential Advocacy Project.

Initiative	Investment Category
County Systems Building	2020-2028 Strategic Plan

Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
ECE Policy Advocacy Fund	\$3,574,000		\$3,350,000		-6.26%

Program Summary

The Board-approved FY 16-17 budget and Long Term Financial Projection assume up to \$15 million dedicated toward ECE policy and advocacy activities through 2020, or up to \$3 million per year. To distribute these funds, staff presented the concept of an ECE Policy and Advocacy Fund, known as ECE PAF, to the Board of Commissioners Program and Planning Committee in January 2016. To improve administrative efficiency and allow First 5 LA staff to directly engage with partners and grantees, Community Partners was contracted in the Fall of 2016 as the intermediary to co-design and administer the Fund. Currently, ECE PAF distributes three categories of funding: (1) partnership grants to key state and local ECE advocacy organizations, (2) field-building grants to ECE advocacy organizations to increase capacity, and (3) grant funding to support emerging ECE public policy and advocacy-related projects which will directly support First 5 LA's goal of ensuring all children in LA County have access to quality, affordable child care and preschool. In FY 18-19, an additional \$300,000 was added to the Fund budget from the Strategic Plan Advocacy Strategies project in the Public Policy and Government Affairs Department as a number of activities intended to support statewide ECE advocacy are being completed by the ECE PAF.

Spending Plan and Funding Methodology

FY 21-22 will include funds both to close out ECE PAF and to launch a new Policy and Advocacy Fund.

FY 20-21 includes:

- o \$2.8M for regranting through Partnership, Field-Building and Rapid Response Grants increase from roll-over due to delay of approving the FY 18-19 increased amended budget advance.

- o \$550,000 for the intermediary to administer the fund (20% of grantmaking amount)

The \$25,000 received from LACOE in FY 19-20 for the Center for the Study of Child Care Employment Workforce study is included in the regranting portion of the FY 20-21 budget since data collection has been delayed due to COVID-19. These funds will be expended through the Rapid Response Fund.

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

Initiative	Investment Category
County Systems Building	2020-2028 Strategic Plan

Program Name	2019 - 2020 Revised Budget	2020 - 2021 Budget	% Variance
Educare Policy and Advocacy	\$300,000	\$300,000	0.00%

Program Summary
 Educare Los Angeles at Long Beach serves as a hub for modeling how early learning programs can provide quality early childhood education, partner with families, and advocate for education practice and policy. The Educare grant will sunset at the end of FY 20-21.

Spending Plan and Funding Methodology
 In the final year of funding, the recommended \$300,000 assumes costs and a scope of work consistent with Educare’s initial project overview and previous contracts.

 Costs for FY 21-21 include: Professional development for ECE educators, access to the mental health system, family engagement practices and local evaluation efforts.

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

Initiative	Investment Category
County Systems Building	2020-2028 Strategic Plan

Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
FCC Strategy			\$200,000		0.00%

Program Summary

Based on 2017 Los Angeles County Child Care needs assessment there has been a 17% decrease in family child care programs in LA County. Overall in California, the decrease is 30% since 2008. This project budget will fund a landscape analysis of the conditions and circumstances facing family child care homes (FCCHs) particularly in LA County.

Spending Plan and Funding Methodology

FY 2020-21: The amount of \$200,00 includes a landscape analysis of the circumstances and conditions facing family child care homes (FCCHs) that are specific to LA County. The amount was determined by looking at previous landscape analyses while also being conservative in our budget proposal.

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

Initiative	Investment Category
County Systems Building	2020-2028 Strategic Plan

Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Kindergarten Readiness Assessment	\$4,894,000		\$6,309,000		28.91%

Program Summary

The 2020-2028 Strategic Plan reaffirms First 5 LA's commitment to the Kindergarten Readiness Assessment (KRA) initiative while refining the goal of the project. The objectives of KRA projects are to expand the use of a population-level measurement of school readiness to inform systems-level change and to support, inform, and advance community-action, with an intentional focus on the fourteen best start geographies. In order to meet these goals, First 5 LA will need to grow investments in KRA in order to ensure EDI data is collected in all best start geographies and support these data being used to drive action and collaboration within these communities.

Due to the COVID-19 crisis we are reducing the original expectation to expand to new districts in FY 20-21 from four to two - one new Los Angeles Unified School District (LAUSD) local district and a second large district.

Spending Plan and Funding Methodology

FY 20-21: Assumes First 5 LA will continue to fund district coordination and teacher engagement and community engagement and action planning with existing KRA districts/communities. In addition, FY 20-21 includes costs related to on boarding 2 new districts - including LAUSD Local District South with budget/contract comparable to current LAUSD contracts.

KRA's funding model includes a low, medium, and high costs district correlated with district size. We anticipate taking on two high costs district and one medium cost districts in accordance with Best Start geographies. LAUSD is an outlier and has its own funding model and is the largest cost driver of KRA.

Additionally, the Unite LA contract was approved for a no-cost extension; this adds \$20,000 from unused FY 19-20 funds to the FY 20-21 budget.

Total budget of \$6,308,500 is being rounded up to the nearest thousand, per internal guidelines.

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

This increase represents further expansion in LAUSD and expansion into four new districts within Best Start geographies.

Initiative	Investment Category
Quality Improvement System	2020-2028 Strategic Plan

Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Early Childhood Educator Competencies Curriculum Project	\$640,000		\$182,000		-71.56%

Program Summary

This project was scheduled to conclude June 2020, however, the seven grantees and the TA provider contracted for the project have been approved for no-cost extensions of their contracts due to extenuating circumstances created by COVID-19 crisis.

The Early Childhood Educator Competencies Curriculum will increase access to quality early care and education by strengthening the preparation and professional development system for early care and education providers. The project will provide resources and support to integrate and align professional development provided outside the formal education system (e.g., noncredit bearing professional development) with California Early Childhood Educator Competencies. The Early Childhood Educator Competencies reflect the professional knowledge, skills, and dispositions that early educators need to provide high quality care and education for young children. In FY 20-21, the seven organizations who provide professional development to early educators that were selected as grantees will ramp down their activities.

Spending Plan and Funding Methodology

A total of \$182,000 is included for FY 20-21. This amount represents the unused contracted funds for FY 19-20. During the no-cost extension final quarter of the project, grantees will develop, deliver and refine training that embeds the ECE Competencies.

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

This project concludes June 2020.

Initiative	Investment Category
Quality Improvement System	2020-2028 Strategic Plan

Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
ECE Workforce Registry	\$665,000		\$650,000		-2.25%

Program Summary

The Early Care and Education Workforce Registry (Registry) is a mechanism for generating, maintaining and disseminating data and information on the professional development, educational accomplishments, and employment of the ECE workforce in California. As a centralized data system, the Registry has increased the accessibility and uniformity of data while reducing burden related to data collection, entry and processing, minimizing administrative duplication and facilitating reporting across the state.

Spending Plan and Funding Methodology

First 5 LA's financial support of the Registry will decline in FY 20-21 for multiple reasons. First, the development and infrastructure of the Registry has been solidified. Second, the reduction also reflects plans in FY 20-21 to develop a funding plan for the Registry for FY 21-22 and beyond. This will include engaging with other First 5 LA initiatives (i.e. Home Visiting) and partner agencies (i.e., OAECE for AB212 and LACOE for QSLA) to discuss how they can use the Registry for their initiatives, and eventually support with operation costs.

The costs continue to run high because the structure of the Registry relies heavily on staffing capacity who hand enter and verify registry data.

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

Initiative	Investment Category
Quality Improvement System	2020-2028 Strategic Plan

Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
FFN Landscape Analysis			\$200,000		0.00%

Program Summary

The 2015-2020 Strategic Plan did not focus on unlicensed/informal care settings, such as family, friend, and neighbor care (FFN). In the 2020-2028 Strategic Plan, First 5 LA has prioritized 1) a broader notion of quality improvement which seeks to place less emphasis on a rating and more on the process of quality improvement and 2) an explicit focus on equity. FFN care is a primary source of care in Los Angeles County, in particular for infants and toddlers and families for whom traditional settings may not be a feasible option (i.e., erratic schedules, weekend work schedules, language barriers, etc.). In short, FFN care serves the families and childrens we would prioritize under an equity framework.

Spending Plan and Funding Methodology

FY 20-21: The amount of \$200,00 includes a landscape analysis of the circumstances and conditions facing FNN care providers and the families who chose FFN care that are specific to LA County. The amount was determined by looking at previous landscape analyses while also being conservative in our budget proposal.

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

Initiative	Investment Category
Quality Improvement System	2020-2028 Strategic Plan

Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
IMPACT 2020				\$2,760,000	0.00%

Program Summary

IMPACT 2020 is the second round of funding from FIRST 5 CA to support quality improvement services in local counties.

First 5 agencies have right of first refusal for these funds, and First 5 LA plans to draw down the funding.

More information is not available because the application for funds has not been released.

Spending Plan and Funding Methodology

This project will be funded through a drawdown from First 5 CA (not Proposition 10 funds). This funding will be used to support Quality Start L.A. (QSLA) -- in particular the plans to expand QSLA into a more inclusive quality improvement structure for all provider settings.

The funds should remain constant over the next three fiscal years.

Total budget is being rounded up to the nearest thousand, per internal guidelines.

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

This is an anticipated drawdown of F5CA funding.

Initiative	Investment Category
Quality Improvement System	2020-2028 Strategic Plan

Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
QRIS Continuous Site Engagement	\$14,600,000		\$1,300,000		-91.09%

Program Summary

This project was originally earmarked to conclude in June 2020, however, Child360 has been approved for a no-cost extension through September 30, 2020 due to extenuating circumstances created by the COVID-19 crisis and in alignment with Certification Grant funds from CDE which can be spent through September 30, 2020.

Primarily, Child360 will continue to incorporate decisions made by the Quality Start Los Angeles (QSLA) Governance into the Quality Rating and Improvement System (QRIS) model by using the cost model developed by our QRIS partners.

Spending Plan and Funding Methodology

As of June 30, 2020, Child360 estimates approximately \$1,300,000 remaining in the contract which will be spent by September 30, 2020.

Child360 will be using the cost model developed by the QRIS partners as the basis to maintain site engagement of current QRIS participants being served through Child360. The primary cost drivers include: personnel, benefits, books and supplies.

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

This project was scheduled to conclude in June 2020, but is being extended through September 30, 2020 due to extenuating COVID-19 related circumstances and Child360's remaining fund balance.

Initiative	Investment Category
Quality Improvement System	2020-2028 Strategic Plan

Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
QRIS Database	\$650,000		\$600,000		-7.69%

Program Summary

The Quality Rating and Improvement System (QRIS) Data System supports First 5 LA's broad approach to quality by providing a central data system for housing all data related to Quality Start Los Angeles (QSLA). By combining resources, LACOE and First 5 LA are able to ensure long-term continuity of a data system (iPinwheel) to be used for QRIS efforts in Los Angeles County and increase administrative efficiency.

Spending Plan and Funding Methodology

System updates and improvements are an ongoing aspect of the QRIS data system, and there is a flat rate established between LACOE and the data system vendor for this work. As such, staff do not anticipate any increase in costs related to data system changes (or trainings associated). However, the QRIS data system vendor has indicated that a 5 % cost increase will be applied beginning July 2020, and a 10% increase to be applied beginning July 2021. Additionally, the fee for administering the Teachstone proprietary assessment, CLASS, will increase from \$5 to \$10 per classroom assessed, beginning July 2020.

The overall decrease to the FY 20-21 budget is due to salary savings -- LACOE has not filled positions to support the QRIS database work.

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

Initiative	Investment Category
Quality Improvement System	2020-2028 Strategic Plan

Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
QSLA Expansion			\$2,100,000		0.00%

Program Summary

Following First 5 LA’s release of the Quality Rating and Improvement System (QRIS) Expansion funding opportunity in late 2019, a new contract to provide QRIS services to licensed early care and education providers, including family child care home providers, began on July 1, 2019. This strategy is utilizing funding previously drawn down from First 5 CA’s Improve and Maximize Programs so All Children Thrive (IMPACT) initiative, which is slated to end on June 30, 2020.

First 5 CA allows flexibility with these funds which allowed us to put the remainder of the funding through an RFQ process in the second half of FY 19-20 for use in FY 20-21.

Spending Plan and Funding Methodology

The funding level was determined based upon the award amount available as described in the QRIS Expansion RFQ released by First 5 LA staff. The line item budget has not yet been approved, but an estimate provided by an RFQ applicant includes the following assumptions:

- Personnel - \$173,141
- Contracted Services - \$1,882,908*
- Printing/Copying - \$1,000
- Space - \$15,636
- Telephone - \$900
- Supplies - \$1,000
- Employee Mileage and Travel - \$4,500
- Other Expenses - \$2,423
- Indirect - \$18,492

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

Initiative	Investment Category
Quality Improvement System	2020-2028 Strategic Plan

Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Shared Services Support	\$100,000		\$3,000		-97.00%

Program Summary

Shared Services is a capacity-building strategy in which organizations can reduce costs, strengthen infrastructure and improve the quality of services by sharing resources. Currently through the Shared Services Technical Assistance Project, First 5 LA supports alliances of ECE providers to share resources. Through the ECE Shared Services Technical Assistance Project, Third Sector New England (fiscal agent for Opportunities Exchange) will strive to 1) increase awareness and understanding of shared services among Los Angeles County ECE providers and 2) sustain current Alliances and build an additional family child care alliance among Los Angeles County ECE providers to maximize limited administrative resources and improve program quality. The three month extension will allow the project to monitor sustainability for the existing shared service alliances and provide final training and technical assistance to alliances of family child care providers.

This project was scheduled to conclude June 2020, however, the OPEX/SEE contract has been approved for no-cost extensions of their contracts due to extenuating circumstances created by the COVID-19 crisis.

The revised project end date is September 2020.

Spending Plan and Funding Methodology

A total of \$3,000 is extended from the FY 19-20 contract. A majority of the costs include: personnel and contracted services to provide shared services training and technical assistance, office space for Opportunities Exchange, and other costs including meeting costs and administrative fees paid to the fiscal agent.

This project will conclude in September 2020.

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

Initiative	Investment Category
Quality Improvement System	2020-2028 Strategic Plan

Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
VIVA Social Impact Partners	\$400,000		\$400,000		0.00%

Program Summary

All Quality Rating and Improvement System (QRIS) work funded by First 5 LA is closely coordinated, in particular with the Los Angeles County Office of Education (LACOE). For several years, VIVA has facilitated meetings of the Quality Start Los Angeles (QSLA) collaborative which includes partners such as First 5 LA, LACOE, the Child Care Alliance of Los Angeles (CCALA), Child360, Partnerships for Education, Articulation, and Coordination through Higher Education (PEACH), and the Office for the Advancement of Early Education, and the Child Care Planning Committee (CCPC).

This collaborative is the governing body for QSLA.

Spending Plan and Funding Methodology

The FY 20-21 budget covers both the facilitation of the governing body of QSLA in addition to providing the external communications strategy and infrastructure for QSLA.

LACOE contributes 50% of this total cost so First 5 LA and LACOE are equal partners in supporting the facilitation of QSLA.

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

Health Systems

HEALTH SYSTEMS

Authorized Positions

Director	1
Senior Program Officer	2
Program Officer	4
Administrative Assistant	1
Total	8

The Health Systems Department is committed to advancing practice change across child and family serving systems to help all children in L.A. County achieve their optimal development. Our goal is to ensure early screening and intervention to mitigate the impacts of trauma exposure and developmental-behavioral delays. Working in partnership, we will strengthen existing systems and build upon promising practices to reduce stigma, improve outcomes, and elevate the importance of early childhood development.

The Department is responsible for developing funding and program recommendations including the design, development and implementation of First 5 LA investments that strengthen and improve health related service delivery systems to better support children pre-natal to age 5 and their families. The work of the Health Systems department includes the following areas of focus: early identification and intervention and trauma-informed approaches. Within these two areas, staff responsibilities include:

- Planning, Design and Development and ongoing refinement of strategies, activities and resource requirements for investments including identification of best practices and leveraging opportunities
- Partnership Development, including cultivating and maintaining relationships with key stakeholders to support a shared vision and commitment to results
- Stakeholder Engagement and Management including facilitation and on-going communication between and among key stakeholders as well as relationship building across diverse stakeholders
- Grant and Contract Management including the development of funding mechanisms (i.e RFP/Qs, Solicitations), contract negotiation and execution, contract monitoring and oversight, technical assistance and problem solving as needed and requested
- Learning and Continuous Improvement such as capturing and applying learning (mid-course correction, program refinement) and sharing key learning both internally and externally.
- Integration including aligning, layering and sequencing First 5 LA investments to better support children pre-natal to age 5 and their families

HEALTH SYSTEMS

	Budget FY 2019-20	Revised Budget FY 2019-20	Estimated FY 2019-20 Expenditures	Proposed Budget FY 2020-21	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	846,162	840,162	604,636	796,873	(43,289)
Total Employee Benefits	229,547	229,547	180,000	240,029	10,482
Total Personnel Services	1,075,709	1,069,709	784,636	1,036,902	(32,807)
Operating Services					
6205 ADP-Payroll	-	-	-	-	-
6210 Worker's Compensation Insurance	-	-	-	-	-
6215 Utilities	-	-	-	-	-
6220 Corporate Insurance	-	-	-	-	-
6225 Mileage, Parking and Other Trans	1,440	1,440	417	1,440	-
6230 Telephone	-	-	-	-	-
6235 Cell Phone & Mobile Devices	4,800	4,800	1,050	10,800	6,000
6240 Outside Printing & Publishing	-	-	-	-	-
6245 Other Supplies	-	-	-	-	-
6250 Postage & Delivery	-	-	-	-	-
6255 Educational Supplies	-	-	-	-	-
6260 Office Supplies	1,200	1,200	295	1,500	300
6265 Subscriptions & Publications	500	500	-	500	-
6270 Capital Outlay	-	-	-	-	-
6275 Equipment-Rents & Leases	-	-	-	-	-
6280 Building Repair & Maintenance	-	-	-	-	-
6285 Equipment Repairs & Maintenance	-	-	-	-	-
6290 Offsite Storage	-	-	-	-	-
6295 Hardware & Software Maintenance	-	-	-	-	-
6300 Miscellaneous/Contingency	-	-	-	-	-
6305 Stipend/Honorarium	-	-	-	-	-
6310 Internal Meetings	3,000	3,000	243	3,000	-
Total Operating Services	10,940	10,940	2,005	17,240	6,300
Consultant Services					
6410 Consultant Fees	3,000	9,000	-	5,000	(4,000)
6420 Other Professional Fees	-	-	-	-	-
6430 External Reviewers	-	-	-	-	-
Total Consultant Services	3,000	9,000	-	5,000	(4,000)
Professional Services					
6510 Audit	-	-	-	-	-
6520 Legal Fees	-	-	-	-	-
6540 Professional Dues	1,000	1,000	-	1,000	-
6550 Staff Recruitment	-	-	-	-	-
6560 Commissioners Stipends	-	-	-	-	-
6570 Web-Based Services	-	-	-	-	-
6580 Bank & Other Service Charges	-	-	-	-	-
Total Professional Services	1,000	1,000	-	1,000	-
Travel Expenses					
6610 Airfare	5,200	5,200	3,305	2,625	(2,575)
6620 Lodging	11,000	11,000	168	5,250	(5,750)
6640 Per Diem	4,200	4,200	4,200	2,000	(2,200)
6650 Other Travel Expense	1,800	1,800	1,274	1,125	(675)
Total Travel Expenses	22,200	22,200	8,946	11,000	(11,200)
Professional Development					
6810 Training Materials & Supplies	-	-	2,795	-	-
6820 Internal Training	-	-	-	-	-
6830 Leadership Programs	-	-	-	-	-
6840 Conference Registrations	17,000	17,000	11,500	7,250	(9,750)
6850 External Education/Training	-	-	-	-	-
Total Professional Development	17,000	17,000	14,295	7,250	(9,750)
Total OPERATING EXPENSES	1,129,849	1,129,849	809,882	1,078,392	(51,457)

Department	2019 - 2020 Revised Budget	2020 - 2021 Budget	% Variance
Health Systems	\$1,129,849.00	\$41,490.00	-96.33%

Benefits \$0.00 \$0.00

GL Code Name	2019 - 2020 Revised Budget	2020 - 2021 Budget	% Variance
Mileage, Parking and Other Transportation	\$1,440.00	\$1,440.00	0.00%

Description

Provides for cost related to travel (including parking) for local meetings with partners as well as regional or local trainings and conferences. Also covers the cost of the monthly allowance for public transportation. The amount is based on FY19-20 anticipated expenditures.

Cell Phone & Mobile Devices \$4,800.00 \$10,800.00 125.00%

Description

Provides for \$50 per month reimbursement to 8 staff for use of personal cell phone to conduct First 5 LA business. This line item is being increased by \$100/month for 8 staff to account for internet and cell phone usage for 3 months of teleworking.

An additional 6 months of Internet and Cellphone Reimbursement of \$3600 has been added for offsite work due to Covid-19. \$600 x 6 staff members

Office Supplies \$1,200.00 \$1,500.00 25.00%

Description

Provides for general office supplies for 8 FTE for 12 months. This equates to approximately \$12/month/FTE. This line item is increasing due to increased office supply costs while teleworking. For example, some staff are using their personal printers, which requires purchasing ink, an item not normally accounted for in the office supply budget.

Subscriptions & Publications \$500.00 \$500.00 0.00%

Description

Provides for the purchase of resource books, journal subscriptions and articles.

Internal Meetings \$3,000.00 \$3,000.00 0.00%

Description

Provides for meetings that may include Commissioners, staff, grantees/contractors and stakeholders including expenses tied to department retreats. The amount is based on FY19-20 anticipated expenditures.

Consultant Fees \$9,000.00 \$5,000.00 -44.44%

Description

Provides funding for departmental capacity building and content-specific workshops/trainings not covered through anticipated programmatic consultant support.

Professional Dues \$1,000.00 \$1,000.00 0.00%

Description

Provides for staff to be members of professional organizations such American Public Health Association, Collaborative Family Healthcare Association, Infant Development Association of California.

Budget Fiscal Year: 2020 - 2021	Status: Proposed
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Airfare	\$5,200.00	\$2,625.00	-49.51%
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Description

Provides for airfare to and from professional conferences or meetings outside of the Los Angeles area. Travel is expected across the state and nationwide for national summits/forums/conferences. Funds have been reduced to reflect approximately 7 months of travel.

Lodging	\$11,000.00	\$5,250.00	-52.27%
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Description

Provides for lodging at multi-day conferences or meetings outside of the Los Angeles area. Travel is expected across the state and nationwide for national summits/forums/conferences. The amount is based on anticipated FY19-20 expenditures. Funds have been reduced to reflect approximately 7 months of travel.

Per Diem	\$4,200.00	\$2,000.00	-52.38%
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Description

Provides for various daily expenses incurred while attending professional conferences or meetings outside of the Los Angeles area. The amount is based on FY19-20 anticipated expenditures. Funds have been reduced to reflect approximately 7 months of travel.

Other Travel Expenses	\$1,800.00	\$1,125.00	-37.50%
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Description

Provides for travel related expenses outside LA County such as airport parking, cab/ride share, train/public transportation. The amount is based on FY19-20 anticipated expenditures. Funds have been reduced to reflect approximately 7 months of travel.

Conference/Training Registrations	\$17,000.00	\$7,250.00	-57.35%
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Description

Provides for registration expenses for professional conferences and specialized in house training and workshops for the Health Systems staff to support the 2020-2028 Strategic Plan activities. Also provides for online and in-person professional development training specific to the Administrative Assistant role on a variety of department support topics. Activities may complement organization-wide training, including focus on development of specific and general content knowledge, as needed. The amount is based on FY19-20 anticipated expenditures. Funds have been reduced to reflect approximately 7 months of travel, with an additional \$1,000 for any virtual meeting registration costs.

Initiative		Investment Category			
Health Strategy 1 - Early Identification and Intervention		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
First Connections	\$950,000		\$583,000		-38.63%

Program Summary

The First Connections program, delivered by six diverse grantees, aims to increase screenings for developmental and behavioral delays and linkage to supportive early intervention services for children and families from culturally and linguistically diverse, underserved communities. This project continues to also generate learnings and promising practices to inform the implementation of Help Me Grow - LA (HMG LA) with a focus on community engagement and service delivery.

With new legislative state policy and administrative guidance at the California Department of Health Care Services to advance developmental screenings and care coordination for young children, there is increased interest to leverage the existing infrastructure and capacity built out by First Connections to further examine, in partnership with Managed Care Plans and County Departments, the effectiveness of the First Connections care coordination model for young children with or at risk for developmental delays on child health outcomes, utilization rates and HEDIS measure compliance.

Spending Plan and Funding Methodology

COVID-19, 90-day extensions (July through September 2020), \$224,583 to support workforce and stabilize infrastructure for 6 grantees (3 Federally Qualified Health Centers, 2 Community-Based Organizations and 1 Family Resource Center co-located at a Regional Center) and 1 TA Provider. 90-day funding aims to minimize disruption in services for families.

Funding beyond September 2020, \$333,290- Board approval anticipated for Fall 2020 for funding extension to continue First Connections' care coordination activities for an additional two years, not to exceed cost of \$308,200. This extension aims to transition some First Connection grantees to other funding sources including the Los Angeles County Department of Public Health (LAC DPH). In November 2017 the Board approved funding of \$1.9 million to extend the First Connection program in its entirety for FY 18-19 and FY 19-20.

Following an analysis with the grantees, some First Connections activities, such as developmental screenings, will be sustained by the grantees or other funding sources starting October 1, 2020, whereas other activities such as care coordination are vulnerable to ending. This funding, which accounts for less than 40% of the original annual budget for First Connections, will be used primarily to fund discrete care coordination activities, including personnel costs. This extension will grant additional time for First 5 LA staff to further examine the effectiveness of First Connections' care coordination and potentially garner commitment from external partners including Medi-Cal Managed Care and select County Departments to examine, adopt and sustain First Connections' care coordination activities post First 5 LA funding. First Connections costs are based on historical data and anticipated need for discrete activities for FY 20-21.

In addition, FY 20-21 budget includes funds needed to support a no cost extension (Harder and Company), in the amount of \$25,090.

Total budget is being rounded up to the nearest thousand, per internal guidelines.

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

Following an analysis with the grantees, some First Connections activities, such as developmental screenings, will be sustained by the grantees or other funding sources starting October 1, 2020, whereas other activities such as care coordination are vulnerable to ending. This funding, which will account for less than 40% of the original annual budget for First Connections, will be used primarily to fund discrete First Connection care coordination activities, including personnel costs.

Initiative		Investment Category			
Health Strategy 1 - Early Identification and Intervention		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Help Me Grow	\$2,819,510		\$3,496,000		23.99%

Program Summary

An important shift in our 2020-2028 Strategic Plan expands our EII commitment to develop, in partnership, an integrated maternal and pediatric model of care, with an emphasis on policy and data; practice transformation; and consumer demand to reduce health disparities and ensure all children in L.A. County enter kindergarten ready to succeed in school and life.

First 5 LA will continue to plan and implement Help Me Grow (HMG), a national model that promotes local cross-sector collaboration to bolster early identification of developmental and behavioral delays. Help Me Grow LA (HMG LA) will better coordinate systems that serve children to strengthen early identification and link children and their families to appropriate intervention services and supports. The Los Angeles County Department of Public Health (LAC DPH) has partnered with First 5 LA to launch, test and refine the model's 4 core components (centralized access point, child health provider outreach, community and family engagement, and data collection and analysis) to meet LA county's needs and address our fragmented early identification and intervention (EII) system. Key areas of work underway include a pilot with L.A. Care Health Plan and the launch of up to 7 HMG LA Pathways Communities for a phased, data-driven rollout of HMG LA.

In addition to the build out of HMG-LA, First 5 LA has also focused considerable attention on the expansion and sustainability of Home Visiting (HV) and supporting efforts to address African American /Black Infant and Maternal Mortality (AAIMM). Our HV and AAIMM work holds growing potential in the maternal and prenatal space, while our EII can also expand to encompass maternal wellbeing while focusing on traditional systems that deliver child-centered care and services (i.e.: managed care health plans, physical and mental health, developmental disabilities, etc.). This strategic shift in approach will enable First 5 LA, starting in FY20-21, to align our HMG LA, HV, and AAIMM efforts by strengthening and integrating systems delivering maternal and pediatric care.

Spending Plan and Funding Methodology

Budget categories align with key areas of work that emerged from the First 5 LA Strategic Plan Refinement phase, including the First 5 LA Strategic Refinement Team (SRT) report and the Implementation Planning Analysis (IPA) report completed between Summer 2019 and Spring 2020. In addition, the categories and key areas were also informed by the Help Me Grow-LA early design and planning process and articulated in the HMG-LA Recommendation Report (released October 2017) as well as ongoing planning with the Los Angeles County Department of Public Health (LAC DPH), who are co-implementing HMG LA with First 5 LA.

The categories include: 1) Help Me Grow LA (HMG LA) Implementation, 2) Maternal and Pediatric Model of Care and 3) Communication and Marketing.

The FY 20-21 budget to support HMG LA related activities is based on current trend and anticipated start-up costs, resulting from staffing and or infrastructure investment to procure and implement the four HMG components and related activities.

The HMG LA Implementation category includes costs associated with activities to implement and maintain the four core components of the model: Centralized Access Point; Data Collection and Analysis; Child Health Provider Outreach; and Community and Family Engagement. The Maternal and Pediatric Model of Care category includes estimates for tactics and activities outlined in the IPA report; including Relationship and Partnership Building; Data Development, Integration, Collection and Sharing (DDICS); Community Based Participatory R&E; and Advocacy. The Communication and Marketing category includes costs for strategy design and content development, as well as, for general communication needs to support HMG LA implementation.

1. HMG LA IMPLEMENTATION (\$3,190,200)

A. Centralized Access Point and Data Collection and Analysis Components (LAC DPH Lead) \$1,909,200 –LAC DPH will continue to serve as the HMG Organizing Entity for a third year starting July 1, 2020 (Initial Board approval for a 5-year Strategic Partnership with LAC DPH to serve as the HMG organizing entity occurred in May

Initiative	Investment Category
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Health Strategy 1 - Early Identification and Intervention

2015-2020 Strategic Plan:
Focusing for the Future

2018, total amount \$10.1M). As the HMG Organizing Entity, LAC DPH is responsible for planning and carrying out the implementation of the HMG Centralized Access Point and Data Collection and Analysis components. Major costs include personnel, consultant support, space, program supplies and equipment. LAC DPH's FY 20-21 deliverables are informed by the HMG LA Implementation Plan which was completion in Spring 2019. Based on current planning, it is anticipated key activities for FY 20-21 will include implementation of the Centralized Access Point component and Data & Collection Analysis component, which may include procurement and entering into contractual agreements with vendors. In addition, it is expected LAC DPH will continue to maintain Advisory Committee(s) (e.g.: consulting support, food, space for 4 meetings/year). The remainder is allocated for system mapping activities to support partner engagement, data collection and analysis, and the implementation of the Centralized Access Point.

B. Child Health Provider Outreach Component (First 5 LA lead) \$468,000- Costs include funding for HMG LA - LA Health Care Plan Pilot for the first year of a 4-year investment (Board approval anticipated September 2020 for \$295,000) and Child Health Provider Outreach activities, such as the production and dissemination of resources and toolkits, trainings and outreach, and networking events with health professionals. Funding also includes technical assistance support to advance exploration with Managed Care Plans around care coordination and advancing developmental screenings.

C. Community and Family Engagement Component (First 5 LA lead) \$780,000—Costs include implementing up to five HMG LA Pathways Communities (formerly called Demonstration Communities) across LA County and technical assistance support for each of the community collaboratives for the first year of a 3-year investment (Board approval anticipated Fall 2020 for \$650,000). The HMG LA Pathways Communities will seek to strengthen referral pathways among cross-sector agencies that are a part of the early identification and intervention continuum, including several First 5 LA investment areas (e.g.: Home Visiting, ECE, Best Start Communities, etc.). Costs also include managing the HMG Community and Family advisory council and funding activities identified by the council as well as networking events with key stakeholders.

D. Other (First 5 LA lead) \$33,000 –Costs associated with the HMG LA affiliate fee required annually.

2. MATERNAL AND PEDIATRIC MODEL OF CARE (\$100,000)

A. Relationship and Partnership Building, Data Development, and Other (First 5 LA lead) \$100,000 – Costs include funding to support stakeholder engagement that leverages existing partnerships to initiate discussions about an integrated maternal and pediatric model of care. Costs also include supporting research and analysis of existing practices, policy and data to better understand maternal and pediatric disparities. While all the necessary resources are not known at this time for this area of work in FY 20-21, staff time is dedicated to identify resource needs which will be informed by the final First 5 LA implementation plan (pending completion). Should additional resources for this work be identified, necessary amendments will be made during the mid-year budget adjustment period in FY 20-21.

3. COMMUNICATION & MARKETING (\$205,000)

A. Strategy Design and Content Development (First 5 LA lead) \$130,000—Includes costs for communication strategy development and content development for HMG LA. This also includes funding to support graphic design support of outreach material and website design support.

B. Other Communication Needs (First 5 LA lead) \$75,000—Includes costs for communication needs such as translation and interpretation, copy editing and proofing, and printing for HMG LA.

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

The FY 20-21 budget for Early Identification and Intervention reflect adjustments based on actual programmatic costs as determined via the FY 19-20 Mid-Year Budget process. Reduced levels of funding reflect final negotiated contracted budget amounts as well as anticipated expenditures for new and emerging areas: Communications, Maternal/Pediatric model of care.

Initiative	Investment Category
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Health Strategy 2 - Trauma-Informed Care	2015-2020 Strategic Plan: Focusing for the Future
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Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Trauma-Informed Care	\$697,000		\$289,000		-58.53%

Program Summary

In FY 20-21, First 5 LA's trauma-informed care efforts will focus on supporting key partners' expertise and leadership in trauma to ensure early childhood is prioritized. To reflect this supportive role, a majority of 20-21 funding is focused on working with partners to build their capacity to adopt trauma-informed care approaches. Key areas of work include hosting stakeholder convenings to elevate best practices and barriers of effective implementation, demonstration projects, and dissemination of learnings. Internally, where there is readiness, First 5 LA will continue to advance trauma-informed approaches across our investments.

Spending Plan and Funding Methodology

The following outlines the spending plan for supporting and implementing the trauma-informed approaches work:

1) External Capacity Building: Adoption of trauma-informed approaches (\$210,000)

First 5 LA will continue to distribute resources from a pooled fund with a current balance of approximately \$200,000. This fund was established in FY 16-17 by First 5 LA and multiple local funders and is housed through a third-party fiscal intermediary. First 5 LA most recently contributed to the fund in FY 19-20, exhausting our Board approved allocation, and will continue to identify projects to support through FY 20-21. These funds have and will continue to cover the costs of engaging systems leaders and facilitated discussions to determine readiness and commitment including dedicating resources, time, and energy necessary to successfully support trauma-informed approaches.

In response to the State's commitment to addressing adverse childhood experiences (ACEs) through the reimbursement of trauma screenings and the ACEs Aware Initiative, First 5 LA will focus on supporting capacity building of the Medi-Cal Health Care Delivery System. As such, First 5 LA has applied for a Provider Engagement Grant through ACEs Aware to convene regional learning sessions with cross-sector providers to enhance system capacity for implementation of trauma screenings in alignment with other maternal and pediatric screenings as well as a supportive integrated payment structure. If awarded the grant, First 5 LA will supplement funds to hire subject matter experts to inform the planning process and to offset any additional venue costs. Funds will also support systems in early adoption of innovative trauma-informed approaches through pilots and demonstration projects, including the continuation of the Trauma and Resiliency Informed Long Beach (City of Long Beach Department of Health and Human Services) and integration of developmental and trauma screenings at Rancho Los Amigos National Rehabilitation Clinic.

2) Generation of sharing and learnings (\$21,500)

Funds will support the generation of learnings from the aforementioned regional convenings and pilot projects into reports and white papers for distribution to cross-sector providers and decision makers. First 5 LA aims to disseminate best practices and policy recommendations to system leaders and policy decision-makers to inform practice and policy transformations. Additionally, findings from these reports and learnings will be utilized to encourage decision makers to increase long-term public and private investments in trauma-informed approaches. Lastly, funds will also be used to support learnings and sharing of best practices through conference sponsorships.

3) Advocacy for more effective implementation of trauma-informed approaches (\$5,000)

These funds will support statewide policy and advocacy related activities through the California Campaign to Counter Childhood Adversity (4CA). It will also cover any emerging policy-related opportunities to further the effective adoption of trauma-informed approaches.

4) Internal Capacity: Implementation of Trauma-informed approaches across First 5 LA investments (\$52,000)

These funds will be used to support an internal cross-functional team that are tasked with mapping and assessing systems across investments that show readiness for adoption of trauma-informed approaches. Funds will also be utilized for organizational activities including staff training and mental health awareness activities.

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

Initiative	Investment Category
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Health Strategy 2 - Trauma-Informed Care

2015-2020 Strategic Plan:
Focusing for the Future

Funding levels for this strategy are significantly reduced from last year due to the following:

- 1) Application for external funds (e.g. ACEs Aware RFP) has significantly reduced the amount of funds needed directly from First 5 LA for the implementation of the strategy. This is in alignment with the sustainability investment guideline and critical success factor for implementation.
- 2) All projects from the previous years reflecting the 2015-2020 Strategic Plan have sunsetted, except for Trauma and Resilience Informed Long Beach which will enter a no-cost extension for this fiscal year.
- 3) An important focus for this year will involve an internal orientation that does not require additional resources to carry out. This internal work involves identifying systems that are ready for the adoption of trauma-informed approaches through our current investments. We anticipate a rise in funding levels for FY 21-22 and FY 22-23 to support these efforts.

POLICY & STRATEGY DIVISION

Policy & Strategy Division Support

POLICY & STRATEGY DIVISION SUPPORT

Authorized Positions

Vice President, Policy & Strategy	1
Manager, Special Projects	1
Executive Assistant & Division Coordinator	1
Total	3

The Policy and Strategy Division takes the lead responsibility for building external support for the strategies and objectives in the FY 2020-2028 Refined Strategic Plan in the four outcome areas (Families Support, Communities, Early Care and Education and Health Systems) as well as building external relationships that support broader organization wide goals. The Policy and Strategy Division is focused on building the external support necessary for policy and system changes to improve outcomes for families as exemplified in our goal statement:

The Policy & Strategy Division connects, captivates and catalyzes key partners to help drive policy and transform systems for young children and their families.

The primary functions of the Policy and Strategy Division include:

- Research and develop strategies to broaden the coalition of supporters of young children and their families
- Identify and engage key external partners and stakeholders from philanthropy, business, and higher education who are critical to broader civic support
- Connect with elected officials and policy stakeholders to create and support policies that support young children and their families
- Build public awareness, issue salience and urgency to solve the challenges faced by young children and their families in the four strategic priority areas
- Develop and leverage opportunities to engage parents and community members in our work and elevate their voices in the policy arena
- Collaborate with Programs staff to support and enable their partnerships in service of the Strategic Plan goals
- Prioritize learning questions, working with the Integration & Learning Division to support organization wide learning.

POLICY AND STRATEGY DIVISION

The Policy and Strategy Division is led by the Vice President (VP) of Policy and Strategy and includes four departments to support and enable the Strategic Plan:

- Policy and Government Affairs
- Communications

- Community Relations
- Strategic Partnerships.

Each department is led by a Director that reports to the Vice President of Policy and Strategy. The Manager of Special Projects and Executive Assistant and Division Coordinator also report directly to the Vice President of Policy and Strategy.

POLICY & STRATEGY DIVISION SUPPORT

	Budget FY 2019-20	Revised Budget FY 2019-20	Estimated FY 2019-20 Expenditures	Proposed Budget FY 2020-21	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	370,365	370,365	333,776	392,416	22,051
Total Employee Benefits	89,222	89,222	75,327	84,722	(4,500)
Total Personnel Services	459,587	459,587	409,103	477,138	17,551
Operating Services					
6205	ADP-Payroll	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-
6215	Utilities	-	-	-	-
6220	Corporate Insurance	-	-	-	-
6225	Mileage, Parking and Other Trans	2,500	2,500	2,016	2,500
6230	Telephone	-	-	-	-
6235	Cell Phone & Mobile Devices	1,200	1,200	-	2,000
6240	Outside Printing & Publishing	-	-	-	800
6245	Other Supplies	-	-	-	-
6250	Postage & Delivery	-	-	261	-
6255	Educational Supplies	-	-	80	-
6260	Office Supplies	1,000	1,000	469	1,000
6265	Subscriptions & Publications	500	500	112	200
6270	Capital Outlay	-	-	-	(300)
6275	Equipment-Rents & Leases	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-
6285	Equipment Repairs & Maintenance	-	-	-	-
6290	Offsite Storage	-	-	-	-
6295	Hardware & Software Maintenance	-	-	-	-
6300	Miscellaneous/Contingency	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-
6310	Internal Meetings	5,000	5,000	5,000	-
6315	Divisional Capacity Building	25,000	25,000	-	15,000
Total Operating Services	35,200	35,200	7,937	25,700	(9,500)
Consultant Services					
6410	Consultant Fees	-	-	-	-
6420	Other Professional Fees	-	-	-	500
6430	External Reviewers	-	-	-	-
Total Consultant Services	-	-	-	500	500
Professional Services					
6510	Audit	-	-	-	-
6520	Legal Fees	-	-	-	-
6540	Professional Dues	-	-	-	-
6550	Staff Recruitment	-	-	-	-
6560	Commissioners Stipends	-	-	-	-
6570	Web-Based Services	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-
Total Professional Services	-	-	-	-	-
Travel Expenses					
6610	Airfare	14,000	14,000	11,396	10,500
6620	Lodging	8,000	8,000	4,007	6,000
6640	Per Diem	5,500	5,500	5,564	4,125
6650	Other Travel Expense	-	-	1,821	3,000
Total Travel Expenses	27,500	27,500	22,787	23,625	(3,875)
Professional Development					
6810	Training Materials & Supplies	-	-	-	-
6820	Internal Training	-	-	-	-
6830	Leadership Programs	-	-	-	-
6840	Conference Registrations	8,000	8,000	7,838	5,000
6850	External Education/Training	-	-	-	500
Total Professional Development	8,000	8,000	7,838	5,500	(2,500)
Total OPERATING EXPENSES	530,287	530,287	447,665	532,463	2,176

Department	2019 - 2020 Revised Budget	2020 - 2021 Budget	% Variance
Policy & Strategy Division Support	\$530,287.00	\$55,325.00	-89.57%

Benefits \$0.00 \$0.00

GL Code Name	2019 - 2020 Revised Budget	2020 - 2021 Budget	% Variance
Mileage, Parking and Other Transportation	\$2,500.00	\$2,500.00	0.00%

Description

Provides for mileage reimbursement and parking expenses when private vehicles are used in the course of conducting Commission business.

Cell Phone & Mobile Devices \$1,200.00 \$2,000.00 66.66%

Description

Provides for reimbursement of cell phone charges including data plan for eligible employees, not to exceed \$50.00 per month.
An additional 6 months of Internet and Cellphone Reimbursement of \$1200 has been added for offsite work due to Covid-19.

Office Supplies \$1,000.00 \$1,000.00 0.00%

Description

Provides for general office supplies for department staff.

Subscriptions & Publications \$500.00 \$200.00 -60.00%

Description

Provides for subscription services and publications.

Internal Meetings \$5,000.00 \$5,000.00 0.00%

Description

Provides for local meeting expenses.

Division Capacity Building \$25,000.00 \$15,000.00 -40.00%

Description

Other Professional Fees \$0.00 \$500.00 100.00%

Description

professional fees

Budget Fiscal Year: 2020 - 2021	Status: Proposed
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Airfare	\$14,000.00	\$10,500.00	-25.00%
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Description

Provides for airfare to and from professional conferences outside of the local area; decreases funding by 25% from FY 19-20 due to COVID-19 risks.

Lodging	\$8,000.00	\$6,000.00	-25.00%
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Description

Provides for lodging at professional conferences outside the local area; decreases funding by 25% from FY 19-20 due to COVID-19 risks. The average hotel room for frequent destinations averages \$250 per night. At this average rate, the budget would cover approximately 24 hotel nights for the division in FY20-21.

Per Diem	\$5,500.00	\$4,125.00	-25.00%
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Description

Provides for daily expenses incurred while attending conferences outside the local area; decreases funding by 25% from FY 19-20 due to COVID-19 risks. The Policy and Strategy Division frequently travels for meetings, conferences, and other events outside of LA County. The per diem rate for frequent destinations ranges from \$64 to \$69. Assuming an average per diem rate of \$66, this budget would allow for approximately 62 days of travel.

Other Travel Expenses	\$0.00	\$3,000.00	100.00%
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Description

out of LA County ride share

Conference/Training Registrations	\$8,000.00	\$5,000.00	-37.50%
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Description

External Education/Training	\$0.00	\$500.00	100.00%
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Description

training programs specific to subject matter expertise

Communications

COMMUNICATIONS

Authorized Positions

Director	1
Communications Manager, Marketing Strategies	1
Communications Manager, Stakeholder Strategies	1
Communications Manager, Strategic Initiatives	1
Graphic Designer	1
Digital Content Specialist	1
Communications Specialist	1
Writer & Editor	2
Administrative Assistant	1
Total	10
Fellows/Student Professional Staff	1500 hours
Intermittent Event Staff	750 hours

The Communications Department oversees First 5 LA’s communications activities, recognized as critical for driving change among systems, communities and families. As part of the of First 5 LA’s 2020-28 Strategic plan, communications will be used to continue the agency’s policy and systems change, practice change, and public will building work.

Communications Department Strategic Goals

In order to achieve broad and lasting impact for the greatest number of children in Los Angeles County, the Communications Department staff will continue to advance agency goals in four ways:

- Build the First 5 LA Brand
- Engage Decision Makers
- Elevate Awareness and Create Urgency
- Support Internal Communications

Department Roles & Responsibilities

The Communications Department is structured with three main focuses: Marketing Strategies to engage parents and caregivers, Strategic Initiatives to reach the media and the general public, and Stakeholder Strategies to support internal communications and engage partner organization and stakeholder groups.

The Marketing Strategies staff is responsible for the creation of content and its distribution through a variety of platforms to connect parents and caregivers to First 5 LA’s mission and to advance its programmatic and policy goals. This team also leads the creation of public awareness, public education and public will building campaigns, including the development of messaging and media placements, and provides thought leadership and strategic counsel on how best to connect with various audiences.

The Strategic Initiatives staff is responsible for developing and executing communications strategies across varied media channels to advance First 5 LA's programmatic and policy goals. The Strategic Initiatives staff does this by building relationships with media, along with a broad base of advocates, supporters and organizations aligned with First 5 LA's mission to complement and amplify its messages in traditional, digital and social media. This staff also works collaboratively within the Communications Department and with staff throughout First 5 LA's departments and workgroups to develop and execute communications projects.

The Stakeholder Strategies staff is responsible for driving internal communications and employee engagement by developing and disseminating messages aligned with First 5 LA's strategic priorities and goals. The Stakeholder Strategies staff also works collaboratively, both within the Communications Department and with staff throughout the agency's departments and workgroups, to develop and execute communications projects. This staff also is responsible for building and maintaining relationships with First 5 LA's external stakeholders to drive coordinated communications campaigns and make the most of opportunities to amplify First 5 LA's messages to a variety of audiences.

The Communications Department staff also provides communications and marketing counsel to other departments and workgroups to advance the programmatic and policy goals of the 2020-2028 Strategic Plan. In addition, the department ensures information on the Board of Commissioners' activities is communicated accurately and in alignment with the 2020-2028 Strategic Plan goals. Finally, Communications staff works with the Policy & Strategy Division staff to respond to requests pursuant to the California Public Records Act.

Fellow/Student Professional Staff Budgeting

This supports part-time, limited-term, hourly employees to support the Communications Department in its continued to drive change among systems, communities and families. The fellow/student professional workers will provide hands-on support through involvement in a variety of projected designed to build the First 5 LA brand, engage decision makers, elevate awareness and create urgency among decision makers, and support internal communications. The FY 20-21 budget includes \$30,000 to pay these employees an average of \$20 an hour

Part-Time Event Staff Budgeting

This supports part-time, hourly employees to support the Communications Department at public events to staff booths and to distribute information and collateral material. The FY 19-20 budget includes \$15,000 to pay these employees an average of \$20 an hour. In FY 20-21, the Communications Department is proposing to meet its event management and staffing needs through the RFQ process. If enacted, funding for this purpose will shift to the Communications Department's program budget.

COMMUNICATIONS

	Budget FY 2019-20	Revised Budget FY 2019-20	Estimated FY 2019-20 Expenditures	Proposed Budget FY 2020-21	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	792,511	792,511	736,426	855,240	62,729
Total Employee Benefits	248,352	248,352	218,052	260,432	12,080
Total Personnel Services	1,040,863	1,040,863	954,478	1,115,672	74,809
Operating Services					
6205	ADP-Payroll	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-
6215	Utilities	-	-	-	-
6220	Corporate Insurance	-	-	-	-
6225	Mileage, Parking and Other Trans	3,000	3,000	46	2,000
6230	Telephone	-	-	-	(1,000)
6235	Cell Phone & Mobile Devices	2,400	2,400	414	5,800
6240	Outside Printing & Publishing	15,000	15,000	5,706	-
6245	Other Supplies	-	-	-	(15,000)
6250	Postage & Delivery	-	-	-	-
6255	Educational Supplies	-	-	855	-
6260	Office Supplies	6,000	6,000	1,442	6,000
6265	Subscriptions & Publications	2,000	2,000	779	4,200
6270	Capital Outlay	-	-	-	2,200
6275	Equipment-Rents & Leases	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-
6285	Equipment Repairs & Maintenance	-	-	-	-
6290	Offsite Storage	23,652	23,652	3,942	9,000
6295	Hardware & Software Maintenan	3,000	3,000	515	3,480
6300	Miscellaneous/Contingency	-	-	-	(14,652)
6305	Stipend/Honorarium	-	-	-	480
6310	Internal Meetings	11,500	11,500	209	-
Total Operating Services	66,552	66,552	13,908	41,980	(24,572)
Consultant Services					
6410	Consultant Fees	-	-	-	-
6420	Other Professional Fees	-	-	-	-
6430	External Reviewers	-	-	-	-
Total Consultant Services	-	-	-	-	-
Professional Services					
6510	Audit	-	-	-	-
6520	Legal Fees	-	-	-	-
6540	Professional Dues	1,500	1,500	270	3,328
6550	Staff Recruitment	-	-	-	1,828
6560	Commissioners Stipends	-	-	-	-
6570	Web-Based Services	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-
Total Professional Services	1,500	1,500	270	3,328	1,828
Travel Expenses					
6610	Airfare	13,000	13,000	1,734	10,000
6620	Lodging	14,000	14,000	5,186	10,000
6640	Per Diem	7,000	7,000	2,578	6,000
6650	Other Travel Expense	-	-	506	-
Total Travel Expenses	34,000	34,000	10,003	26,000	(8,000)
Professional Development					
6810	Training Materials & Supplies	2,600	2,600	-	1,000
6820	Internal Training	12,000	12,000	-	6,000
6830	Leadership Programs	-	-	-	(6,000)
6840	Conference Registrations	20,000	20,000	6,528	-
6850	External Education/Training	11,000	11,000	673	5,000
Total Professional Development	45,600	45,600	7,201	32,000	(13,600)
Total OPERATING EXPENSES	1,188,515	1,188,515	1,017,005	1,218,980	30,465

Department	2019 - 2020 Revised Budget	2020 - 2021 Budget	% Variance
Communications	\$1,188,515.00	\$103,308.00	-91.31%
Benefits	\$0.00	\$0.00	

GL Code Name	2019 - 2020 Revised Budget	2020 - 2021 Budget	% Variance
Mileage, Parking and Other Transportation	\$3,000.00	\$2,000.00	-33.33%

Description

The Mileage & Parking Expense budget is based on an average annual per-person reimbursement of \$222, for a total of \$2,000.

Cell Phone & Mobile Devices	\$2,400.00	\$5,800.00	141.66%
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Description

An additional 6 months of Internet and Cellphone Reimbursement of \$4800 has been added for offsite work due to Covid-19. \$600 x 8 staff members

Office Supplies	\$6,000.00	\$6,000.00	0.00%
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Description

The general office supplies budget is estimated at \$3,000 - averaging about \$250 a month for the entire team based on historical average monthly spending. An additional \$3,000 being factored in to cover costs of specialty items for the design team to cover the cost of design work for the entire organization - including sprays/adhesives, foam boards, mounting materials, cutting supplies and matters, special inks, specialty papers of various sizes, batteries, such as headphones, phone headsets, along with a portable podium, microphones, and a "mult box" for media events, lighting equipment, replacement camera equipment, electronic storage devices, miscellaneous electronic accessories, and other supplies as needed for photo shoots.

Subscriptions & Publications	\$2,000.00	\$4,200.00	110.00%
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Description

Anticipated costs for Subscriptions and Publications are estimated at \$4,200 for FY 20-21 to cover subscriptions to the following print and electronic publications:

1. LA Times (\$112/6 months) - \$672
2. New York Times (\$15/month) - 180
3. SJ Mercury News (\$9.95/month) - \$119.40
4. Washington Post (\$10/month) - \$120
5. Education Week (\$19/month) - \$228
6. Wall Street Journal (\$116/6 months) - \$702
7. Chronical of Social Change (\$7.95/month) - \$96
8. Quartz - (\$74.99/year)
9. CrowdFire Plus - (\$59.99/year)
10. Amazon - (\$130.00/year)
11. PR Week - (\$298/year)
12. Communication Network Group Membership - (\$700/year)
13. PRSA - (\$455/year)
14. Associated Press Stylebook Online 7 users - (\$200/year)
15. Full Contact - (\$60/year)

Offsite Storage	\$23,652.00	\$9,000.00	-61.94%
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Description

Offsite storage unit rent has increased to \$721 per month. $721 \times 12 = \$8,652$. Currently, we have 3 storage spaces at First 5 LA fully stocked with collateral items.

Hardware & Software Maintenance	\$3,000.00	\$3,480.00	16.00%
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Description

In FY 20-21 we anticipate spending \$3,000 for hardware and software maintenance which includes:

1. Adobe Creative Cloud Software Suite (\$52.99/user/month) - \$1,722 for 2 person design team
2. Google Suite (\$6/month) - \$72
3. AirTable (\$10/user/month) - \$600 for 5 person content development team
4. Hoefler & CO (\$149/year)
5. Trello (\$720/year)

Internal Meetings	\$11,500.00	\$11,500.00	0.00%
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Description

The proposed amount \$11,500 for Internal Meetings is based upon past needs and expenditures which includes room rentals, food and other side-related costs necessary for Communications Department staff training, planning and strategy sessions including \$7,500 for 10 half-day strategic planning retreats (10 x \$750), \$2,000 for 4 quarterly event staff trainings (4 x \$500) and \$2,000 for 4 convenings of communications workgroups composed of internal First 5 LA staff (4 x \$500).

Professional Dues	\$1,500.00	\$3,328.00	121.86%
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Description

The FY 20-21 estimated Dues and Subscriptions budget of \$3,328 will cover the costs associated with the monthly online dues for the department's e-newsletter and e-blast needs such as:

1. MailChimp (\$269/month) - \$3,228
2. Dropbox (\$100/year) - \$100 for storage site for videos, photos, etc.

Airfare	\$13,000.00	\$10,000.00	-23.07%
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Description

In FY 20-21 the Communications Department anticipates spending \$9,500 to send several staff members to the conferences listed below. The recommended proposed airfare amount is based on average airfare costs for each conference location, based on historical information and current research.

1. AMA Nonprofit Marketing Conference – Washington, D.C. (1 staff)
2. Strategic Communications Summit – Washington, D.C. (2 staff)
3. Excellence in Journalism Conference – In state (1 staff)
4. ComNet 2020 – Out of state (4 staff)
5. Digital Summit – Philadelphia (2 staff)
6. Content Marketing World – Cleveland, Ohio (2 staff)
7. Internal Communications Best Practices – Chicago, IL (1 staff)
8. PR and Media Relations Summit – New York, NY (1 staff)
9. Strategic Internal Communications Summit – In state (2 staff)
10. Speech Writers Conference – Washington, D.C. (1 staff)
11. Internal Communications Webinars and Conferences – In state
12. Management Conferences – local LA
13. Society of Professional Journalists Conference (1 staff)
14. PRSA Public Affairs and Government Summit – Detroit, MI (2 staff)

Additionally, the Communications Department anticipates spending \$3,500 to send several staff members to Sacramento, and other areas of the states as needed, to support First 5 LA's advocacy efforts and to participate in First 5 network events and convenings, such as First 5 Association meetings, and First 5 Advocacy Day.

Lodging \$14,000.00 \$10,000.00 -28.57%

Description

In FY 20-21 the Communications Department anticipates spending \$9,000 to send several staff members to the conferences listed below. The recommended proposed lodging amount is based on average hotel costs for each conference location, based on historical information and current research.

1. AMA Nonprofit Marketing Conference – Washington, D.C. (1 staff)
2. Strategic Communications Summit – Washington, D.C. (2 staff)
3. Excellence in Journalism Conference – In state (1 staff)
4. ComNet 2020 – Out of state (4 staff)
5. Digital Summit – Philadelphia (2 staff)
6. Content Marketing World – Cleveland, Ohio (2 staff)
7. Internal Communications Best Practices – Chicago, IL (1 staff)
8. PR and Media Relations Summit – New York, NY (1 staff)
9. Strategic Internal Communications Summit – In state (2 staff)
10. Speech Writers Conference – Washington, D.C. (1 staff)
11. Internal Communications Webinars and Conferences – In state
12. Management Conferences – local LA
13. Society of Professional Journalists Conference (1 staff)
14. PRSA Public Affairs and Government Summit – Detroit, MI (2 staff)

Additionally, the Communications Department anticipates spending \$5,000 for lodging for several staff members for trips to Sacramento, and other areas of the states as needed, to support First 5 LA’s advocacy efforts and to participate in First 5 network events and convenings, such as First 5 Association meetings, and First 5 Advocacy Day.

Per Diem \$7,000.00 \$6,000.00 -14.28%

Description

The Communications Department anticipates spending \$5,500 for per diems in FY 20-21. This calculation is based on per diem guidelines based on year and location for staff to attend the conferences listed below.

1. AMA Nonprofit Marketing Conference - Washington, D.C. (1 staff)
2. Strategic Communications Summit - Washington, D.C. (2 staff)
3. Excellence in Journalism Conference - In State (1 staff)
4. ComNet 2019 - In State (4 Staff)
5. Digital Summit - Philadelphia (2 staff)
6. Content Marketing World - Cleveland, Ohio (2 staff)
7. Internal Communications Best Practices - Chicago, IL (1 staff)
8. PR and Media Relations Summit - New York, NY (1 staff)
9. Strategic Internal Communications Summit - West Coast - In State (2 staff)
10. Speech Writers Conference – Washington, D.C (1 staff)
11. Internal Communications Webinars and Conferences - West Coast - In State
12. Management Conferences (local LA)
13. Society of Professional Journalists conference (1 person)
14. PRSA Public Affairs and Government Summit – Detroit, MI (2 staff)

Additionally, the Communications Department anticipates spending \$1,500 in per diems to for staff members on trips to Sacramento, and other areas of the state as needed, to support First 5 LA’s advocacy efforts and to participate in First 5 network events and convenings, including First 5 Association meetings, and First 5 Advocacy Day.

Training Materials and Supplies \$2,600.00 \$1,000.00 -61.53%

Description

The proposed amount of \$2,600.00 for Training Materials and Supplies is based upon past needs and expenditures for Communications Department staff training, planning and strategy sessions including monthly strategic planning retreats, quarterly event staff trainings and convenings of various communications workgroups, and for books and other publications intended for professional development purposes.

Internal Training	\$12,000.00	\$6,000.00	-50.00%
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Description

Funds will be used for training of department staff on the foundational skills required in communications work: marketing, writing, relationship building, branding and reputation, content creation, messaging, and social media engagement. Estimated training cost \$2,000-3,500 per session/topic. Budget is for \$1,200 per staff of 8 (\$1,200 x 8). \$9,600 has been budgeted for Internal Training.

Conference/Training Registrations	\$20,000.00	\$20,000.00	0.00%
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Description

In FY 20-21 the Communications Department anticipates spending \$20,000 to send several staff members to the conferences such as the ones listed below. The proposed amount is based on average costs for each conference registration, taking advantage of "early bird" and/or nonprofit rates, based on historical information and current research.

1. AMA Nonprofit Marketing Conference – Washington, D.C. (1 staff)
2. Strategic Communications Summit – Washington, D.C. (2 staff)
3. Excellence in Journalism Conference – In state (1 staff)
4. ComNet 2020 – Out of state (4 staff)
5. Digital Summit – Philadelphia (2 staff)
6. Content Marketing World – Cleveland, Ohio (2 staff)
7. Internal Communications Best Practices – Chicago, IL (1 staff)
8. PR and Media Relations Summit – New York, NY (1 staff)
9. Strategic Internal Communications Summit – In state (2 staff)
10. Speech Writers Conference – Washington, D.C. (1 staff)
11. Internal Communications Webinars and Conferences – In state
12. Management Conferences – local LA
13. Society of Professional Journalists Conference (1 staff)
14. PRSA Public Affairs and Government Summit – Detroit, MI (2 staff)

External Education/Training	\$11,000.00	\$5,000.00	-54.54%
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Description

The Communications Department has responsibility for engaging staff across the organization. Funds will be used for training of department staff to establish baseline levels of knowledge around topics relevant to department functions, such as strategic thinking, the ability to source and use relevant data on the best way to communicate with First 5 LA's target audiences, and foundational skills required in communications work: marketing, writing, relationship building, branding and reputation, content creation, messaging, and social media engagement. All professional development within the Communications Department is to support the successful identification, creation, and execution of organization-wide communications strategies. Estimated training cost \$2,000-3,500 per session/topic, with particular focus on department leadership. Budget is for \$1,100 per staff of 8 (\$1,100 x 8). \$8,800 has been budgeted for professional development.

Initiative		Investment Category			
Communications & Marketing		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Strategic Communications	\$2,875,000		\$2,700,000		-6.08%

Program Summary

Communications is recognized as critical for driving change among systems, communities and families. As part of the of First 5 LA’s 2020-28 Strategic Plan, communications and marketing will be used to continue the agency’s policy and systems change, practice change, and public will building work along with demand generation among parents and caregivers.

During FY 20-21, the Communications Department will continue developing and implementing strategic communications and marketing efforts that build First 5 LA’s reputation as an advocate and trusted source, engage and influence decision makers; elevate awareness and create urgency on issues affecting young children and their families to help create lasting, equitable change, and support internal communications to create alignment, engagement and ambassadorship among First 5 LA staff.

These efforts are intended to help advance the 2020-28 Strategic Plan’s results areas and support First 5 LA’s policy and systems change efforts. In the context of the COVID-19 pandemic, these communications and marketing efforts will focus on how prioritizing young children in budget and policy decisions is essential to the state’s economy and its recovery.

The proposed budget request for Strategic Communications includes funds for communications services to support for First 5 LA’s programs, efforts and initiatives. This includes public relations, content creation and social media strategies to share the stories of young children and their families. Additional funding is included for market research and analysis on the attitudes and beliefs of the general public and parents on early childhood development issues that will be used shape demand generation and will building efforts.

- 1) \$1,700,000 General Communications and Marketing Support for Organization-wide Programs, Efforts, and Initiatives
- 2) \$750,000 Communications Support for Department-specific Programs, Efforts and Initiatives
- 3) \$250,000 Research and Development of Communications and Marketing Strategies

Spending Plan and Funding Methodology

The FY 20-21 budget reflects the role of communications in supporting the 2020-28 Strategic Plan’s policy and system goals, consistent with First 5 LA’s mission, vision and values.

The methodology used to develop this budget is based on an analysis of historical expenditures coupled with several years of First 5 LA marketing and communications experience. This includes costs associated with the utilization of a strategic communications and marketing firm, estimates to create and develop digital properties such as websites and blogs, and fees to freelance vendors and consultants to support staff in content creation and implementation of events.

The spending plan and methodology is also based on costs to support similar projects in FY 19-20 as well as unique scope of work estimates for activities planned in FY 20-21, including support for internal communications; support for demand generation and public will building efforts, analysis and refinements to First 5 LA's websites and digital properties; and qualitative and quantitative research on the public's perceptions of issues and connecting audiences to First 5 LA's mission, vision, and work.

Program Detail

- 1) \$1,700,000 GENERAL COMMUNICATIONS AND MARKETING SUPPORT FOR FIRST 5 LA PROGRAMS, EFFORTS, AND INITIATIVES:
During FY 20-21, the Communications Department will continue to support the work of other Departments and cross-functional workgroups by providing strategic communications and marketing counsel to advance the goals of the 2020-28 Strategic Plan. The proposed budget request includes \$1,320,000 for strategic communications and marketing services to engage decision makers; build First 5 LA’s brand; elevate awareness and urgency; support staff-led internal communications efforts; and provide general communications support and coordination for County

Initiative	Investment Category
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Communications & Marketing

2015-2020 Strategic Plan:
Focusing for the Future

agency efforts aligned with First 5 LA's goals.

This budget also includes support for content creation to support public education campaigns and other communications objectives. In addition, \$230,000 has been allotted for editorial, translation, video production, website updates and other content creation support services including article writing for the website, newsletter and social media channels.

Finally, \$150,000 is budgeted for event management and production for First 5 LA hosted events, external partner convenings, and consumer events. Recognizing that First 5 LA will likely not participate in events of this type in Q1 of FY 20-21 due to the effects of the COVID-19 pandemic, this portion of the budget reflects a 25% reduction in funding.

Ogilvy, a world-wide advertising, marketing and public relations agency with offices in Los Angeles and Sacramento, will continue to be First 5 LA's agency of record until September 30, 2020. The primary cost components are personnel staff hours.

Building upon the work that was executed during FY19-20, Ogilvy will continue to lead several communications streams of work critical to First 5 LA's policy and systems change efforts, as well as provide strategic counsel to advance organization-wide goals in Q1 of FY20-21. The FY 20-21 scope of work includes public relations support to engage decision makers, parents and the general public; additional brand building strategies; social media content creation; and paid media strategy implementation, content distribution strategy across platforms; and public affairs counsel and strategy supporting the Policy & Strategy Division.

The Communications Department is in the process of developing several Request for Qualifications (RFQs), with more narrowly defined scopes, to procure vendors to support these activities for the remainder of FY20-21. These scopes of work will support First 5 LA in the development of public education efforts to generate demand among parents and caregivers for quality, affordable and sustainable child development programs and services, and public will building for equitable policy and system change goals.

Estimated spending is based on historical expenditures along with scope of work estimates for activities planned in FY20-21.

2) \$750,000 COMMUNICATIONS SUPPORT FOR DEPARTMENT-SPECIFIC PROGRAMS, EFFORTS AND INITIATIVES:

This funding will be used to provide communications and marketing support for Department-specific programs, efforts and initiatives, and in service of decision maker engagement and coalition building. Support includes the production of collateral materials, promotional items, and digital and video content; social media ad placements; and consultants and temporary staff to support and execute communications efforts.

3) \$250,000 RESEARCH AND DEVELOPMENT OF COMMUNICATIONS AND MARKETING STRATEGIES:
In FY18-19, the Communications Department initiated a research project to engage decision-makers, influencers and families by learning about the attitudes the general public holds toward prioritizing young children in policy and budget decisions. In FY20-21, the Communications Department will continue this research to help refine the portfolio of themes, words, talking points and calls-to-action developed previously. This ongoing work will help explain to the general public the importance and urgency of early childhood development issues as part of a broader public will building effort for equitable policy and system change for young children and their families.

The Communications Department will continue to share this research externally to engage decision makers and stakeholders, and to propel First 5 LA's legislative agenda and advocacy efforts. Additional efforts will include research into the experiences of parents and caregivers of children under the age of 5 in Los Angeles County to help generate demand among this audience for quality, affordable and sustainable child development programs and services.

The budget for this program is based on previous spending on similar research projects in FY19-20.

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

Initiative

Communications & Marketing

Investment Category

2015-2020 Strategic Plan:
Focusing for the Future

Initiative		Investment Category			
Communications & Marketing		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Strategic Communications Partnerships	\$861,000		\$800,000		-7.08%

Program Summary

Communications is recognized as critical for driving change among systems, communities and families. As part of the of First 5 LA's 2020-28 Strategic plan, communications will be used to continue the agency's policy and systems change, practice change, and public will building work.

During FY 20-21, the Communications Department will build upon previous investments in strategic communications partnerships to engage decision makers on early care and education and health care delivery systems. These investments include funding to organizations and news outlets to build their capacity to cover early childhood development issues, with a focus on early education and health care delivery systems. This complements the efforts of the First 5 LA's Public Policy & Government Affairs and Community Relations Departments to elevate awareness and engage decision makers. By elevating these issues through thoughtful reporting in outlets trusted and respected by decision makers, First 5 LA can create opportunities for policy and systems change to address the issues parents with young children face.

The capacity of newsrooms to cover public health issues affecting young children under the age of five and their families is essential to helping build public awareness and public will to create lasting change. The COVID-19 pandemic adds an increased urgency to the credible coverage of these issues.

Funding for this project also will include support for strategic partnerships with the First 5 Association and media outlets to engage decision makers, parents, and communities, along with support to elevate awareness and create urgency to support First 5 LA's policy and systems change strategies.

Funding includes:

- 1) \$675,000 Strategic Partnerships to Engage Decision Makers on Early Child Development
- 2) \$125,000 Strategic Partnership with the First 5 Association for Coordinated Communications Efforts to Engage Decision Makers

Spending Plan and Funding Methodology

The FY 20-21 budget reflects the role of communications in advancing the 2020-2028 Strategic Plan's policy and system change goals.

The methodology used to develop this budget is based upon analysis of several years of marketing and communications work associated with First 5 LA. This includes past experience with managing grants similar in scope, learning best practices from other funders, and analyses of the costs associated with the development, implementation and evaluation of these strategic partnerships.

Program Detail

- 1) \$675,000 STRATEGIC PARTNERSHIPS TO ENGAGE DECISION MAKERS ON EARLY CHILDHOOD DEVELOPMENT

This funding will be utilized to create a strategic partnership with the Los Angeles Partnership for Early Childhood Investment (LAPECI) to build the capacity of news outlets, such as the Los Angeles Times, La Opinion and Zocalo Public Square, to cover early childhood issues, along with supporting efforts to provide unified messaging and materials to engage individual parents, caregivers and providers on these issues.

First 5 LA's purpose in joining a pool of potential funders for this effort, and existing LAPECI efforts, including the Atlas Family Foundation, the Tikun Olam Foundation and The Carl & Roberta Deutsch Foundation is to support efforts to generate demand and build public will as part of the 2020-28 Strategic Plan.

This funding also will be used to create new strategic partnerships with the Center for Health Reporting at the USC Schaeffer Center for Health Policy and Economics, and with the USC Annenberg Center for Health Journalism to engage decision makers by elevating the quality and quantity of coverage on early child development issues, and with

Initiative	Investment Category
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<p>Communications & Marketing</p> <p>Pacific Oaks College to support an early childhood reporting fellowship focused on helping establish consistent local and national media coverage of children’s issues. These partnerships ended in FY19-20. The Communication Department will be developing new strategic partnerships with these organizations based on their learnings from previous contracting periods.</p>	<p>2015-2020 Strategic Plan: Focusing for the Future</p>
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First 5 LA will continue strategic partnerships with CALmatters and Fostering Media Connections to produce impactful reporting on early childhood development for local and statewide audiences.

The strategic partnerships are funded as follows:

- The Los Angeles Partnership for Early Childhood Investment: \$200,000 (Year 1 of a 2-year partnership)
- The Center for Health Reporting at the USC Schaeffer Center for Health Policy and Economics: \$125,000 (Year 1 of a 2-year partnership)
- The USC Annenberg Center for Health Journalism National Health Journalism Fellowship: \$36,000 (Year 1 of a 2-year partnership)
- The Pacific Oaks College Early Childhood Journalism Fellowship: \$164,000 (Year 1 of a 2-year partnership)
- Fostering Media Connections: \$75,000 (Year 2 of a 2-year partnership)
- CALmatters: \$75,000 (Year 2 of a 2-year partnership)

All of these partnerships will be used to complement the advocacy efforts of the Public Policy and Government Affairs Department.

2) \$125,000 STRATEGIC PARTNERSHIP WITH THE FIRST 5 ASSOCIATION FOR COORDINATED COMMUNICATIONS EFFORTS TO ENGAGE DECISION MAKERS, PARENTS AND COMMUNITIES ON EARLY CHILDHOOD DEVELOPMENT ISSUES

This funding would continue a strategic partnership with the First 5 Association of California to coordinate strategic communications initiatives between First 5 LA, First 5 California, the First 5 Association and other First 5 County-level Commissions. This strategic partnership will elevate awareness of early childhood development issues statewide, in order to engage decision makers, parents and communities, and support First 5 LA and the Association’s advocacy efforts.

Change from Prior Year (if >+-20%)
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Initiative		Investment Category			
Communications & Marketing		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Strategic Marketing	\$2,130,000		\$2,248,000		5.53%

Program Summary

During FY 20-21, the Communications Department will continue developing and implementing strategic marketing efforts that build First 5 LA’s reputation as an advocate and trusted source, engage and influence decision makers and parents; and elevate awareness and create urgency on issues affecting young children and their families to help create lasting, equitable change.

These efforts are intended to help advance the 2020-28 Strategic Plan’s results areas and support First 5 LA’s policy and systems change efforts. In the context of the COVID-19 pandemic, these communications and marketing efforts will focus on how prioritizing young children in budget and policy decisions is essential to the state’s economy and its recovery.

First 5 LA has learned from recent qualitative research the need to develop broad-based public education efforts to build public will on early childhood development issues and targeted public education efforts to generate demand among parents and caregivers for access to quality, sustainable early childhood programs and services.

The proposed budget request includes funds for paid media advertising for First 5 LA’s public education campaigns and strategic marketing sponsorships, conference funding, policymaker education events and the production of printed materials and collateral items to connect audiences with First 5 LA’s mission, vision and work.

- 1) \$552,000 Public Education Efforts for Parents and Caregivers on Early Childhood Development Programs and Services
- 2) \$368,000 Public Education Efforts to Build Public Will on Policy and Systems Change for Early Childhood Development
- 3) \$300,000 Strategic Marketing Partnerships For PSAs and Content Integration
- 4) \$408,750 Sponsorships to Build Partnerships and Public Will for First 5 LA’s Results Areas
- 5) \$161,250 Conference Funding to Advance the Field Of Early Childhood Development
- 6) \$150,000 Policymaker Education Efforts and Policy Events
- 7) \$225,000 Promotional and Collateral Materials To Build Relationships with First 5 LA's Audiences

Spending Plan and Funding Methodology

The FY 20-21 budget reflects the role of marketing strategies to reach, educate, engage and influence target audiences and drive them to action. These audiences include policy and decision-makers, parents, the general public, community members and partners.

The methodology used to develop this budget is based upon an analysis of several years of successful marketing work associated with First 5 LA. This includes costs associated with solicitations and invoices from vendors and partners to participate in events that offer First 5 LA maximum exposure to Los Angeles audiences, and to produce branded promotional materials and educational giveaways and for costs associated with the development, implementation and evaluation of paid media advertising placement.

Program Detail

- 1) \$552,000 PUBLIC EDUCATION EFFORTS FOR PARENTS AND CAREGIVERS ON EARLY CHILDHOOD DEVELOPMENT PROGRAMS AND SERVICES

First 5 LA will use paid media advertising and marketing strategies as part of public education efforts so parents and caregivers understand the benefits of, how to access and why they should prioritize early care and education, early identification and intervention services, and family supports such as home visiting.

This request for funding supports advertising placements and other logistical support services to complement First 5 LA’s advocacy efforts and incorporate calls to actions targeted to parents and caregivers on the importance of child development and the programs and services needed to support young children and their families.

Initiative	Investment Category
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Communications & Marketing

2015-2020 Strategic Plan:
Focusing for the Future

Advertising platforms include “out-of-home” such as billboards, bus shelters, bus interiors and exteriors, WIC centers and convenient store signage, and ads on local television, radio, newspaper and digital platforms.

Consistent with First 5 LA’s mission, vision and values, the Communications Department will continue its strategy of expanding its advertising placements to emerging channels to reach broader audiences and extend the impact of its marketing efforts to reach audiences that do not consume traditional media, such as mainstream broadcast TV and terrestrial radio. Alternate languages like Spanish and Chinese and ethnic media outlets will be used to reach audiences equitably. The Communications Department also will continue to leverage its relationships with media partners to secure value added opportunities extending the reach of the budget allocation.

2) \$368,000 PUBLIC EDUCATION EFFORTS TO BUILD PUBLIC WILL ON POLICY AND SYSTEMS CHANGE FOR EARLY CHILDHOOD DEVELOPMENT

As part of its broader communications and marketing efforts to advance the 2020-28 Strategic Plan, First 5 LA will use paid media advertising and marketing efforts targeting policy and decision-makers and the general public to build public will for prioritizing young children in budget and policy decisions.

These funds support advertising placements as well as other logistical support services involved in public education campaigns and marketing efforts that will focus on defining and explaining the importance of early childhood development, and how helping young children is a shared responsibility with a shared reward to these targeted audiences.

This request for funding supports advertising placements and other logistical support services to complement First 5 LA’s advocacy efforts and incorporate calls to actions for stakeholders, decision makers, and the general public on the importance of child development and the programs and services needed to support young children and their families.

Advertising platforms will include digital and social media platforms to complement First 5 LA’s communications and public relations efforts. Consistent with the agency’s mission, vision and values, the Communications Department will continue its strategy of expanding its advertising placements to emerging channels to reach broader audiences and extend the impact of its marketing efforts to reach audiences equitably. The Communications Department also will continue to leverage its relationships with media partners to secure value added opportunities extending the reach of the budget allocation.

3) \$300,000 STRATEGIC MARKETING PARTNERSHIPS FOR PSAs AND CONTENT INTEGRATION

These funds will be used to complement public education efforts by creating strategic marketing sponsorships with local television and radio outlets for Public Service Announcements (PSAs), broadcast and digital advertising, and content integration. Content integration differs from advertising in that it allows First 5 LA to sponsor in-show segments focused on early childhood development and parent advocacy making the most of an outlet’s trust with its audiences. This creates opportunities to drive the discussion on the shared responsibility and shared benefit of prioritizing young children in policy and budget decisions.

4) \$408,750 SPONSORSHIPS TO BUILD PARTNERSHIPS AND PUBLIC WILL FOR FIRST 5 LA’S RESULTS AREAS

First 5 LA has historically supported events and activities hosted by key partners to advance its policy and system change goals. These events are opportunities to engage partners, parents and other stakeholder audiences.

Recognizing that First 5 LA will likely not participate in events of this type in Q1 of FY 20-21 due to the effects of the COVID-19 pandemic, this portion of the budget reflects a 25% reduction in funding.

Based on event sponsorships in FY 19-20, which range from \$5,000 to \$25,000 for table or gala sponsorships this request of \$300,000 (a 25% reduction from FY 19-20’s \$400,000) would allow First 5 LA to support up to 30 events in FY 20-21. This assumes an average contribution of \$10,000 per event.

In addition to these event sponsorships, this request includes conference support in the amount of \$7,500 for Southern California Grantmakers (SCG) Annual conference in September, \$7,500 for SCG’s Policy Conference held in April

Initiative	Investment Category
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Communications & Marketing

2015-2020 Strategic Plan:
Focusing for the Future

(each of these conferences are held annually), and \$7,500 for the Los Angeles Area Chamber of Commerce conference (a 25% reduction from FY 19-20's \$30,000 funding request for these events).

This request also includes \$82,250 (a 25% reduction from FY 19-20's \$105,000) to fund strategic marketing event sponsorships for large-scale events open to the general public that have a significant focus on activities for young children, such as the Los Angeles Times Festival of Books; the Summer Children's Concert Series (Grand Performance, Levitt Pavilion); CicLAvia; and the Los Angeles County Bicycle Coalition (LACBC) Riveride.

5) \$161,250 CONFERENCE FUNDING TO ADVANCE THE FIELD OF EARLY CHILDHOOD DEVELOPMENT
First 5 LA's goal for funding conferences and events is to advance the field of early childhood development as part of efforts to further the goals of the 2020-28 Strategic Plan's results areas. The submission and review of applications, and the awarding of grants, will continue with the same process and funding parameters established in FY19-20.

Funds will not be used to support annual meetings, fundraising events, or conferences or events that promote religious doctrine or political campaigns. All proposed conferences and 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 resources affecting L.A. County children under the age of 5.

Recognizing that First 5 LA will likely not participate in events of this type in Q1 of FY 20-21 due to the effects of the COVID-19 pandemic, this portion of the budget reflects a 25% reduction in funding.

6) \$150,000 POLICYMAKER EDUCATION EFFORTS AND POLICY EVENTS

First 5 LA has historically supported a number of events and activities which highlight important early childhood policy issues, educate decision-makers on early childhood priorities, and influence policy and systems change. These include annual First 5 advocacy trips to DC and Sacramento, supporting events hosted by key partners like the Parent Voices advocacy day, the California Home Visiting Summit and advocacy day, California State Legislative caucus policy retreats, and policy conferences and speaker series which elevate First 5 LA priorities.

Recognizing that First 5 LA will likely not participate in events of this type in Q1 of FY 20-21 due to the effects of the COVID-19 pandemic, this portion of the budget reflects a 25% reduction in funding. This amount also represents a \$25,000 reduction from FY19-20.

7) \$225,000 PROMOTIONAL AND COLLATERAL MATERIALS TO BUILD RELATIONSHIPS WITH FIRST 5 LA'S AUDIENCES

This funding supports First 5 LA's agency-wide printing (such as business cards, letterhead, flyers, booklets and brochures and other printed materials) and supports the creation, production and distribution of the Parenting Guide, a quarterly publication for parents and caregivers in L.A. County, as well as a variety of collateral material and mission-aligned promotional items to build relationships with the public and targeted audiences and connect them with our mission, vision and our work.

Recognizing that First 5 LA will likely not participate in these types of events in Q1 of FY 20-21 due to the effects of the COVID-19 pandemic, this portion of the budget reflects a 25% reduction in funding from FY 19-20.

This funding request is based on historical spending on the Parenting Guide of approximately \$82,500 (a 25% reduction from FY 19-20's \$110,000) per year, along with estimates of an additional \$30,000 for agency-wide printing (a 25% reduction from FY 19-20's \$40,000). This includes printing needs to support First 5 LA-hosted events, convenings and other meetings. The additional \$112,500 (a 25% reduction from FY 19-20's \$150,000) is based upon estimates from previous spending to support the production of promotional items for "business-to-business" and "consumer" event needs and additional projected printing, postage, and mailing needs in FY20-21.

The Parenting Guide focuses on a different parenting topic every quarter and aligns with the 2020-2028 Strategic Plan's focus on parent "demand-building" strategies so that families understand the benefits of early care and education, early identification and intervention services through family supports and engagement with health systems.

In Q3 of FY 20-21, the Communications Department will conduct market research on the content, format and

Initiative	Investment Category
<p>Communications & Marketing</p> <p>distribution model of the Parenting Guide. Given the closures of outlets where the guide was previously distributed (i.e. WIC Centers and L.A. County Public Libraries) due to the pandemic, the possibility of using direct mail to reach parents will be considered. The capability to print, package, address and mail materials will be included as part of procurement qualifications to select a vendor to meet these needs in FY 20-21.</p> <p>Total budget is being rounded up to the nearest thousand, per internal guidelines.</p>	<p>2015-2020 Strategic Plan: Focusing for the Future</p>
<p>Change from Prior Year (if >+-20%)</p>	

Community Relations

COMMUNITY RELATIONS

Authorized Positions

Director	1
Community Relations Manager	2
Community Relations Officer	2
Total	5*

**The Community Relations Department shares a Program Assistant (.5FTE) with the Strategic Partnerships Department. As First 5 LA does not maintain a practice of allocating staff time, all personal costs related to this Program Assistant are included within the Strategic Partnerships Department budget.*

The Community Relations Department builds relationships with civic/community organizations, municipalities, school districts and parent/resident leaders throughout the County -- complementing the organization's community building and advocacy work -- to create potential leveraging/partnership opportunities that will advance our community, policy and systems change goals.

As one of First 5 LA's newer departments, Community Relations Department is aligned to support organization-wide work as outlined in the Strategic Plan. This also includes focusing its efforts on building department infrastructure including setting up systems and processes for purposes of work flow management, social impact and organizational learning.

Community Relations Department activities include:

- **Building and maintaining relationships with local municipalities to increase First 5 LA's ability to drive and leverage its resources and partnerships to have greater influence and impact on policy related to our four outcome areas and organization-wide.**
 - The Community Relations Department is building its relationships with local municipalities (Mayors, city councilmembers, city managers, and city staff) to build awareness of and support for First 5 LA's work and broad policy/systems change agenda. This includes champion-building among local elected officials and administrators on early childhood issues, and advocacy for "kid friendly cities" by supporting the development of local policy and ordinances.

- **Establishing new and diverse relationships with civic organizations and parent/caregiver leaders that bring fuller and distinct voices to the early childhood narrative for purposes of advocacy and communications.**
 - Developing alliances with civic/community organizations, particularly those outside the early childhood sphere, by identifying points of intersections between their issues and early childhood as well as building new alliances.
 - Support parent/caregiver leaders including Best Start leadership in their capacity to inform and influence decision makers on early childhood well-being at the local, state and federal levels by strengthening their advocacy, communications and relationship building skills.
 - Create opportunities that allow for civic organizations and parent/caregiver leaders to serve as partners and spokespeople on issues relevant to First 5 LA's goals and policy agenda as well as to advance our municipality strategy.

The staff of the Community Relations Department represents First 5 LA in community meetings, activities, events and coalitions. Community Relations connects and coordinates relationships and partnership opportunities with appropriate First 5 LA leadership, divisions and staff.

COMMUNITY RELATIONS

	Budget FY 2019-20	Revised Budget FY 2019-20	Estimated FY 2019-20 Expenditures	Proposed Budget FY 2020-21	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	514,360	514,360	450,964	537,092	22,732
Total Employee Benefits	178,899	178,899	159,198	190,939	12,040
Total Personnel Services	693,259	693,259	610,161	728,031	34,772
Operating Services					
6205 ADP-Payroll	-	-	-	-	-
6210 Worker's Compensation Insurance	-	-	-	-	-
6215 Utilities	-	-	-	-	-
6220 Corporate Insurance	-	-	-	-	-
6225 Mileage, Parking and Other Trans	4,900	4,900	486	4,900	-
6230 Telephone	-	-	-	-	-
6235 Cell Phone & Mobile Devices	3,000	3,000	1,650	6,000	3,000
6240 Outside Printing & Publishing	-	-	-	-	-
6245 Other Supplies	-	-	-	-	-
6250 Postage & Delivery	-	-	-	-	-
6255 Educational Supplies	-	-	-	-	-
6260 Office Supplies	1,200	1,200	673	1,200	-
6265 Subscriptions & Publications	600	600	-	600	-
6270 Capital Outlay	-	-	-	-	-
6275 Equipment-Rents & Leases	-	-	-	-	-
6280 Building Repair & Maintenance	-	-	-	-	-
6285 Equipment Repairs & Maintenance	-	-	-	-	-
6290 Offsite Storage	-	-	-	-	-
6295 Hardware & Software Maintenance	-	-	-	-	-
6300 Miscellaneous/Contingency	-	-	-	-	-
6305 Stipend/Honorarium	-	-	-	-	-
6310 Internal Meetings	4,000	4,000	4,000	4,000	-
Total Operating Services	13,700	13,700	6,808	16,700	3,000
Consultant Services					
6410 Consultant Fees	15,000	15,000	5,143	15,000	-
6420 Other Professional Fees	-	-	-	-	-
6430 External Reviewers	-	-	-	-	-
Total Consultant Services	15,000	15,000	5,143	15,000	-
Professional Services					
6510 Audit	-	-	-	-	-
6520 Legal Fees	-	-	-	-	-
6540 Professional Dues	2,000	2,000	-	2,000	-
6550 Staff Recruitment	-	-	-	-	-
6560 Commissioners Stipends	-	-	-	-	-
6570 Web-Based Services	-	-	-	-	-
6580 Bank & Other Service Charges	-	-	-	-	-
Total Professional Services	2,000	2,000	-	2,000	-
Travel Expenses					
6610 Airfare	7,200	7,200	4,455	5,400	(1,800)
6620 Lodging	9,000	9,000	6,520	6,750	(2,250)
6640 Per Diem	2,500	2,500	1,104	1,875	(625)
6650 Other Travel Expense	2,000	2,000	875	2,000	-
Total Travel Expenses	20,700	20,700	12,954	16,025	(4,675)
Professional Development					
6810 Training Materials & Supplies	-	-	-	-	-
6820 Internal Training	-	-	-	-	-
6830 Leadership Programs	-	-	-	-	-
6840 Conference Registrations	12,000	12,000	460	9,000	(3,000)
6850 External Education/Training	6,000	6,000	6,000	6,000	-
Total Professional Development	18,000	18,000	6,460	15,000	(3,000)
Total OPERATING EXPENSES	762,659	762,659	641,527	792,756	30,097

Department	2019 - 2020 Revised Budget	2020 - 2021 Budget	% Variance
Community Relations	\$762,659.00	\$64,725.00	-91.51%
Benefits	\$0.00	\$0.00	

GL Code Name	2019 - 2020 Revised Budget	2020 - 2021 Budget	% Variance
Mileage, Parking and Other Transportation	\$4,900.00	\$4,900.00	0.00%

Description

Provides for mileage and parking reimbursement for up to 5 staff that use their private vehicles in the course of conducting Commission business. Staff will be participating in a range of external meetings including those related to partnership development, Best Start activities, leveraging opportunities and professional development. The cost is based on an estimate of 150 miles per month for 5 staff.

Cell Phone & Mobile Devices	\$3,000.00	\$6,000.00	100.00%
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Description

Cell phone reimbursements will be paid to 5 full-time staff for Commission related business during the fiscal year. The budget is based on \$50/month reimbursement per staff. An additional 6 months of Internet and Cellphone Reimbursement of \$3000 has been added for offsite work due to Covid-19. \$600 x 5 staff members

Office Supplies	\$1,200.00	\$1,200.00	0.00%
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Description

Provides for office supplies and provisions at an estimate to implement programmatic and general operations.

Subscriptions & Publications	\$600.00	\$600.00	0.00%
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Description

Provides important education to inform the implementation of First 5 LA's Strategic Plan, best practices in leadership and civic engagement, cultural literacy, strategic grantmaking and professional development of staff. These include Stanford Social Innovation Review and Harvard Business Review.

Internal Meetings	\$4,000.00	\$4,000.00	0.00%
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Description

Provides for expenses related to internal and external meetings attended by Commissioners, staff, consultants, contractors, community members and other guests. Examples of meetings include off-site staff retreats and stakeholder convenings/meetings. Meeting expenses may include facility rentals, translation services, childcare, catering, materials, etc.

20 meetings x \$200 (each meeting) = \$4,000

Consultant Fees	\$15,000.00	\$15,000.00	0.00%
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Description

Provides for consultant and contractors support directly with staff for work areas that have been identified as requiring expertise to implement Community Relations strategies. These include: Municipality Engagement and Parent Advocacy Engagement. The Community Relations department also anticipates using consultants or contractors to assist with providing individual and group coaching to staff, as well as facilitating at least two department and one manager's retreat annually.

Municipality Engagement = \$5,000
 Parent Advisory Engagement = \$5,000
 Staff Retreats = \$5,000
 Total \$15,000

Professional Dues	\$2,000.00	\$2,000.00	0.00%
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Description

Provides for memberships to professional associations in support of organization-wide work and staff networking opportunities. These include: Neighborhood Funders Group, Advisory in Philanthropy and Public Relations Society of America

Airfare	\$7,200.00	\$5,400.00	-25.00%
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Description

Provides for airfare to and from trainings and professional development activities and work-related conferences, summits, and meetings outside of the Los Angeles Area.

These professional knowledge and relationship building experiences support learning and growth of staff as well as promoting early childhood work in these forums creating leveraging and sustainability opportunities of First 5 LA's Strategic Plan. (Please see Conference/Training registration for breakdown on costs related to professional and work-related activities).

4 meetings/conferences/trainings x \$600 roundtrip (average) = \$2,400 for Professional Development
 8 meetings/conferences/trainings x \$600 roundtrip (average) = \$4,800 for Work Related

Lodging	\$9,000.00	\$6,750.00	-25.00%
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Description

Provides for lodging at professional conferences, meetings and/or other business-related travel held outside of Los Angeles County and greater than 100 miles roundtrip from the employee's current commute to First 5 LA.

4 meetings/conferences/trainings x 3 nights (average) x \$250 nightly = \$3,000 for Professional Development
 8 meetings/conferences/trainings x 3 nights (average) x \$250 nightly = \$6,000 for Work Related

Per Diem	\$2,500.00	\$1,875.00	-25.00%
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Description

Provides for various daily expenses incurred while attending professional conferences, meetings, and/or trainings outside of the Los Angeles County and greater than 100 miles roundtrip from the employee's current commute to First 5 LA.

4 meetings/conferences/trainings x 3 nights (average) x \$64 (CA per diem rate) Professional Development
 8 meetings/conferences/trainings x 3 nights (average) x \$64 (CA per diem rate) for Work Related

Other Travel Expenses	\$2,000.00	\$2,000.00	0.00%
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Description

Provides for miscellaneous expenses when staff is traveling outside of LA County on First 5 LA's business. These expenses may include taxi, Uber, Lyft, or other travel expenses that doesn't fit into other travel categories.

\$500 Professional Development
 \$1,500 Work Related

Conference/Training Registrations	\$12,000.00	\$9,000.00	-25.00%
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Description

Provides for registration expenses for professional conferences, meetings and/or trainings. Examples of organizations hosting professional development conferences, trainings, etc. include: Interaction Institute for Social Change, Institution for Education Leadership, CommNet, and Rockwood Leadership Institute.

Examples of organizations hosting work related conference include: National League of Cities, Leagues of California Cities, Contract Cities, U.S. Conference of Mayors, American Association of School Administrators, Change Philanthropy, Neighborhood Funders Group, PolicyLink, First 5 California, National Family & Community Engagement Conference, Grantmakers for Effective Organizations, Alliance for Strong Families and Communities, Aspen Institute, NALEO, and Unidos US Specific examples of work-related activities include serving on panels re: municipality strategy development and parent engagement; benchmarking other coalitions in other parts of state (on issues such as cannabis and parent engagement).

12 registrations @ \$500 (average) = \$6,000 for Work Related

Provides for expenses related to individual and group professional development activities that are in alignment with department goals. Each staff member will have access to professional development opportunities to increase their competencies and capabilities to effectively implement their scope of work.

Budget is for \$1,200 per staff of 5 (\$1,200 x 5) - \$6,000 for Professional Development

External Education/Training	\$6,000.00	\$6,000.00	0.00%
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Description

Community Relations has responsibility for engaging staff across the organization and building new strategies within the three sections of Municipalities, Civic Organizations, and Parent Engagement. Funds will be used for training of department staff to establish baseline levels of knowledge around topics relevant to the department functions; such as management skills, build sector specific knowledge, technical skills needed to establish sector-related strategy development and internal supports to raise effectiveness across the organization. All professional development within the Community Relations department is to support the successful identification and creation of organization wide partnerships strategies to align First 5 LA's strategic plan mission and goals with other institutions and organizations to further increase the impact of First 5 LA's programmatic investments activate, potentials partnerships and establish new advocacy and communications champions. Estimated training cost \$2,000-3,500 per session/topic, with particular focus on department leadership. Budget is for \$1,200 per staff of (\$1,200 x 5).

This item is 100% for Professional Development.

Initiative		Investment Category			
Community Engagement and Advocacy		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Municipalities Engagement	\$130,000		\$130,000		0.00%

Program Summary

The Community Relations Department is implementing a Municipalities Engagement Strategy designed to work with city leaders to develop new champions for early childhood issues and to ensure local policies incorporate the perspectives of an early childhood framework. For First 5 LA, the Municipalities Engagement strategy will support First 5 LA's Programs and Policy priorities; promote and build upon First 5 LA's Strategic Plan and investments; create new opportunities to support the sustainability of early childhood services and programs; develop new alliances with local elected officials to advocate on the county, state, and federal levels; and identify opportunities to improve local and county systems coordination

The municipal engagement strategy focuses on developing relationships with local municipalities (mayors, city councilmembers, city managers, and city staff) to build awareness of and support for First 5 LA's work and broad policy/systems change agenda. Through this strategy, cities will be able to take action by adopting policies that are important to children and their families, minimizing barriers that children and families face in their communities, and supporting the sustainability of early childhood services and programs. It is anticipated that 3 to 5 cities in Best Start geographies will be engaged in FY 20-21.

This strategy is in service of organization-wide program and policy goals. Specifically, this strategy will serve to strengthen the goals of First 5 LA's Strategic Plan and the organization as a whole with particular emphasis on KRA opportunities. The municipality engagement strategy and its tactics are informed by national and local research, conversations with associations serving municipalities and local elected officials, interdepartmental conversations and staff experiences in local government.

Spending Plan and Funding Methodology

Funds will be used to secure a government relations specialist for local elected official engagement, creation of a tool-kit to advance early childhood development in local cities, and activities that engage elected officials in early childhood development learning opportunities. These resources support the Programs Division's goal of engaging cities in programs including but not limited to KRA, Best Start, and the Built Environment. In addition, resources will be used to engage elected officials in our communities and to support policy efforts (i.e., serving as spokespersons, joining statewide advocacy visits, etc). The total revised projected cost for FY 20-21 is \$130,000. These figures are based on the historical costs for similar activities across the organization. Funds will be used to conduct meetings with local elected officials, consultants, and Community Relations staff. Most of the costs are expected to be incurred in the latter part of the fiscal year.

The proposed budget for FY 20-21 represents a ramp up to a full programmatic year, whereas the FY 19-20 revised budget represented 50% of the budget -- for a 6 month period -- as the program kicked off later than originally anticipated. This shift in the timeline of activities was the result of learnings from meetings with public officials, and additional work on strategy development which included refining the criteria for the selection and prioritization of target cities.

Municipalities Engagement Program: \$130,000

- Contractors (Research and Development, Logistical Support, Facilitator): \$100,000
- Meeting Logistics (venue, food, translation, transportation, audio/visual): \$13,000
- Meeting Materials (design, translation of materials, supplies, printing, off-site printing): \$2,000
- Events/Activities: \$15,000

Total Municipalities Engagement Program cost: \$130,000

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

Initiative		Investment Category			
Community Engagement and Advocacy		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Parent Advocacy and Engagement	\$153,000		\$77,000		-49.67%

Program Summary

The Community Relations Department is implementing an Advocacy Fellows Program designed to support parent/caregiver leaders, including Best Start leadership, in their capacity to inform and influence decision makers on early childhood well-being at the local, state, and federal levels by strengthening their advocacy, communications, and relationship building skills. The Advocacy Fellows Program will provide First 5 LA an opportunity to focus on its Strategic Plan, policy agenda and broaden coordinated advocacy efforts that inform early childhood policies across Los Angeles County. Participating parents and caregivers will serve as First 5 LA "ambassadors" that engage with elected officials from local municipalities, engage in local advocacy to legislative district offices, and make themselves available to media opportunities.

This program is aligned with the Strategic Plan's goals which emphasize shared vision and collective action to address the policies, systems and environments that impact families with children prenatal through age 5 (i.e., built environment, KRA, etc.). This program also complements the communications and policy and advocacy strategy work.

Spending Plan and Funding Methodology

Total projected cost during this phase is \$76,500. These figures are based on the current Best Start community meeting operational costs for similar activities. Funds will be used to conduct trainings for a total of up to 20 attendees - including participants, consultants, and Community Relations staff. Most of the expenditures are anticipated to be incurred in the latter part of the fiscal year following the necessary ramp up period.

The proposed budget for FY 20-21 represents half a programmatic year. Funds will be used to contract an outside consultant who will be charged with developing and implementing the advocacy trainings for parents and caregivers.

1. Advocacy Fellows Program

- Contractors (Logistical Support, Facilitator, Trainers): \$32,875
- Meeting Logistics (venue, food, translation, audio/visual): \$24,075
- Meeting Materials (design, translation of materials, supplies, printing, off-site printing): \$3,000
- Learning Supports: \$14,000
- Closing event/Graduation: \$2,550

Total Advocacy Fellows Program cost: \$76,500. The total budget is being rounded up to the nearest thousand, per internal guidelines.

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

Public Policy & Government Affairs

PUBLIC POLICY AND GOVERNMENT AFFAIRS

Authorized Positions

Director	1
Senior Policy Strategist	2
Policy Analyst/Strategist	2
Senior Government Affairs Strategist	1
Government Affairs Specialist/Strategist	1
Local Policy Specialist	1
Department Coordinator	1
Total	9

The Public Policy and Government Affairs Department (Policy Department) coordinates and supports advocacy strategies to advance First 5 LA's mission. The Policy Department's core activities include monitoring public policies relevant to First 5 LA's strategic plan, developing policy proposals, creating advocacy campaigns, advancing legislative agendas, supporting coalitions, establishing strong relationships with government decision-makers, and working across divisions to support First 5 LA's adoption of a strong policy and systems change framework. The Policy Department manages contracts and relationships with advocacy partners to enhance First 5 LA's advocacy strategies, and supports the coordination of statewide public policy and government affairs activities with the First 5 Association and First 5 California.

In addition to the department's Director, who provides strategic direction for the department's activities, the following managers and staff will develop and execute initiatives to advance First 5 LA's public policy goals:

- Senior Policy Strategists for Early Care and Education and Health Systems/Family Support will lead a team of Policy Analysts and Strategists to monitor the public policy landscape relevant to First 5 LA's strategic plan goals, develop policy proposals in partnership with First 5 LA's program staff, and create advocacy campaigns to move policy issues. The policy teams will execute contracts with consultants and other advocacy partners to support advocacy initiatives, and coordinate policy activities like policy briefings and coalition meetings.
- A Senior Government Affairs Strategist, in partnership with a Government Affairs Strategist/Specialist, will develop strong relationships with public policymakers at the state and federal levels on behalf of First 5 LA, and coordinate contracts with state and federal advocates to represent First 5 LA's interests in Sacramento and Washington DC. The Government Affairs team will develop systems to monitor and promote policymaker relationship development, develop annual legislative agendas, monitor legislative activity, and highlight opportunities for policy and program staff to engage with policymakers to advance First 5 LA's policy agenda. The Government

Affairs team will also coordinate with other First 5 LA staff that work closely with government officials, and represent First 5 LA on various legislative committees.

- A Local Policy Specialist will proactively monitor county-level activity and communicate opportunities for First 5 LA staff to engage with county partners to advance priority program, system, and policy goals. In addition, the specialist will monitor municipal government activity related to First 5 LA's policy priorities, and support the Community Relations and Communities departments connection to local policy and government affairs opportunities.
- A Department Coordinator will provide direct support the Director, coordinate general administrative functions for the Policy Department, and support the development and execution of activities which support department-wide initiatives including the coordination of contracts, invoicing, financial reporting, and other department operations.

PUBLIC POLICY AND GOVERNMENT AFFAIRS

	Budget FY 2019-20	Revised Budget FY 2019-20	Estimated FY 2019-20 Expenditures	Proposed Budget FY 2020-21	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	798,954	798,954	694,676	834,492	35,538
Total Employee Benefits	204,088	204,088	183,894	225,777	21,689
Total Personnel Services	1,003,042	1,003,042	878,570	1,060,270	57,228
Operating Services					
6205 ADP-Payroll	-	-	-	-	-
6210 Worker's Compensation Insurance	-	-	-	-	-
6215 Utilities	-	-	-	-	-
6220 Corporate Insurance	-	-	-	-	-
6225 Mileage, Parking and Other Trans	4,500	4,500	4,500	7,500	3,000
6230 Telephone	-	-	-	-	-
6235 Cell Phone & Mobile Devices	4,800	4,800	2,786	9,600	4,800
6240 Outside Printing & Publishing	2,500	2,500	282	600	(1,900)
6245 Other Supplies	-	-	-	-	-
6250 Postage & Delivery	-	-	-	-	-
6255 Educational Supplies	900	900	-	900	-
6260 Office Supplies	2,250	2,250	1,554	2,250	-
6265 Subscriptions & Publications	10,500	10,500	110	10,500	-
6270 Capital Outlay	-	-	-	-	-
6275 Equipment-Rents & Leases	-	-	-	-	-
6280 Building Repair & Maintenance	-	-	-	-	-
6285 Equipment Repairs & Maintenance	-	-	-	-	-
6290 Offsite Storage	-	-	-	-	-
6295 Hardware & Software Maintenance	-	-	-	-	-
6300 Miscellaneous/Contingency	-	-	-	-	-
6305 Stipend/Honorarium	-	-	-	-	-
6310 Internal Meetings	12,500	12,500	1,577	10,000	(2,500)
Total Operating Services	37,950	37,950	10,809	41,350	3,400
Consultant Services					
6410 Consultant Fees	-	-	-	-	-
6420 Other Professional Fees	-	-	-	-	-
6430 External Reviewers	-	-	-	-	-
Total Consultant Services	-	-	-	-	-
Professional Services					
6510 Audit	-	-	-	-	-
6520 Legal Fees	-	-	-	-	-
6540 Professional Dues	-	-	-	-	-
6550 Staff Recruitment	-	-	-	-	-
6560 Commissioners Stipends	-	-	-	-	-
6570 Web-Based Services	-	-	-	-	-
6580 Bank & Other Service Charges	-	-	-	-	-
Total Professional Services	-	-	-	-	-
Travel Expenses					
6610 Airfare	50,000	50,000	36,460	37,500	(12,500)
6620 Lodging	17,500	17,500	19,152	15,000	(2,500)
6640 Per Diem	12,500	12,500	11,660	10,000	(2,500)
6650 Other Travel Expense	5,000	5,000	3,979	5,000	-
Total Travel Expenses	85,000	85,000	71,251	67,500	(17,500)
Professional Development					
6810 Training Materials & Supplies	-	-	-	-	-
6820 Internal Training	18,400	18,400	-	5,000	(13,400)
6830 Leadership Programs	-	-	-	-	-
6840 Conference Registrations	9,000	9,000	778	7,500	(1,500)
6850 External Education/Training	7,500	7,500	-	7,500	-
Total Professional Development	34,900	34,900	778	20,000	(14,900)
Total OPERATING EXPENSES	1,160,892	1,160,892	961,408	1,189,120	28,228

Department	2019 - 2020 Revised Budget	2020 - 2021 Budget	% Variance
Public Policy & Government Affairs	\$1,160,892.00	\$128,850.00	-88.90%
Benefits	\$0.00	\$0.00	

GL Code Name	2019 - 2020 Revised Budget	2020 - 2021 Budget	% Variance
Mileage, Parking and Other Transportation	\$5,500.00	\$7,500.00	36.36%

Description

Policy Department staff frequently travel locally to meetings with state and federal elected officials, including district office meetings, community events, site visits with elected officials, and policy coordination and planning meetings. Meetings within LA County have increased significantly throughout 2019 as the Policy Department increased staff capacity to engage in government relations, policy development, and advocacy activities.

While staff travel varies by role, on average the department's 8 policy and government relations staff travel to local meetings at least once per week. Assuming 50 weeks of work in a given year, the Department estimates staff will complete at least 400 trips per year. At the 2020 mileage rate of 57.5 cents per mile, and assuming 15 miles per trip (rounded up to \$3,500) plus \$10 parking per trip (\$4,000), the Department proposes \$7,500 to support local travel in FY 20-21. This budget would also support an average cost of \$18.75 per trip for staff using cab/ride share services.

This represents a \$2,000 increase from the proposed mid-year budget adjustment in FY 19-20 due to a few factors. First, the Department has historically overspent this budget item in recent years as the Department fully staffed the team. Second, the Department is more engaged with partners to advance its work, and has significantly increased staff time out of office. Historic estimates of 150 trips per year, or approximately 19 trips per year, underestimated the volume of meetings the Policy Department has the capacity to conduct.

Cell Phone & Mobile Devices	\$4,800.00	\$9,600.00	100.00%
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Description

Holds FY 18-19 and 19-20 funding constant for FY 20-21. The Policy Department will continue to have 8 staff spending 25% or more of their time outside of the office who will need to be accessible remotely to meet business needs: Director, Senior Policy Strategist (2), Senior Government Affairs Strategist, Government Affairs Strategist, Local Policy Specialist, and Policy Analyst (2). This budget assumes \$50/month for 12 months per position. An additional 6 months of Internet and Cellphone Reimbursement of \$4800 has been added for offsite work due to Covid-19.

Outside Printing & Publishing	\$2,500.00	\$600.00	-76.00%
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Description

Decreases funding by \$1,900 from the approved FY 19-20 budget due to historic under spending in this line item. The Policy Department has historically needed to use outside printing on a limited-term basis, ranging from \$163 to \$637 per year. This budget would allow the Department to produce up to three large scale posters (\$200 each) or about 1,000 two-sided color copies at (\$1.78 each). Prices based on recent quotes from FedEx.

Educational Supplies	\$900.00	\$900.00	0.00%
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Description

Holds FY 19-20 constant. The Policy Department occasionally purchases supplies to advance the team's knowledge of leading policy research, child development, and various professional development topics. This budget assumes \$100 per person for educational supplies (9 staff total), 50% of which will be allocated for professional development and 50% to advance policy work. This maintains the reduction of \$300 per person made in FY 19-20 to reflect historic underspending.

Office Supplies	\$2,250.00	\$2,250.00	0.00%
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Description

Holds FY 19-20 funding constant. This budget provides up to \$250 per person for office supplies a decrease of \$330 per person from FY 18-19, based on spending trends.

Subscriptions & Publications	\$10,500.00	\$10,500.00	0.00%
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Description

Holds FY 18-19 and 19-20 funding constant for FY 20-21 based on historic spending. The Policy Department's primary expense in this category is an organization-wide subscription to Politico Pro California, a California-specific political and policy news service (\$8,265). The Department also subscribes to the Capitol Morning Report (\$1,600), a daily Sacramento political digest, and other publications including the Stanford Social Innovation Review and Harvard Business Review.

Internal Meetings	\$12,500.00	\$10,000.00	-20.00%
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Description

Decreases by \$2,500 or 20% the Policy Department's budget for internal meetings due to the COVID-19 pandemic. Though the Department has historically spent its full internal meeting budget, due to remote work the Department anticipates limited spending for internal meetings during the first quarter of FY 20-21.

Airfare	\$50,000.00	\$37,500.00	-25.00%
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Description

Decreases FY 19-20 budget by 25% to reflect reduced travel in the first quarter of FY 20-21 due to the COVID-19 pandemic. While Policy staff frequently travel for advocacy events, meetings, and conferences - most commonly to Sacramento, Washington DC, and the San Francisco Bay Area - travel is anticipated to be limited through the start of the new fiscal year. This budget assumes an average cost of \$400 per roundtrip flight with approximately 90 flights through the fiscal year, largely focused on the busiest advocacy season in the spring and early summer months of 2021.

Lodging	\$17,500.00	\$15,000.00	-14.28%
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Description

Reduces the FY 19-20 budget by \$2,500, or nearly 15%, to reflect reduced expected travel due to COVID-19. The Policy Department has historically overspent this budget due to significant travel for meetings throughout the country. The average hotel room for frequent destinations ranges from \$200 to \$400 per night, or an average of \$300 per night, and based on historic travel needs, the Policy Team estimates in a typical year needed funds to cover at least 75 hotel nights for the team, or approximately 9 hotel nights for the 8 staff who most frequently travel. Since all non-essential travel is likely to be canceled through at least the first quarter of FY 20-21, the Policy Team proposes reserving funds to cover up to 50 hotel nights for the team, likely to be used if travel resumes during spring 2021, the busiest advocacy travel season.

Per Diem	\$12,500.00	\$10,000.00	-20.00%
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Description

Decreases funding by \$2,500 or 20% from FY 19-20 to reflect decreased anticipated out-of-county travel due to the COVID-19 pandemic. The Policy Department has historically overspent this budget item due to frequent travel for meetings, conferences, and other events outside of LA County. This year, however, the team anticipates most travel will be cancelled through the first quarter of FY 20-21. The per diem rate for frequent destinations ranges from \$64 to \$69. Assuming an average per diem rate of \$66, this budget would allow for approximately 150 full days of work outside of LA County, likely to be used during the busiest months of advocacy travel in spring 2021.

Other Travel Expenses	\$5,000.00	\$5,000.00	0.00%
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Description

Holds FY 19-20 funding constant for FY 20-21. While the Policy Department anticipates less out-of-county travel during FY 20-21 due to the COVID-19 pandemic, the Policy Department has historically overspent this budget item, and plans to travel during the busiest advocacy travel months in spring 2021. Other travel expenses for trips outside of LA County includes parking at airports, cab rides to meetings and hotels, and train trips. Assuming each day of travel outside of LA County requires two cab rides at \$20 each (\$40 total) and one day of airport parking at \$20 for a total of \$60 in daily transportation costs, this budget would allow for approximately 80 days of out of county travel.

Internal Training	\$17,400.00	\$5,000.00	-71.26%
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Description

Decreases funding by \$13,400 to reflect historic underspending in this area. In lieu of external consultants, the Policy Department has primarily relied on internal staff to develop team learning and training sessions. The Department occasionally uses external consultants and other resources to support staff learning, and this budget will allow the Department to use approximately 30 hours of a consultant's time at First 5 LA's \$150 hourly rate cap to support team and professional development.

Conference/Training Registrations	\$9,000.00	\$7,500.00	-16.66%
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Description

Reduces FY 19-20 spending by \$1,500 or approximately 16% due to reduced participation in conferences as a result of the COVID-19 pandemic. This budget assumes an average conference registration of \$750/person, an increased estimate of \$250/person from FY 19-20 due to historic conference cost data, allowing for up to 10 conference registrations for the full team. Past conferences attended by Policy Department staff include the Social Innovation Summit, Center for Budget Policy and Priorities conference, the First 5 Staff Summit, and the Congressional Latino Caucus Policy Institute.

External Education/Training	\$7,500.00	\$7,500.00	0.00%
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Description

Holds FY 19-20 funding constant for FY 20-21. The Policy Department plans to help staff develop certain skills associated with individual development goals, such as policy analysis and professional skills for the workplace. Training costs vary by program. This budget assumes that up to five members of the Policy Department will participate in an external training program at \$1,500 per program.

Initiative		Investment Category			
Policy Agenda/Advocacy		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Federal Policy and Sustainability Advocate	\$130,000		\$100,000		-23.07%

Program Summary

First 5 LA first conducted a competitive procurement process to select a federal advocate in FY 12-13 and re-procured a federal advocate in FY 16-17. The current agreement with First 5 LA's federal advocate, The Raben Group, ends on June 30, 2020.

The federal advocate supports First 5 LA priority policy and sustainability issues aligned with First 5 LA's strategic plan, and provides support to the First 5 Association and First 5 California in advancing a coordinated First 5 federal policy agenda. The advocate employs a variety of strategies and activities to support First 5 LA's advocacy priorities: administrative advocacy and implementation support; policy issue identification and development; policy education and advocacy; meetings with key stakeholders and officials; and participating in coalitions on First 5 LA and the First 5 network's behalf.

Since FY 12-13, First 5 LA has been the sole funder of the First 5 network's federal policy development and advocacy capacity. Until COVID-19, First 5 CA was in the process of competitively procuring a federal advocate to begin July 1, 2020, and First 5 LA was preparing to execute a strategic partnership with First 5 CA to contribute to the network's federal advocate and ensure a portion of the advocate's time can be used to focus on First 5 LA's priorities.

As a result of the COVID-19 pandemic, however, all new contracts at First 5 CA have been put on pause and the federal advocacy procurement is unlikely to move forward until fall of 2020. At the same time, federal advocacy needs have increased with COVID-19 to ensure that federal funding supports California, and LA County's, efforts to provide subsidized child development services like child care for essential workers and virtual home visits to families welcoming children into their lives. As a result of these issues, First 5 LA is working to complete a 90-day extension of the contract with The Raben Group to ensure federal advocacy support is available for First 5 LA policy priorities. First 5 LA is also continuing to plan to support a statewide federal advocacy contract with First 5 CA as the opportunity to procure a statewide contractor becomes available.

Spending Plan and Funding Methodology

First 5 LA will continue to support federal advocacy in FY 20-21 through two specific activities: \$65,000 to support an emergency extension of First 5 LA's existing contract with The Raben Group due to COVID-19, and \$35,000 to contribute to a statewide First 5 network federal advocacy contract to be executed by First 5 CA in fall 2020.

First 5 LA has historically been the sole funder of a federal advocate to work on behalf of not only First 5 LA, but also the First 5 Association and First 5 CA. Since FY 2012-13, First 5 LA has contributed \$130,000 annually to a federal advocate.

Acknowledging the important role a federal advocate has for advancing California's early childhood development policy priorities, not just First 5 LA's, First 5 CA was, until COVID-19, in the process of competitively procuring a federal advocate to continue the work of federal advocacy on behalf of First 5 CA, the First 5 Association, and First 5 LA beginning July 1, 2020. Due to state restrictions on procuring new contracts resulting from the COVID-19 pandemic, First 5 CA will be delayed in procuring a federal advocate until at least fall 2020, though First 5 CA remains committed to executing an agreement. First 5 CA still plans to enter into a \$185,000 contract with a federal advocate in FY 20-21, expanding capacity to conduct federal advocacy on behalf of the First 5 network. First 5 LA plans to contribute \$35,000 to the overall contract, allocated in this budget item. This would allow First 5 LA to direct up to 20% of total contract toward LA County specific priorities.

At the same time that contract delays due to COVID-19 prevent First 5 LA and First 5 CA from entering into an agreement until later in fiscal year 2020-21, the need for federal advocacy has significantly increased. The federal government has already allocated more than \$1 trillion in stimulus funding to states, including an extra \$350 billion for expanded child care access in California, and is poised to invest more funding in COVID-19 response priorities. In order to ensure First 5 LA has the ability to influence federal policymaking related to COVID-19 response, First 5 LA is extending its current contract with The Raben Group by 90 day with additional funds. The extended contract

Initiative	Investment Category
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<p>Policy Agenda/Advocacy</p> <p>and additional funding - \$65,000, or half of the historic annual contract for a federal advocate - will ensure First 5 LA and the statewide network of First 5s are able to influence the federal government's COVID-19 response activities, including resource allocation, while First 5 CA prepares to execute a new procurement.</p>	<p>2015-2020 Strategic Plan: Focusing for the Future</p>
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The main cost component for a contract with the federal advocate is personnel; travel and materials are also a key cost for federal advocates who frequently need to meet in person and print materials for meetings in Washington DC. Though widespread travel is not expected in the short-term, the federal government continues to complete its work via in person meetings and hearings, and travel by contractors may be necessary.

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

The proposed FY 20-21 budget reflects an approximately 73% decrease in funding for the federal policy advocate. As explained in the spending plan and methodology and program summary, this is a function of the shift in ownership of First 5 network federal advocacy contract from First 5 LA to First 5 CA, which allows First 5 LA's resources to focus more narrowly on LA County federal priorities.

Initiative		Investment Category			
Policy Agenda/Advocacy		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
State Policy and Sustainability Advocate	\$440,000		\$440,000		0.00%

Program Summary

The state advocate supports First 5 LA priority policy and sustainability issues and the policy agenda in the state policy arena. The advocate will employ a variety of strategies and activities to support First 5 LA's advocacy priorities: administrative advocacy and implementation support; policy issue identification and development; policy education and advocacy; meetings with key stakeholders and officials; and participating in coalitions on the agency's behalf.

Spending Plan and Funding Methodology

First 5 LA's current state sustainability advocate is California Strategies (CalStrat), a Sacramento-based strategy and advocacy firm with offices throughout the state, including Los Angeles. The main cost component is personnel. Travel is also a key cost for contractors that often have to travel to meetings and hearings in Sacramento and to LA to attend and present at First 5 LA Commission meetings and other key meetings.

The monthly retainer for FY 20-21 is based on \$26,000 per month, which is the same rate utilized in FY 19-20. Staff recommends budgeting the same amount for travel - \$8,000 per year, which covers travel from Sacramento, to Los Angeles for in-person staff and Board meetings, as well as mileage costs for regional travel within Los Angeles and from Sacramento to the San Francisco Bay Area. Staff negotiates the contractor's monthly rate based on the amount of time the consultant team has spent working on average per month. The contractors continue to track hours spent, in case First 5 LA needs to renegotiate the rate or add funds for additional work requested beyond the reasonably expected fluctuation in hours between months.

California Strategies leads mission-critical initiatives related to the strategic plan: developing and implementing First 5 LA's legislative agenda; monitoring the state's policy and political landscape; representing First 5 LA at key meetings including legislative hearings, meetings with key government officials, and priority coalitions; planning advocacy events like the First 5 Association Advocacy Day and ACCESS Sacramento events; monitoring tobacco tax revenues and exploring alternative revenues for First 5 LA and its priorities strategies; and providing strategy advice and technical assistance to policy and program staff.

In addition, through the contract with CalStrat, First 5 LA supports the engagement of a Title 19 (Medi-Cal) expert for work on sustainability issues for several major health investments, including developmental screening and home visiting; this subcontract is currently with Health Management Associates (HMA). Policy and program staff work with this team to identify potential funding opportunities with the state and federal government to leverage potential grant and funding related to the issue areas identified previously. Staff recommends maintaining this contract amount at \$120,000 for the fiscal year. Funding for this item was included in the FY 19-20 budget, and is envisioned to continue to support the implementation of the new strategic plan, as needed, to inform and advise strategies to leverage Medi-Cal funding for health and family strengthening investments.

CalStrat's contract was renewed via competitive procurement in November 2017, and will be renewable through 2022.

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

Initiative		Investment Category			
Policy Agenda/Advocacy		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Strategic Plan Advocacy Strategies	\$1,800,000		\$975,000		-45.83%

Program Summary

First 5 LA invests in key activities to support its policy goals related to family support, health systems, early care and education, and community engagement. Among other activities, work in this area includes policy technical assistance, advocacy initiatives, coalition support, statewide First 5 Association activities, research and briefings, and advocacy partnership development.

Spending Plan and Funding Methodology

The proposed FY 20-21 budget includes costs related to the following activities:

(1) California Strategies (\$150,000) to coordinate and strengthen the State Early Care and Education Coalition. This reflects a decrease of \$100,000 from FY 19-20 as First 5 CA, who shares the cost of the Coalition, is now directly paying California Strategies for their time rather than directing funds through First 5 LA. The total cost of facilitating and supporting the ECE Coalition is \$250,000.

(2) Community Partners (\$65,000) to support implementation of the expanded Early Childhood Development Policy Advocacy Fund (ECD PAF). In FY 19-20, First 5 LA executed a strategic partnership with Community Partners, the intermediary implementing the Early Care and Education Policy Advocacy Fund (ECE PAF), to include policy and advocacy grants supporting child health and family strengthening advocacy. The \$600,000 contract approved in the FY 19-20 budget includes \$528,000 to fund child health and family strengthening advocacy grants and \$72,000 to fund expanded PAF administration, oversight, and learning activities conducted by Community Partners and its consultants. The \$528,000 in grant funds were advanced to Community Partners as a one-time expense in FY 19-20, and Community Partners draws down against the \$72,000 fund administration budget as reimbursements on a monthly basis throughout the contract, which sunsets June 30, 2021. Initial project estimates assume that up to \$65,000 of the \$72,000 fund administration budget will be spent in FY 20-21, which is the amount proposed for FY 20-21.

(3) Masters Policy Consulting(\$150,000) to support staff training and technical assistance related to policy and systems change. The Policy Department is currently pursuing a no-cost extension for its contract with Masters Policy Consulting, an advisory firm working to build staff knowledge and capacity of systems and policy change strategies, train staff and partners in systems and policy change best practices, and providing technical assistance for specific systems and policy change projects aligned with the strategic plan. The current agreement with Masters Policy Consulting was executed in FY 16-17 and scheduled to sunset June 30, 2020, but the contractor is providing TA support that is envisioned to continue beyond FY 19-20 and has an unspent fund balance approved in prior budgets and contracts. First 5 LA recommends allowing the contractor to continue their work through FY 20-21, using unspent funds.

(4) Kaufman Legal Group (\$60,000) to support government ethics training, compliance, and legal support services. First 5 LA has expanded its agreement for legal services to include a contractor specializing in government ethics and lobbying compliance, Kaufman Legal Group. The contractor is currently working with First 5 LA staff to support compliance with government rules related to lobbying and advocacy, and to support staff understanding of allowable uses of public funds and staff time to advance First 5 LA's policy goals. The initial agreement was approved in the FY 19-20 budget, and is envisioned to continue through FY 21-22 as First 5 LA develops the internal capacity to lead this work independently.

(5) First 5 Association (\$550,000) to ensure the development and execution of a coordinated, proactive statewide policy and legislative agenda informed by the network of First 5 organizations throughout California. First 5 LA recommends maintaining the same level of support for the Association and the First 5 Center for Child Policy as

Initiative	Investment Category
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Policy Agenda/Advocacy

2015-2020 Strategic Plan:
Focusing for the Future

provided in FY 19-20. Activities supported from Policy Department contributions to the Association include funding for dedicated Association policy staff, development of First 5 advocacy materials, execution of reports and polls related to First 5 policy priorities, support of consultants to advance critical policy initiatives, and support for the development of the First 5 network in California and partnerships with consultants and advisors to enhance the Association's policy work.

Association-led policy work is expected to continue to increase in FY 20-21 with a particular focus on a few critical initiatives: 1) the coordination of a statewide First 5 approach to addressing new tobacco-related product policies, regulations, and taxes which impact Proposition 10 revenues; 2) coordination with First 5 California and support for the further development and engagement with the network of 58 county First 5 commissions; 3) support for First 5 network engagement with Governor Newsom and his early childhood development leadership team, including the development of the Early Childhood Master Plan, Early Childhood Policy Council, and Medicaid Healthier California for All initiative (CalAIM); and 4) the integration and development of an early childhood development policy agenda inclusive of family strengthening, early intervention, and early learning priorities.

In addition to core Association activities, First 5 LA's funding will support the ongoing development of the First 5 Center for Child Policy, the 501(c)3 arm of the Association previously known as the California Children and Families Foundation. In FY 18-19, the Center received a planning grant from the Pritzker Children's Initiative to support the development of a coordinated statewide policy agenda focused on child health and development. In FY 19-20, the Center received implementation grant funding from the Pritzker Children's Initiative, Heising Simons Foundation, and Packard Foundation among others to promote statewide early childhood work on census, communications and messaging, and support for a stronger early childhood health advocacy field. First 5 LA collaborates with the Center on statewide child health policy, and relies on the Center's relationships with key child health advocacy organizations like The Children's Partnership, Children's Trust, and California Children's Hospital Association, among others.

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

The Strategic Plan Advocacy Strategies proposed budget for FY 20-21 reflects a nearly 50% decrease in spending from FY 19-20. This is related to two primary factors:

(1) The planned conclusion of projects within FY 19-20, in particular the Children Now technical assistance contract (\$175,000 in FY 19-20) which concludes on June 30, 2020 and the Silicon Valley Community Foundation's Choose Children initiative (\$75,000 in FY 19-20) which concluded on November 30, 2019.

(2) The implementation by Community Partners of the expanded Early Childhood Development Policy Advocacy Fund, a \$600,000 pilot initiative approved in the FY 19-20 budget. Community Partners continues to implement the initiative, and the proposed FY 20-21 budget includes \$60,000 to account for those costs, but the initiative's grant funding will be allocated by the end of FY 19-20 and is not reflected in FY 20-21.

Strategic Partnerships

STRATEGIC PARTNERSHIPS

Authorized Positions

Director, Strategic Partnerships	1
Manager, Strategic Partnerships	3
Specialists, Strategic Partnerships	1
Administrative Assistant	1*
Total	6

**The Strategic Partnerships Department shares a Program Assistant (.5FTE) with the Community Relations Department. As First 5 LA does not maintain a practice of allocating staff time, all personnel costs related to this Program Assistant are included within the Strategic Partnerships Department budget.*

The Strategic Partnerships Department builds relationships, partnerships and advocates in the philanthropy, business, and higher education sectors to help First 5 LA “lead with partnership,” and enable our policy and systems change strategies to make a greater impact for kids.

The 2020-2028 Strategic Plan outlines the Commission’s investment guidelines which include engaging partners at the earliest possible stage of activity and/or investment. Critical partnerships are accomplished by initiating, developing, and sustaining strong and effective relationships with key stakeholders and people of influence that have shared strategic value to First 5 LA at the local, state, and national levels, in order to leverage additional funding, create more flexibility in existing funding streams, develop public-private partnerships, and find ways to make the best use of dollars already being spent or improve the alignment of new resources. The Strategic Partnerships Department follows the organization’s overarching goal in engaging in partnerships at the earliest stage, believing that working with others who share our aspirations for young children will maximize every child’s success in life.

The Strategic Partnerships Department focuses on being the catalytic bridge to the three sectors of Business, Philanthropy and Institutions of Higher Education to create or strengthen partnerships that in turn:

1. Advance, support or accelerate the Results for Children and Families in the 2020-2028 Strategic Plan’s Pathway to Systems Change.
2. Build usual and unexpected advocates in each of the three sectors to champion First5LA’s policy agenda
3. Establish early childhood development champions in each sector that build sustainable partnerships that support young children and their families.

Strategic Partnerships Department includes the following roles:

The Director of Strategic Partnerships serves as the department leader with management and supervision of department staff. The Director strategically and proactively identifies organization wide partnerships to strengthen and further First 5 LA's 2020-2028 Strategic Plan results for children and families. The Director collaborates across the organization and with external partners to leverage resources, build allies, and promote First 5 LA's public policy agenda and systems change work.

The three Strategic Partnerships Manager roles serve as members of the Department's senior strategy team in developing and executing an organization-wide partnership strategy that contributes to the advancement of First 5 LA's Strategic Plan outcomes. Each Manager is responsible for the strategic development of partnerships that includes catalyzing, building, and maintaining relationships with leaders in the arenas of Philanthropy, Business, or Higher Education. The Strategic Partnerships Manager promotes First 5 LA's Strategic Plan priorities in network and collaborative forums with other potential partnership leaders, communicates linkages with First 5 LA goals and vision, and identifies program staff needs to building external relationships to support the work of program outcome workgroups.

The three Strategic Partnerships Specialists are responsible for the support of the Department in its execution of an organization-wide strategy that advances First 5 LA's Strategic Plan results for children and families. The Specialist focuses on the identification, assessment, and monitoring of existing and potential partner relations, and the identification and creation of partnership strategies aligned to First 5 LA's strategic plan mission and goals. When appropriate, the Specialist will represent First 5 LA with leaders and collaborators within their respective arena of philanthropy, business, or higher education.

The Administrative Assistant provides direct support to the department and coordinates general administrative functions. The Administrative Assistant ensures that the Department complies with First 5 LA operational procedures. In addition this Administrative Assistant position provides equal support to the Community Relations Department.

Activities implemented through the Strategic Partnerships Department are collaborative, coordinated and integrated agency wide to increase the potential of First 5 LA to support the achievement of our longterm systems outcomes, strategic priorities and the sustainability of outcomes beyond our initial investment.

STRATEGIC PARTNERSHIPS

		Budget FY 2019-20	Revised Budget FY 2019-20	Estimated FY 2019-20 Expenditures	Proposed Budget FY 2020-21	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	607,899	607,899	519,622	629,818	21,919
	Total Employee Benefits	193,247	193,247	172,455	210,098	16,851
	Total Personnel Services	801,146	801,146	692,077	839,915	38,769
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Trans	1,600	1,600	873	1,600	-
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	4,200	4,200	2,000	7,800	3,600
6240	Outside Printing & Publishing	-	-	-	-	-
6245	Other Supplies	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-
6255	Educational Supplies	-	-	-	-	-
6260	Office Supplies	1,000	1,000	527	1,000	-
6265	Subscriptions & Publications	500	500	-	500	-
6270	Capital Outlay	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-
6285	Equipment Repairs & Maintenance	-	-	-	-	-
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Maintenance	-	-	-	-	-
6300	Miscellaneous/Contingency	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	3,000	3,000	2,981	3,000	-
	Total Operating Services	10,300	10,300	6,381	13,900	3,600
Consultant Services						
6410	Consultant Fees	-	-	-	-	-
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	-	-	-	-	-
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	700	700	1,000	700	-
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	700	700	1,000	700	-
Travel Expenses						
6610	Airfare	9,600	9,600	5,307	7,200	(2,400)
6620	Lodging	10,000	10,000	361	7,500	(2,500)
6640	Per Diem	4,500	4,500	2,464	3,375	(1,125)
6650	Other Travel Expense	2,000	2,000	1,205	2,000	-
	Total Travel Expenses	26,100	26,100	9,338	20,075	(6,025)
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	12,000	12,000	6,327	9,000	(3,000)
6850	External Education/Training	10,200	10,200	8,663	10,200	-
	Total Professional Development	22,200	22,200	14,990	19,200	(3,000)
	Total OPERATING EXPENSES	860,446	860,446	723,786	893,790	33,344

Department	2019 - 2020 Revised Budget	2020 - 2021 Budget	% Variance
Strategic Partnerships	\$860,446.00	\$53,875.00	-93.74%

Benefits \$0.00 \$0.00

GL Code Name	2019 - 2020 Revised Budget	2020 - 2021 Budget	% Variance
Mileage, Parking and Other Transportation	\$1,600.00	\$1,600.00	0.00%

Description

Strategic Partnerships staff participate in a range of external meetings that relate to the strategic development of partnerships to support both programmatic objectives, advocacy and policy activities. These meetings and engagements will require mileage reimbursement and parking expenses when private vehicles or rideshare options are used in the course of conducting Commission business. This budget would cover mileage for 75 trips to local meetings with an average round trip of 20 miles at an IRS rate of .58 cents per mile, plus parking for each trip of \$10

Cell Phone & Mobile Devices \$4,200.00 \$7,800.00 85.71%

Description

The Director, three Strategic Partnership Managers, and one Strategic Partner Specialists will be reimbursed for use of their cell phones for commission related business use during the fiscal year. The budget is based on \$50/month reimbursement per staff.

An additional 6 months of Internet and Cellphone Reimbursement of \$3600 has been added for offsite work due to Covid-19. \$600 x 6 staff members

Office Supplies \$1,000.00 \$1,000.00 0.00%

Description

The budgeted amount provides for office materials and provisions to implement Board-approved programmatic activities, including general operations.

Subscriptions & Publications \$500.00 \$500.00 0.00%

Description

The Strategic Partnerships department subscribes to relevant publications and services to inform the strategic development of partnerships to advance the policy and systems change agenda and programmatic objectives of First 5 LA. The following are examples of memberships and subscriptions offered support the work of the organization:

- Stanford Social Innovation Review - \$55.00 yearly
- PRI Network – Mission Investors Exchange – Newsletter updates (individuals) (no fees)
- The Chronicle of High Education - \$100.00 yearly
- Harvard Business Review - \$99.00 yearly

Internal Meetings \$3,000.00 \$3,000.00 0.00%

Description

This line item provides for Strategic Partnership expenses related to meetings attended by Commissioners, strategic partners, staff and guests. Highlights of ongoing or specific meetings convened as needed include; local public and/or private funders groups (by region or topic), business network organization representatives, Higher Educations leaders or experts, Affinity Funders Group Meetings and in-person meetings with potential and existing partners within the three sectors of philanthropy, business and higher education.

Professional Dues	\$700.00	\$700.00	0.00%
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Description

Strategic Partnerships staff is the primary cultivator of external relationships of First 5 LA's organization-wide partnership development and may elect to join additional professional organizations related to, but not limited to, philanthropy, business and higher education.

Airfare	\$9,600.00	\$7,200.00	-25.00%
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Description

The Strategic Partnerships department activities require frequent air travel for participation in professional conferences, trainings or meetings outside of the Los Angeles area due to the organization wide role of the department to build relationships and secure partnerships in support of programmatic objectives, and build advocates in support of First 5 LA policy goals. Examples of events this year may include; First 5 CA/Association Annual Summits or meetings, ACCESS LA/Sacramento/DC, Chamber business networking events, the Annual Council on Foundations, Conferences for Business Chambers, Philanthropy California Grantmakers, Collective Impact/Social Impact Conference or meetings for Funders, Grantmakers for Education, and Grantmakers for Effective Organizations (GEO). In addition there is a need to represent First 5 LA in several policy or partnerships building meetings that require one day travel. In FY 20-21 this may include travel for one day meetings around immigration, census, building the economic case to invest in young children, or broader efforts to engage potential partners in the sectors of higher education, philanthropy, or business.

12 meetings/conferences/trainings x \$600.00 roundtrip (average) = \$7,200 Work Related
4 meetings/conferences/trainings x \$600.00 roundtrip (average) = \$2,400 Professional Development

Lodging	\$10,000.00	\$7,500.00	-25.00%
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Description

The Strategic Partnerships department activities require frequent travel and will necessitate lodging at multi-day professional conferences, trainings or meeting outside of the Los Angeles area.

9 meetings/conferences/trainings x 3 nights (average) x \$255 nightly = \$6,750 Work Related
4 meetings/conferences/trainings x 3 nights (average) x \$255 nightly = \$3,000 Professional Development

Per Diem	\$4,500.00	\$3,375.00	-25.00%
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Description

Provides for various daily expenses incurred while attending professional conferences, trainings or meetings outside of the Los Angeles area

9 meetings/conferences/trainings x 3 nights (average) x \$66.00 (CA per diem rate) for Work Related
4 meetings/conferences/trainings x 3 nights (average) x \$66.00 (CA per diem rate) for Professional Development

Other Travel Expenses	\$2,000.00	\$2,000.00	0.00%
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Description

Provides for miscellaneous expenses when staff is traveling outside of LA County on First 5 LA's business. These expenses may include taxi, Uber, Lyft, or other travel expenses that doesn't fit into other travel categories

Conference/Training Registrations \$12,000.00 \$9,000.00 -25.00%

Description

Strategic Partnerships department functions requires attending conference and training to establish levels of knowledge around topics relevant to the department, such as management skills, sector specific knowledge, technical skills needed to establish sector-related strategy development, and internal support to raise effectiveness across the organization. All professional development within the Strategic Partnerships department is to support the successful identification and creation of organization wide partnership strategies, aligned with First 5 LA’s strategic Plan mission and goals. Estimated cost is determined per session/topic, with particular focus on department leadership.

12 registration @ \$500 (average) = \$6,000 for Work Related
 Budget is for \$1,200 per staff of 5 (average) = \$6,000 for Professional Development

External Education/Training \$10,200.00 \$10,200.00 0.00%

Description

The Strategic Partnerships department is responsible for engaging staff across the organization and building strategies within the three sectors of Philanthropy, Business, and Higher Education to support First 5 LA programmatic objectives, policy agenda and advocacy activities. Funds will be used for training of department staff to establish and increase levels of knowledge around topics relevant to the department functions; such as increasing management or technical skills, build sector specific knowledge, specific skills needed to establish or strengthen sector-related strategy development and internal supports to raise effectiveness across the organization. All professional development within the Strategic Partnerships department is to support the successful identification and creation of organization wide partnerships strategies to align First 5 LA’s strategic plan mission and goals with other institutions and organizations to further increase the impact of First 5 LA’s programmatic investments activate potentials partnerships and establish new policy and communication champions. Estimated training cost \$2,000-3,500 per session/topic, with particular focus on building sector expertise and department leadership. Budget is for \$1,450 per staff of 7.
 This item is 100% for Professional Development

Initiative	Investment Category
County Partnerships	2020-2028 Strategic Plan

Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Bold Vision	\$150,000		\$150,000		0.00%

Program Summary

Bold Vision 2028 is a philanthropic-led effort of philanthropy and civic leaders which seeks to leverage the opportunity of the upcoming 2028 Olympics being hosted by Los Angeles, by creating a cross-sector collaboration to significantly expand economic vitality and shared prosperity for all Angelenos by 2028.

Spending Plan and Funding Methodology

In order to achieve the goal of significantly expanding economic vitality and shared prosperity for all Angelenos by 2028, this initiative will address the root causes of persistent social problems, such as juvenile justice, homelessness, poor educational opportunities and outcomes for children, and large disparities in health outcomes. Across these four key systems, Bold Vision 2028 will focus on improving outcomes for youth of color living in Los Angeles County utilizing subject matter experts and significant community input. In addition, the project will address systems change through an equity lens, inclusiveness in economic growth, systems’ effectiveness, civic engagement and community organizing with an overall cradle to career orientation.

Resources to support this initiative are consistent with contributions made by other similar-sized philanthropic partners. The budgeted amount remains the same as in FY 19-20.

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

Initiative	Investment Category
County Partnerships	2020-2028 Strategic Plan

Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
County Partnership Fund	\$165,000		\$165,000		0.00%

Program Summary

The County Partnership Fund will help support emerging opportunities with County Government that are aligned with First 5 LA's 2020-2028 Strategic Plan. These County partnership efforts are often supported by philanthropic partners and provide First 5 LA access to influence County systems and leverage public and private resources to advance outcomes for children and families. These resources will be used to hire outside consultants or contractors to help identify opportunities that might be aligned to the First 5 LA Strategic Plan (e.g., facilitating meetings or focus groups, conducting landscape analyses), as well as to support the work itself (e.g., providing support to write reports, convene meetings or conferences, etc.).

This year's budget has identified project categories with the details still in development. Given recent conversations, we expect these projects to materialize with significant alignment to First 5 LA's 2020-2028 Strategic Plan. The costs identified for these activities are subject to change based on actual need as more information is made available.

Spending Plan and Funding Methodology

\$25,000 - CSP Operating Support
 An initiative of Southern California Grantmakers, the Center for Strategic Partnerships (CSP or Center) is a collaboration between government and philanthropy that is located within the Los Angeles County Chief Executive Office. (SCG is the fiscal agent for CSP, although it is a permanent office under CEO within Los Angeles County government) CSP unites government, nonprofits, business, and philanthropy around common systems change goals. \$25,000 per year (total of \$75,000 over three years, FY 19-20, FY 20-21 and FY 21-22) for core operating support. 55 % of CSP's total operating budget will come from County Departments and the remaining 45% will come from philanthropic organizations (including First 5 LA).

\$40,000 - Invest LA/Foster Together Network Aligned Initiative
 First 5 LA has supported the Foster Together Network since its inception in 2017 contributing to a landscape analysis which informed the group's work and providing 450,000 to partially fund consultants who served as the group's backbone leading the various subcommittees on faith based outreach, data and evaluation and foster family agencies. FTN is a public-private systems change initiative to recruit and retain more resource families in LA County while developing high-quality supports for young children in the child welfare system. FTN will be closely aligning its work with DCFS's Strategic Plan, Invest LA. First 5 LA has supported Invest LA through staff participation in each of the investment area teams and advisory council. \$40,000 reflects a modest investment that will likely leverage the resources of both DCFS and numerous philanthropic partners.

\$100,000 Economic/Food Security Initiative
 Prior to the pandemic, First 5 LA staff had started to participate in numerous conversations around economic security and began to inventory major initiatives and partners in the space. Through many joint efforts with the Center for Strategic Partnerships and the Office of Child Protection, public and private partners across the county have increasingly recognized poverty as the fundamental root cause of poor outcomes for young families in LA County. Additionally, food security has emerged as a primary concern among County and philanthropic leaders in the wake of Covid-19. Economic security has also been identified as a priority in several Best Start Communities and the need has only increased since the economic fallout of the pandemic. We anticipate public and private partners galvanizing around this issue over the coming year and are budgeting a larger amount to lead and attract other private partners.

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

Initiative	Investment Category
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Strategic Partnerships - Cross-Cutting Funder Partnerships	2015-2020 Strategic Plan: Focusing for the Future
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Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
LA Funders Collaborative	\$25,000		\$25,000		0.00%

Program Summary

First 5 LA will continue to support and participate in the LA Funders Collaborative, as goals of the Collaborative are aligned with First 5 LA’s 2020-2028 Strategic Plan Communities Outcome Area and Built Environment Investment Strategies. The LA Funders Collaborative is a multi-sector collaborative which aims to leverage opportunities being catalyzed by recent landmark transportation and environmental policies to create equitable, healthy, and sustainable communities in LA County. The Collaborative is committed to ensuring that these public investments benefit all Angelenos, particularly historically underserved people and communities through collaboration, investments, grantmaking, and convening. In addition, in FY 20-21 the First 5 LA Built Environment investment strategy will receive direct support from the LA Funders Collaborative through informative sessions with grantmakers, assistance in establishing new relationships, and technical expertise support.

Spending Plan and Funding Methodology

Funds are included in FY 20-21 to ensure staff have the ability to take advantage of immediate strategic partnership opportunities, such as the LA Funders Collaborative. In FY 20-21, members increased the contribution rate to \$25,000 to support the increase in collaboration activities. These activities include transitioning to a more active systems and policy role in LA county through the 2019 LA Funders Collaborative strategic planning process. In addition, this increase is reflective of additional anticipated activities due to the advocacy efforts around Measure M and Measure A through the Collaboratives' report in FY 18-19 Measures Matter.

Funding level of \$25,000 is consistent with the other 11 grant making members of the collaborative: the California Community Foundation, The California Endowment, Enterprise Foundation, Resources Legacy Fund, and the Liberty Hill Foundation.

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

Initiative	Investment Category
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Strategic Partnerships - Cross-Cutting Funder Partnerships	2015-2020 Strategic Plan: Focusing for the Future
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Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
LA-N-Sync	\$25,000		\$25,000		0.00%

Program Summary

First 5 LA will continue to support and participate in the LA-N-Sync collaborative, as goals of LA-N-Sync are broadly aligned with First 5 LA's 2020-2028 Strategic Plan Priority Outcome Areas and Investment Strategies. Specifically this year, LA-N-Sync will support efforts under the Communities food security objective area to increase access to CalFresh benefits in partnership with DPSS.

LA-N-Sync is a cross-sector initiative to strengthen the Los Angeles region as a compelling destination for investment. LA-N-Sync works with public and private agencies to identify funding priorities and opportunities, and to position applicants to be as competitive as possible.

Spending Plan and Funding Methodology

Funds are included in FY 20-21 to ensure staff have the ability to take advantage of immediate strategic partnership opportunities, such as participation in LA-N-Sync.

The \$25,000 level of funding for FY 20-21 will remain the rate of membership and is equal to the support provided by other members such as the California Community Foundation, The California Endowment, and the Weingart Foundation.

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

Initiative	Investment Category
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Strategic Partnerships - Cross-Cutting Funder Partnerships	2015-2020 Strategic Plan: Focusing for the Future
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Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Los Angeles Area Chamber of Commerce	\$30,000		\$30,000		0.00%

Program Summary

First 5 LA will maintain its level of financial support in LA Area Chamber of Commerce and Chamber activities that are aligned with the goals of the 2020-2028 Strategic Plan. A partnership with the Chamber provides First 5 LA staff opportunities to engage with business, higher education, and civic leaders, and to collaborate on policy and systems change efforts.

In FY 20-21, First 5 LA will continue to expand our leadership role in the Chamber and continue to elevate our early childhood agenda among Chamber Board and policy committee members. As an active member of the Chamber, First 5 LA participates in and champions 0-5 issues at Chamber Board and policy committee meetings, advocacy events, and other member events. First 5 LA staff also engage individually with Chamber members who are interested in early education, health, and workforce issues.

Spending Plan and Funding Methodology

The FY 20-21 budget includes \$11,000 for annual membership and board dues for the First 5 LA Executive Director, \$2,000 annual organizational membership dues and \$17,000 to support the Chamber’s efforts to promote work-life balance policies and practices with a 0-5 lens.

Funds are also included to provide sponsorship support to the Chamber for special events which present opportunities for First 5 LA to elevate and advance our Strategic Plan goals. Note: sponsorship for the Chamber’s advocacy-related events (ACCESS DC, ACCESS Sacramento and ACCESS City of LA) are included in the Communications Department Sponsorship budget.

Strategic Partnerships Departmental Sponsorships in Communications Dept Sponsorship Budget:
 ACCESS DC \$15,000
 ACCESS Sacramento \$10,000
 ACCESS LA \$5,000
 Annual Inaugural Dinner \$5,000

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

Initiative	Investment Category
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Strategic Partnerships - Cross-Cutting Funder Partnerships	2015-2020 Strategic Plan: Focusing for the Future
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Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
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Los Angeles Partnership for Early Childhood Investment	\$30,000		\$30,000		0.00%
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Program Summary

First 5 LA will continue to support and be an active leader and participant in the LA Partnership for Early Childhood Investment funder collaborative, as goals of the Partnership are closely aligned with First 5 LA's 2020-2028 Strategic Plan. This year, the Partnership is supporting Family Supports efforts, the African American Infant and Maternal Mortality initiative, and increasing Earned Income Tax Credit benefits for families with young children, although collaborative efforts cut across the First 5 LA Strategic Plan. The Partnership, representing public, private, and individual funders, as well as businesses, works to maximize members' resources by investing in the promotion of innovations that advance policy and systems change to benefit LA County children age 0-5 and their families. Funds for FY 20-21 are included to ensure staff has the ability to take advantage of immediate strategic partnership opportunities as they emerge throughout the year.

Spending Plan and Funding Methodology

The FY 20-21 resources in support of this investment are consistent with commitments by similar funder collaborators. Other funders who support the LA Partnership for Early Childhood Investment include: The Atlas Family Foundation - \$35,000; The Deutsch Family Foundation - \$50,000; and the Packard Foundation - \$25,000.

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

Initiative	Investment Category
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Strategic Partnerships - Cross-Cutting Funder Partnerships 2015-2020 Strategic Plan:
Focusing for the Future

Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Sector Partnership Development	\$380,000		\$545,000		43.42%

Program Summary

This fund supports organization-wide efforts to develop and catalyze relationships and partnerships in the areas of philanthropy, business, and higher education that contribute to the advancement of First 5 LA’s Strategic Plan. Efforts include engaging stakeholders and individuals of influence that have a shared strategic value to First 5 LA at the local, state, and national levels. In addition, there will be focused support on internal support and learning, organizational capacity building efforts, existing and emerging funder collaboratives, and cross-sector convenings, all with the explicit purpose of leveraging resources in service to the systems change goals noted in our 2020-2028 Strategic Plan.

Additionally, First 5 LA will continue to identify, participate in, and provide membership support for cross-cutting funder collaboratives whose goals and activities are aligned with the 2020-2028 Strategic Plan. Support and participation in philanthropy, institutions of higher education, and business collaboratives and networks aligns with the Commission’s adopted investment guidelines, specifically to “engage partners at the earliest possible stage of activity and/or investment.”

Funds are included in FY 20-21 to ensure staff have the ability to take advantage of immediate strategic partnership opportunities to advance our policy and systems change agenda as they emerge throughout the year.

Spending Plan and Funding Methodology

The FY 20-21 budget is based on estimated resources needed to support partnerships that First 5 LA would join or establish in the philanthropic, higher education and business sectors, which are the explicit focus of the Strategic Partnerships Department. Specific partnership opportunities, and level of investment, will be determined throughout the fiscal year. Prior experience in joining Philanthropic collaboratives or networks have ranged from \$15,000 to \$25,000 annually. Establishing new partnerships and collaboratives are estimated to be between \$50,000 to \$100,000 annually, depending on the level of engagement within the sector. Resources for FY 20-21 in support of the three identified sectors are estimated based on these ranges.

Estimated Budget per Sector

-Business: \$315,000* used to cultivate and activate business leaders, business networks or organizations and early childhood champions and advocate for First 5 LA's strategic priorities. Funding may include, for example, \$75,000 for Council for a Strong America (ReadyNation California), \$150,000 for Long Beach Mayor's Fund for Educations to build a network of business leaders to amplify the business voice for effective early childhood policies and programs, and \$50,000 for UNITE-LA. In collaboration with the Program Division a contract with Unite LA will move from ECE department to support the business strategy for all Strategic Plan Refinement plan (SPR4) priorities in FY 20-21. Additionally, \$40,000 will be used to support the department's growing advocacy and policy strategies. The majority of the activity expected to be in the business strategy. Building off of experience in FY 19-20 examples may include activities such as: convenings with policy makers (including virtual) in regional Best Start Communities, small convenings to educate sector leaders, establishing sector leaders convenings to introduce new sector voices for the programmatic priorities. In addition these funds are to be used for business organization or network memberships (i.e. VICA, NAWBO National Association of Women Business Organizations, etc.). Due to the uptake in activities in building the business sector relationships funds continue to build allies with in business organizations and networks, as an extension of our efforts. Note: \$40,000 added to Sector Partnership Development has been moved from the SP Department line item of Consulting in FY 19-20 that has now been eliminated. In addition the focus will be on FY quarters 3 and 4.

-Philanthropy: \$170,000* used to leverage philanthropic investment in support of our programmatic objectives and support growing advocacy efforts. A highlight of some examples include: a \$50,000 contribution to the upcoming African American Infant and Maternal Mortality Innovation co-established by First 5 LA and the LA Partnership for Early Childhood Investment; and funds used to leverage funding to ensure an accurate and complete count of kids age 5 and under in the 2020 Census. In addition these funds are used for timely opportunities where First 5 LA can take full advantage of critical partnerships that enhance the 20-28 Strategic Plan.

-Higher Educ: \$80,000* used to cultivate partnerships with institutions of higher education that can support, enhance

Initiative	Investment Category
Strategic Partnerships - Cross-Cutting Funder Partnerships or validate First 5 LA's programmatic and advocacy efforts. In addition there has been a focus to support both the early care and education and home visitation workforce efforts. Furthermore this investment is used to build partnerships with other funders to influence higher education institutions to become advocates within a variety of schools both with in the traditional or unexpected fields (for example; social work, public health or the unexpected such as law, economics, etc.)	2015-2020 Strategic Plan: Focusing for the Future

*Actual approved use of funds by sector may vary depending on need, and cross collaborative partnerships may use funds from any sector.

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

1. \$40,000 has been moved from the Strategic Partnerships - Partnership Development: Consulting Budget to the Strategic Partnerships Cross-cutting Funder Partnerships budget to support the department's growing advocacy/policy activities with a specific uptake in the business strategy, including the increase in cost to have Business representatives support advocacy activities in FY 20-21.
2. An additional \$40,000 has also been moved from the Strategic Partnerships - Partnership Development: Consulting Budget to Strategic Partnerships Departmental Sponsorships in the Communications budget. Sponsorships for sector-specific and cross-sector events with established partners provide important, ongoing opportunities to elevate sector strategies and further support relationships in service to the organization's strategic plan and priorities.
3. The movement of funds from the Consulting budget line to support an uptake in advocacy activities and SP Department specific sponsorships has eliminated the FY 19-20 budget line for consultants.

Initiative		Investment Category			
Strategic Partnerships - Cross-Cutting Funder Partnerships		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Southern California Grantmakers	\$67,000		\$112,000		67.16%

Program Summary

First 5 LA will continue to support and participate in Southern California Grantmakers (SCG), which is the regional association for philanthropy and other grantmakers. SCG provides First 5 LA staff opportunities to network, inform their grantmaking, participate in professional development and funder affinity groups, and collaborate on policy and systems change efforts. Southern California Grantmakers members include family foundations, private independent foundations, community and public foundations, corporate foundations and giving programs, individuals, and government agencies.

Furthermore, Southern California Grantmakers will support First 5 LA by serving as the fiscal agent for partnership funding. First 5 LA has been engaged in supporting the work of the Office Child Protection (OCP) and the County/philanthropic efforts of the Center for Strategic Partnerships (CSP, formerly the Center for Strategic Public Private Partnerships or CSPPP). To date, the support has included active participation in County meetings and workgroups, and coordination and facilitation of meetings between County officials and providers, particularly those involving community leaders and parent groups. In-kind support has also been provided via staff resources as subject matter experts and writers, as well as through staff leaders moving forward significant projects like the drafting of the County's prevention plan for OCP.

In addition to these efforts, First 5 LA has a unique opportunity to partner with other philanthropic leaders across the County to pool our resources in support of CSP as it implements the emerging work of OCP. CSP is finding innovative ways to connect County investments with those funded by philanthropy so that they can improve the integration of these resources, thus augmenting the collective impact and benefit to young kids and families. (Note: details regarding the funds dedicated to CSP, under the fiscal agent SCG are found within the SCG/CSP program budget).

Spending Plan and Funding Methodology

First 5 LA's annual membership fee to Southern California Grantmakers is calculated based on a formula established by SCG that takes into account First 5 LA's prior year total competitive Grantmaking and the location of the organization. First 5 LA member rate has increased to \$16,500 (previously \$15,000).

General Operating Support of \$50,000 is consistent with contribution made by other peer funding organizations.

\$45,000 for the establishment of a Learning Cohort composed of learning organizations and other organizations focused on systems and policy change. First 5 LA will leverage an organization that has an existing Learning Cohort and sponsor them to support a learning series focused on advancing learning work, cultural changes, as well as systems and policy change. Funds from the I&L Division budget are being moved to the Strategic Partnership's programmatic budget for FY 20-21 for this project.

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

Strategic Partnership Departmental Sponsorships in Communications Department Sponsorships Budget: \$20,000 in sponsorships (\$10,000 for the annual SCG conference and \$10,000 for the annual SCG Policy conference) have been moved to the Communications Department under Strategic Partnerships Department sponsorships. Conference sponsorship support is based on prior year's investment level of \$10,000 per conference event x 2 events. We will also be sponsoring SCG advocacy trips to Washington, DC (Foundations on the Hill) and Philanthropy in Sacramento in FY19-20 and in the future.

Initiative		Investment Category			
Strategic Partnerships - Grantmaking Memberships		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Grantmaking Memberships	\$41,000		\$41,000		0.00%

Program Summary

The 2020-2028 Strategic Plan outlines the Commission's investment guidelines which include co-investing with partners at the earliest possible stage of activity and/or investment. Grantmaking Organizations offer a place to learn and engage with potential partners in an effort to build partnerships that support First 5 LA's strategic plan as well as our programmatic and policy goals. As a result, the following Grantmaking Membership Organizations have been identified as critical to support our work across the organization.

Spending Plan and Funding Methodology

The annual membership rates are determined by the membership organization rate structure, depending on an organizations assets and/or total budget. Memberships included as part of the total budget are as follows:

- Emerging Practitioners in Philanthropy (EPIP) - EPIP is a national network of foundation professionals and social entrepreneurs who strive for excellence in the practice of philanthropy. EPIP exists to ensure that emerging foundation professionals are effective stewards of philanthropic resources and all social entrepreneurs reach their potential as leaders. The annual membership rate is \$7,500.
- Funder Affinity Groups - Funds are budgeted to cover First 5 LA's organizational membership to local funder affinity groups, such as Asian Americans/Pacific Islanders in Philanthropy (AAPIP); Hispanics in Philanthropy (HIP); National Funders for Lesbian, Gay, Bi-sexual, Transgender and Questioning (LGBTQ) Issues; and Southern California Blacks in Philanthropy (SCBIP). These affinity groups are dedicated to increasing charitable investments for underserved communities, and to providing networking and professional development opportunities for funders to advance change. The budget is based on average membership fees of \$1,500 per membership, and assumes First 5 LA will support up to four affinity groups at this level. The annual membership fees for four Funder Affinity Groups is \$6,000.
- PEAK Grantmaking (formerly Grant Managers Network) – PEAK is an association of philanthropy professionals working to advance the knowledge, skills, and abilities of grants management professionals and lead grantmakers to adopt and incorporate effective practices that benefit the philanthropic community. The annual membership fee is \$7,000.
- Grantmakers for Education (GFE) - GFE is a network of education grantmakers dedicated to improving educational outcomes and increasing opportunities for all learners. The annual membership fee is \$8,000.
- Grantmakers for Effective Organizations (GEO) - GEO is a diverse community of grantmakers working to reshape the way philanthropy operates, promoting strategies and practices that contribute to grantee success. The annual membership fee for a government grantmaker is \$1,000.
- Grantmakers in Health (GIH) - GIH is an educational organization dedicated to helping foundations and corporate giving programs improve the health of all people. The annual membership fee is \$11,500.

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

INTEGRATION & LEARNING DIVISION

INTEGRATION & LEARNING DIVISION SUMMARY FY 2019-20

	FY 2019-20		FY 2020-21		Variance from FY 2018-19
	Revised Budget	Integration & Learning Division	Integration & Learning	Measurement, Learning & Evaluation	
Personnel Services					
Salaries	1,551,061	384,072	597,314	485,269	(84,406)
Total Employee Benefits	385,029	95,503	148,823	127,556	(12,143)
Total Personnel Services	1,936,090	479,577	747,137	612,824	(96,551)
Operating Services					
6205 ADP-Payroll	-	-	-	-	-
6210 Worker's Compensation Insurance	-	-	-	-	-
6215 Utilities	-	-	-	-	-
6220 Corporate Insurance	-	-	-	-	-
6225 Mileage, Parking and Other Transportation	2,250	300	900	1,000	(350)
6230 Telephone	-	-	-	-	-
6235 Cell Phone & Mobile Devices	600	1,200	-	3,000	3,600
6240 Outside Printing & Publishing	-	-	-	-	-
6245 Other Supplies	-	-	-	-	-
6250 Postage & Delivery	-	-	-	-	-
6255 Educational Supplies	-	-	-	-	-
6260 Office Supplies	5,400	3,100	600	1,000	(900)
6265 Subscriptions & Publications	2,200	700	500	1,000	2,200
6270 Capital Outlay	-	-	-	-	-
6275 Equipment-Rents & Leases	-	-	-	-	-
6280 Building Repair & Maintenance	-	-	-	-	-
6285 Equipment Repairs & Maintenance	-	-	-	-	-
6290 Offsite Storage	-	-	-	-	-
6295 Hardware & Software Maintenance	-	-	-	-	-
6300 Miscellaneous/Contingency	-	-	-	-	-
6305 Stipend/Honorarium	15,000	7,000	4,000	6,000	2,000
6310 Internal Meetings	25,000	25,000	-	-	25,000
6315 Divisional Capacity Building	-	-	-	-	-
Total Operating Services	50,450	37,300	6,000	12,000	4,350
Consultant Services					
6410 Consultant Fees	185,400	35,500	-	15,000	(134,900)
6420 Other Professional Fees	-	-	-	-	-
6430 External Reviewers	-	-	-	-	-
Total Consultant Services	185,400	35,500	-	15,000	(134,900)
Professional Services					
6510 Audit	-	-	-	-	-
6520 Legal Fees	-	-	-	-	-
6540 Professional Dues	12,850	10,000	1,100	1,500	(250)
6550 Staff Recruitment	-	-	-	-	-
6560 Commissioners Stipends	-	-	-	-	-
6570 Web-Based Services	-	-	-	-	-
6580 Bank & Other Service Charges	-	-	-	-	-
Total Professional Services	12,850	10,000	1,100	1,500	(250)
Travel Expenses					
6610 Airfare	17,800	1,300	2,500	8,000	(6,000)
6620 Lodging	33,000	2,200	5,000	9,000	(16,800)
6640 Per Diem	12,800	1,120	1,800	4,100	(7,020)
6650 Other Travel Expense	9,400	1,000	1,000	1,800	(5,780)
Total Travel Expenses	73,000	5,620	10,300	22,900	(34,180)
Professional Development					
6810 Training Materials & Supplies	-	-	-	-	-
6820 Internal Training	1,000	-	-	3,000	2,000
6830 Leadership Programs	-	-	-	-	-
6840 Conference Registrations	39,900	3,500	3,200	6,000	(27,200)
6850 External Education/Training	19,600	2,600	4,000	5,000	(7,000)
Total Professional Development	60,500	6,100	7,200	15,000	(32,200)
Total OPERATING EXPENSES	2,318,290	574,097	771,737	679,224	(293,731)

Integration & Learning Division Support

INTEGRATION & LEARNING DIVISION SUPPORT

Authorized Positions

Vice President, Integration & Learning	1
Executive Assistant & Division Coordinator	1
Total	2

The Integration and Learning (I & L) Division is responsible for First 5 LA's ongoing transformation to an intentional organizational learning culture that facilitates knowledge capture and sharing to support the implementation of the 2015-2020 Strategic Plan. The Integration & Learning Division is focused on building the internal learning and evaluation framework to inform strategy, decision-making and system changes and improve outcomes for families as exemplified in our goal statement:

The Integration & Learning Division builds, shares and applies First 5 LA's collective knowledge to maximize our effectiveness and impact for children and families.

The Division is responsible for five key functions:

- Provide guidance on research and evaluation practices, performance measurement methods, and robust data analytics – all tools to help First 5 LA quantify its impact and make data-informed course corrections. This includes the prioritization of research studies and data development projects that build knowledge to advance system change and policies that improve family and child outcomes
- Develop and implement approaches to continuous quality improvement to improve organizational efficiency and effectiveness
- Provide guidance on data collection, analysis, and interpretation for the benefit of the entire organization
- Share best practices about research, evaluation, measurement, continuous quality improvement and grantmaking
- Develop and implement an organization-wide approach to creating learning agendas that clarify learning priorities for initiatives and programs
- Develop and implement an organization-wide knowledge management strategy and system for capturing information that staff can use to inform how they work and assess what is working

The I & L Division plays a supportive role to the work across the organization by enabling the use of data, evidence, research, structured reflection, and evaluation to inform how First 5 LA implements its strategic plan as well as how it measures its progress towards outcomes.

The I & L Division comprises two departments: the Measurement, Learning and Evaluation (MLE) department and the Integration and Learning department. The key functions are distributed across the two departments; a high level of collaboration between the two departments maximizes collective strengths and encourages collaborative work across the entire organization. The Division is leading the development and implementation of the Impact Framework, which will measure First 5 LA's impact on children in LA county. The knowledge management function is also located at the Division level with work being led by the I&L Department in close collaboration with the MLE Department.

Each department in the Division is led by a Director that reports to the Vice President of Integration & Learning.

INTEGRATION & LEARNING DIVISION SUPPORT

		Budget FY 2019-20	Revised Budget FY 2019-20	Estimated FY 2019-20 Expenditures	Proposed Budget FY 2020-21	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	377,935	377,935	349,885	384,072	6,137
	Total Employee Benefits	85,734	85,734	77,399	95,505	9,771
	Total Personnel Services	463,669	463,669	427,284	479,577	15,908
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Trans	300	300	118	300	-
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	-	-	-	1,200	1,200
6240	Outside Printing & Publishing	-	-	-	-	-
6245	Other Supplies	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-
6255	Educational Supplies	-	-	-	-	-
6260	Office Supplies	3,100	3,100	2,160	3,100	-
6265	Subscriptions & Publications	700	700	343	700	-
6270	Capital Outlay	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-
6285	Equipment Repairs & Maintenance	-	-	-	-	-
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Maintenanac	-	-	-	-	-
6300	Miscellaneous/Contingency	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	7,000	7,000	1,640	7,000	-
6315	Division Capacity Building	25,000	25,000	-	25,000	-
	Total Operating Services	36,100	36,100	4,261	37,300	1,200
Consultant Services						
6410	Consultant Fees	35,500	35,500	-	35,500	-
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	35,500	35,500	-	35,500	-
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	10,000	10,000	10,000	10,000	-
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	10,000	10,000	10,000	10,000	-
Travel Expenses						
6610	Airfare	6,800	6,800	2,824	1,300	(5,500)
6620	Lodging	11,000	11,000	1,529	2,200	(8,800)
6640	Per Diem	5,000	5,000	304	1,120	(3,880)
6650	Other Travel Expense	5,000	5,000	-	1,000	(4,000)
	Total Travel Expenses	27,800	27,800	4,657	5,620	(22,180)
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	16,300	16,300	2,540	3,500	(12,800)
6850	External Education/Training	5,200	5,200	440	2,600	(2,600)
	Total Professional Development	21,500	21,500	2,980	6,100	(15,400)
	Total OPERATING EXPENSES	594,569	594,569	449,181	574,097	(20,472)

Department	2019 - 2020 Revised Budget	2020 - 2021 Budget	% Variance
Integration & Learning Division Support	\$594,569.00	\$94,520.00	-84.10%

Benefits \$0.00 \$0.00

GL Code Name	2019 - 2020 Revised Budget	2020 - 2021 Budget	% Variance
Mileage, Parking and Other Transportation	\$300.00	\$300.00	0.00%

Description

Mileage costs for local and regional meetings supporting executive functions as well as the Integration and Learning Division work. Used FY 18-19 and FY 19-20 expenditures to determine this figure.

Cell Phone & Mobile Devices \$0.00 \$1,200.00 100.00%

Description

An additional 6 months of Internet and Cellphone Reimbursement of \$1200 has been added for offsite work due to Covid-19. \$600 x 2 staff members

Office Supplies \$3,100.00 \$3,100.00 0.00%

Description

These costs support the work of the division broadly. Used data from FY 18-19 and FY 19-20 to determine this amount.

Subscriptions & Publications \$700.00 \$700.00 0.00%

Description

Subscriptions and publications related to evaluation, learning organizations, systems building and knowledge management. Used data from FY 18-19 and FY 19-20 to determine this amount.

Internal Meetings \$7,000.00 \$7,000.00 0.00%

Description

Expenses related to both internal working meetings and org-wide convenings as well as external-facing events that support the Division's work, including knowledge Management-related activities. Covers costs for catering and venue rental and other meeting-related expenses. Used data from FY 19-20 expenditures to determine this amount, which stays the same.

Division Capacity Building \$25,000.00 \$25,000.00 0.00%

Description

Provide funds for divisional/departmental team building including fees for venue, catering and facilitator fee

Consultant Fees \$35,500.00 \$35,500.00 0.00%

Description

Consultant fees to develop the building blocks of a learning organization, including scans of best practices, organizational capacity building, facilitation services, meeting planning and execution, and partnership building across the organization. Assumes 236 total consultant hours at average rate of \$150/hr.

Professional Dues	\$10,000.00	\$10,000.00	0.00%
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Description

Dues and subscriptions for learning organization associations and networks. Includes American Productivity and Quality Center (APQC) organizational membership (\$9,000) which includes access to their database for Knowledge Management work as well as individual memberships for AEA and other organizations.

Airfare	\$6,800.00	\$1,300.00	-80.88%
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Description

Includes costs for Home Visitation Summit, First 5 LA Staff Summit, American Evaluators Association Conference, American Public Health Association Conference, Learning Conferences and Meetings, American Education Research Association, and Society for Research in Early Childhood Development, Statewide Evaluation Workgroups, GEO Conference, APQC Annual KM Conference, KM World, KM Connect, Open Data Science Conference, OD Network Conference, and professional development training. Professional Development budget is \$500 per employee and assumes that 2 I&L division staff members will be attending 2 KM conferences for a total of \$2,000. This assumes one round-trip airfare (\$500) for one professional development opportunity. This assumes that resources for up to half these will be required.

Lodging	\$11,000.00	\$2,200.00	-80.00%
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Description

Includes costs for Home Visitation Summit, First 5 LA Staff Summit, American Evaluators Association Conference, American Public Health Association Conference, Learning Conferences and Meetings, American Education Research Association, and Society for Research in Early Childhood Development, Statewide Evaluation Workgroups, GEO Conference, APQC Annual KM Conference, KM World, KM Connect, Open Data Science Conference, OD Network Conference, and professional development training. This estimate includes a professional development budget of \$1,100 per employee based on a historical average hotel stay of \$275 per night for four nights for one professional development opportunity for a total of \$4,400. This assumes two I&L division staff members will attend two conferences.

Per Diem	\$5,000.00	\$1,120.00	-77.60%
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Description

Includes costs for Home Visitation Summit, First 5 Staff Summit, American Evaluators Association Conference, American Public Health Association Conference, Learning Conferences and Meetings, American Education Research Association, and Society for Research in Early Childhood Development, Statewide Evaluation Workgroups, GEO Conference, APQC Annual KM Conference, KM World, KM Connect, Open Data Science Conference, OD Network Conference, and professional development training. The professional development budget for this line item is \$280 per employee (2), attending two conferences for a total of \$1,120. This number is based on a historical average of \$70 per day for a four-day business trip related to one professional development opportunity.

Other Travel Expenses	\$5,000.00	\$1,000.00	-80.00%
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Description

Includes costs for ground transportation associated with approved business travel submitted on a Travel Authorization Form. Includes costs for Home Visitation Summit, First 5 Staff Summit, American Evaluators Association Conference, American Public Health Association Conference, Learning Conferences and Meetings, American Education Research Association, and Society for Research in Early Childhood Development, Statewide Evaluation Workgroups, GEO Conference, APQC Annual KM Conference, KM World, KM Connect, Open Data Science Conference, OD Network Conference, and professional development training. The professional development budget for this line item is \$200 per employee (2) for a total of \$400 based on historical data of ground transportation and/or airport parking costs for one business trip. This budget assumes two professional development trip per employee.

Conference/Training Registrations	\$16,300.00	\$3,500.00	-78.52%
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Description

Includes costs for Home Visitation Summit, First 5 Staff Summit, American Evaluators Association Conference, American Public Health Association Conference, Learning Conferences and Meetings, American Education Research Association, and Society for Research in Early Childhood Development, Statewide Evaluation Workgroups, GEO Conference, APQC Annual KM Conference, KM World, KM Connect, Open Data Science Conference, OD Network Conference and other conferences. Costs include: KM Connect Conference (\$1,195), KM World (\$2,000), Open Data Science Conference (\$1,000), OD Network (\$1,500), and APQC KM Conference (\$1,300). This assumes that up to half of these conferences will actually occur.

External Education/Training	\$5,200.00	\$2,600.00	-50.00%
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Description

This entire budget line item is for registrations for professional development opportunities. It includes a registration budget of \$1200 per employee (2 total) for one conference/seminar/workshop/training for professional development for a total of \$2,400. This figure is based on an average of historical costs of conferences and seminars. This line item also includes \$100 per employee (2) for enrollment in one course at the annual Claremont Graduate University professional development seminars for a total of \$200. The grand total for professional development registrations is \$2,600.

Initiative	Investment Category
Dissemination	Integration & Learning

Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Dissemination			\$20,000		0.00%

Program Summary

The purpose of this project is to support with the development of products that will enable us to share internally and externally with our stakeholders about our work outside of the Impact Framework. This includes sharing findings from evaluations, successes and lessons learned from our programmatic work, as well as our policy and system change work. This also includes actively engaging our staff colleagues and partners, so they can benefit from the learnings and potentially incorporate lessons learned into their work.

Spending Plan and Funding Methodology

This includes costs associated with the development of products, such as videos, infographics, executive summary reports or other materials to assist with sharing evaluation findings, successes and lessons learned from our work across the organization. It also includes cost associated with convening internal and external stakeholders, so we can share our learnings with them. The total cost is \$20,000 and is based on other department's estimates for similar activities.

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

The resources and activities for this new budget were previously within the Measurement, Learning and Evaluation department, under the Data Development & Integration initiative. Although funds have not been allocated by MLE in several years, the scope has been broadened to include projects from the MLE and I&L department. This will enable us to share findings and learnings internally and with our partners for our mutual benefit.

Initiative	Investment Category
Impact Framework	Integration & Learning

Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Impact Framework	\$400,000		\$325,000		-18.75%

Program Summary

First 5 LA is using a tailored approach to the development of a measurement, evaluation and learning framework, grounded in the strategic plan that identifies, measures and monitors our progress and impact on our systems change strategies. First 5 LA is shifting from extensive evaluation of programs to examining systems change and policy change. The Impact Framework is an organization-wide, measurement, evaluation and learning project. The project includes three distinct phases of development that are led by the Integration & Learning Division and supported by a third-party consultant.

Phase 1 work was on the identification of the progress made on strategies outlined in the strategic plan to accomplish First 5 LA's mission. This phase of work included data collection in Programs Division, analysis and sense-making engagements with staff across the organization. Phase 2 involves creating and implementing a measurement plan for all of the work. It includes both primary and secondary data collection. While we anticipate that several existing data sources will be leveraged for the measurement plan, it is prudent to assume that we may incur some costs related to new data collection and/or data preparation. Phase 3 of the project includes developing a reporting plan and system. This phase will include designing a system to report out progress and help build internal staff capacity to use the system.

Spending Plan and Funding Methodology

Estimates were developed by identifying the needs for FY 20-21, given the current status of the Impact Framework. Funds for initial implementation and subsequent maintenance of the Impact Framework project work are anticipated to break down into four categories of work in FY 20-21:

- 1) Data: This cost is associated with support for "real time" learning which will allow us to document how systems change happens around a large scale issue and use that information to potentially leverage opportunities, support or course correct. This also includes costs "speaking to our contribution" which retrospectively tells the story of how First 5 LA efforts contributed to systems change. Both of these Impact Framework components will use mix methods approaches such as interviews, case studies, chronicling, focus groups and document review. This estimate is based on actual expenditures from a similar project in Family Supports. The total cost is \$150,000.
- 2) Sense Making: this includes costs for events, supplies and some facilitation support to engage staff and external stakeholders in data use and interpretation of the IF data. This includes six various internal teams having two opportunities to make sense of the IF data per year. This also includes external stakeholder engagement on an annual basis to make sense of the data with staff, based upon the four programmatic areas. The total cost is \$25,000.
- 3) Dashboard: The cost includes the development of the tool(s) used to store, showcase and export data from the Impact Framework. This also includes miscellaneous costs for producing and sharing reporting materials. The IT consulting rate is \$200/hour, which is consistent with costs incurred by historical specialized IT-related services. We have budgeted 500 hours, totaling \$100,000.
- 4) Impact Framework Reporting: The cost includes the development of First 5 LA's 2020 Indicator Report, as well other products developed stemming from the report or Impact Framework more generally. It also includes costs for events planning, supplies and collateral associated with launching the event for First 5 LA's 2020 Indicator Report. This cost estimate is based on expenditures for similar projects in the Communications Department. The total cost is \$50,000.

The three development phases of the Impact Framework consist of identifying and measuring data and information, and then learning to use the information as a tool for organizational effectiveness. The first phase was completed in FY 18-19 (identification) and launched the second phase (measurement) which will continue into FY 20-21.

In order to ensure that the chosen measures are relevant and the most accurate for the field, experts will be identified and engaged to vet and contribute to the measurement phase work products. These strategic partnerships will aid not only the impact framework effort, but contribute to the field and may be of assistance at other projects at First 5 LA.

Initiative	Investment Category
Impact Framework	Integration & Learning

Sufficient resources are included to ensure that this can take place by way of stipends and coordination efforts. Estimates were determined by reviewing the cost of previous similar efforts at the organization.

Additionally, the third phase of the Impact Framework development will require the creation of a computer program or application that displays data. Staff researched the price range of products and connected with the internal IT Department to ensure that the budget range is accurate for this type of program or application. These details were used to determine the final estimated resource need for the project's advancement in FY 20-21.

Change from Prior Year (if >+-20%)
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Initiative	Investment Category
Knowledge Management	Integration & Learning

Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Knowledge Management	\$178,000		\$80,000		-55.05%

Program Summary

The Knowledge Management Strategy (KMS) is the planning, organizing and motivating of people, processes and systems in the organization to ensure that Knowledge Management is applied systematically and effectively to improve business results. This is an organization-wide effort.

Although originally slated for full implementation in December 2019, due to key staffing vacancies the timeline for completion has been extended.

Spending Plan and Funding Methodology

These resources will be utilized to carry out the work needed to develop and implement the First 5 LA KM Strategy. Cost estimates include:

Dashboard: The cost includes consultant support in developing the knowledge management system for the First 5 LA. The IT consulting rate is \$200/hour, which is consistent with costs incurred by historical specialized IT-related services. A total of 375 hours for consultant support will be needed for the first phase of the project. This first phase of the project will focus on the development of the knowledge management system requirements. The total is \$75,000.

Knowledge Management Videos: The cost includes \$5,000 for the development of 1 short videos focused on KM for this first phase of the project. This estimate is based on historical data from other departments.

KM system and implementation is budgeted under the IT department and will include the cost of implementing, maintenance and support for the new KM system.

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

This amount has been decreased, because of the pause on the Knowledge Management Strategy (KMS), due to staff vacancies and lack of I&L division bandwidth. This assumes that potentially half of the KMS will be able to come to fruition during FY 20-21, given all the other IT priorities for the organization. The second part of the KMS is anticipated for implementation in FY 21-22.

Integration & Learning

INTEGRATION & LEARNING DEPARTMENT

Authorized Positions

Director	1
Managers	1
Specialists	2
Total	4

The Integration and Learning (I&L) Department is responsible for providing the infrastructure, tools and processes to support the creation and maintenance of First 5 LA's learning culture. As an enabling department for the organization, the I&L team collaborates with other staff to promote a culture of learning and continuous improvement across the organization.

This includes co-developing learning agendas with key stakeholders, developing a technical assistance strategy to build internal capacity to engage in knowledge work, and sharing lessons and insights internally and externally. The I&L team is responsible for staying abreast of and knowledgeable about established and cutting-edge trends and innovations within the fields of philanthropy and early childhood development, and to share and adopt internally as appropriate. I&L implements various learning practices, such as reflective learning sessions, before-action reviews and after-action reviews, as well as offering specialized technical assistance to staff that are using data and research to inform their work. This also includes using continuous improvement principles and tools to make staff's work more efficient and effective. Additionally, I&L develops, implements and monitors processes that encourage active integration of work streams across First 5 LA. This includes integration of both programmatic work and business processes that help to improve organizational effectiveness.

The department is responsible for developing and implementing First 5 LA's tracking mechanism and reporting process for the Impact Framework. The Impact Framework is an effort by the organization to define and communicate a shared understanding of the organization's systems change work and the desired results of that work. This plan entails assessing and enhancing First 5 LA's current data infrastructure and learning practices, with a focus on supporting the tracking and reporting of the Impact Framework. This includes the selection and implementation of a reporting tool (or set of tools) to track and assess progress towards the Impact Framework's short-term markers of progress, long-term system level outcomes, and sharing the results for children and families. The I&L team will develop and support the annual review, reflection and strategy refinement process as well as the three-year review cycles to update the strategic plan elements. I&L will also create

guidelines to modify any elements within the Impact Framework. This includes supporting the refinement and development of indicators of the Impact Framework during the three-year review cycles of the strategic plan.

INTEGRATION & LEARNING

		Budget FY 2019-20	Revised Budget FY 2019-20	Estimated FY 2019-20 Expenditures	Proposed Budget FY 2020-21	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	601,680	601,680	410,782	597,314	(4,366)
	Total Employee Benefits	141,410	141,410	98,806	149,823	8,413
	Total Personnel Services	743,090	743,090	509,588	747,137	4,047
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Trans	950	950	55	600	(350)
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	-	-	-	2400	2,400
6240	Outside Printing & Publishing	-	-	-	-	-
6245	Other Supplies	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-
6255	Educational Supplies	-	-	-	-	-
6260	Office Supplies	600	600	687	400	(200)
6265	Subscriptions & Publications	500	500	-	500	-
6270	Capital Outlay	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-
6285	Equipment Repairs & Maintenance	-	-	-	-	-
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Maintenananc	-	-	-	-	-
6300	Miscellaneous/Contingency	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	4,000	4,000	571	4000	-
	Total Operating Services	6,050	6,050	1,312	7,900	1,850
Consultant Services						
6410	Consultant Fees	110,000	110,000	-	-	(110,000)
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	110,000	110,000	-	-	(110,000)
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	1,350	1,350	-	1,100	(250)
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	1,350	1,350	-	1,100	(250)
Travel Expenses						
6610	Airfare	6,500	6,500	4,227	2,500	(4,000)
6620	Lodging	13,000	13,000	4,789	5,000	(8,000)
6640	Per Diem	4,600	4,600	2,160	1,800	(2,800)
6650	Other Travel Expense	2,600	2,600	469	1,000	(1,600)
	Total Travel Expenses	26,700	26,700	11,645	10,300	(16,400)
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	9,300	9,300	-	3,200	(6,100)
6850	External Education/Training	7,200	7,200	750	4,000	(3,200)
	Total Professional Development	16,500	16,500	750	7,200	(9,300)
	Total OPERATING EXPENSES	903,690	903,690	523,294	773,637	(130,053)

Department	2019 - 2020 Revised Budget	2020 - 2021 Budget	% Variance
Integration & Learning	\$903,690.00	\$26,500.00	-97.07%

Benefits \$0.00 \$0.00

GL Code Name	2019 - 2020 Revised Budget	2020 - 2021 Budget	% Variance
Mileage, Parking and Other Transportation	\$950.00	\$600.00	-36.84%

Description

Provides costs related to travel for local meetings with grantees, contractors, strategic partners, as well as local trainings and meetings with other philanthropic organizations and learning organizations. The cost is 20 miles per month for 12 months for 4 staff at 58 cents per miles, rounded to \$600

Cell Phone & Mobile Devices \$0.00 \$2,400.00 100.00%

Description

An additional 6 months of Internet and Cellphone Reimbursement of \$2400 has been added for offsite work due to Covid-19.

Office Supplies \$600.00 \$400.00 -33.33%

Description

Provides general office supplies for 4 full-time staff for 12 months. This cost is based on last year's average cost of \$100 per year, per FTE.

Subscriptions & Publications \$500.00 \$500.00 0.00%

Description

Provides cost for purchasing resource books and journal articles related to research, effective grantmaking and learning organizations. This cost is consistent with the previous year's cost for this line item.

Internal Meetings \$4,000.00 \$4,000.00 0.00%

Description

Provides expenses related to internal meetings for projects of the Integration and Learning Department, as well as support of the 2020-2028 refined Strategic Plan. These include meetings with Commissioners, legal counsel, staff, grantees and contractors. Estimates based on previous year expenditures.

Professional Dues \$1,350.00 \$1,100.00 -18.51%

Description

Provides staff with membership to professional philanthropic organizations, evaluation associations, as well as learning organizations. An annual \$100 fee for 4 staff members to organization like the Society of Organizational Learning North America, totaling \$400. An annual subscription to American Evaluation Association for two I&L staff members at \$109 per membership, totaling \$218. An additional \$400 for other dues and subscriptions. This cost is rounded up to \$1,100

Airfare	\$6,500.00	\$2,500.00	-61.53%
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Description

Provides airfare to and from professional conferences, such as Grantmakers for Effective Philanthropy, PEAK, Council of Foundations and American Evaluation Association. This cost was calculated using a per-person amount of \$500 for 4 staff members totaling \$2,000. An additional travel cost of one Left Coast Evaluation Gatherings at \$500. This assumes the round-trip airfare per employee does not exceed the \$500 limit from the First 5 LA travel guidelines.

Lodging	\$13,000.00	\$5,000.00	-61.53%
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Description

Provides lodging for multi-day professional conferences or meetings outside of the Los Angeles area, such as Grantmakers for Effective Philanthropy, PEAK, Council of Foundations, American Evaluation Association and Society for Organizational Learning. The cost is based on 4 FTE's having \$1,000 for lodging outside the LA area, totaling \$4,000. An additional lodging cost of the one Left Coast Evaluation gatherings at \$1,000.

Per Diem	\$4,600.00	\$1,800.00	-60.86%
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Description

Provides for various daily expenses incurred while attending professional conferences or meetings outside the Los Angeles area, such as Grantmakers for Effective Philanthropy, PEAK, Council of Foundations and American Evaluation Association. The cost is based on historical average daily per diem rate (\$69) for 5 days and assumes 4 FTE's will have approximately \$345/year, for a total of \$1,380, rounded up to \$1,400. An additional per diem cost for one Left Coast Evaluation gatherings at \$345, rounded up to \$400. This calculation assumes that not all professional development for staff will require travel.

Other Travel Expenses	\$2,600.00	\$1,000.00	-61.53%
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Description

The cost assumes 4 FTE's will have approximately \$200/year, totaling \$800. Additional travel expenses cost for one Left Coast Evaluation gatherings at \$200. This cost is based on I&L's prior year expenditures.

Conference/Training Registrations	\$9,300.00	\$3,200.00	-65.59%
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Description

Provides registration expenses for professional conferences, such as Grantmakers for Effective Philanthropy, PEAK, Council of Foundations and American Evaluation Association. This cost is based on 4 FTE's having \$800 to cover the cost of registration fees, totaling \$3,200.

External Education/Training	\$7,200.00	\$4,000.00	-44.44%
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Description

This entire budget line item is for registration for professional development opportunities. It includes training on evaluation, data visualization and synthesizing information. Budget is for \$1,000 per staff of 4 (\$1,000 X 4) for attendance to one conference, seminar, workshop or training for professional development for a total of \$4,000. This figure is based on an average of historical costs of conference and seminars

Initiative	Investment Category
Communities of Practice	Integration & Learning

Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Family and Community Engagement Best Practices			\$100,000		0.00%

Program Summary

Funds will support the generation and sharing of learning related to family and community engagement based on prior work led or supported by First 5 LA.

The goal for FY 20-21 is to (a) document our experience incorporating family and community engagement into our work, (b) reflect on those experiences to extract key learning and best practices, (c) document best practices including shared language and codification and (d) develop a plan for ongoing learning and sharing.

Spending Plan and Funding Methodology

The budget request is based on an estimate of 655 hours of consultant support at \$150 per hour. The funds in this budget item will be used to pay a consultant to work with First 5 LA and select partners to plan and implement tasks necessary to achieve the FY 20-21 goals for this project including:

- (a) 200 hours for information gathering to document our experience incorporating family and community engagement into our work including protocol development, data collection, transcription, analysis and summary
- (b) 155 hours for designing, facilitating and summarizing opportunities for reflection designed in order to identify key learnings and best practices
- (c) 200 hours for documenting and packaging best practices gleaned from prior experience including shared language and codification and
- (d) 100 hours for developing a plan and providing training and technical assistance to support ongoing learning and sharing.

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

Initiative	Investment Category
Communities of Practice	Integration & Learning

Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Organization-wide Learning	\$11,000		\$14,000		27.27%

Program Summary

The Organization-wide Learning Sessions provide First 5 LA staff with the time and space to actively engage, reflect and share lessons learned about their investments, business processes and collaboration with internal and external partners - a foundational practice to operating as a learning organization. The intent is for staff to continuously reflect, learn and incorporate lessons learned into their work so that they can become more effective, efficient and innovative.

Spending Plan and Funding Methodology

The FY 20-21 budget is based on historical expenditures for Best Start Communities to host similar meetings, as well as historical data from the I&L Division. Costs include:

- Venue (\$2,000) - \$1,000 for a half-day venue rental, two times a year.
- The Learning Session (\$4,050) – \$15 for food for 135 staff members per session, two times per year.
- Honorariums (\$2,000) - each honorarium will be \$1,000 per session for two sessions.
- Materials (\$5,000) - will assist with the development of materials to share organization-wide learnings.

The total cost has been rounded up to \$14,000, per internal guidelines.

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

Initiative	Investment Category
Staff Capacity Building	Integration & Learning

Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Capacity Building and Technical Assistance			\$75,000		0.00%

Program Summary

First 5 LA is seeking to strengthen staff's capacity in using the Impact Framework data, its products and the tool that will be used to house, track and export data. This includes providing training and technical assistance to staff so that they can optimize the usage of the Impact Framework's data and dashboard to monitor progress and report on our short-term markers of progress, long-term system outcomes, contextual indicators and results for children and families.

Similarly, staff's capacity will need to be enhanced for them to successfully implement First 5 LA's Knowledge Management Strategy (KMS). This includes providing training and technical assistance on the processes that have been established for the KMS, as well as the technology adopted by the organization to store and retrieve critical knowledge. The intent is to allow information and knowledge to flow to and between the right people at the right time, so they act with greater efficiency and effectiveness and create value for the organization.

Lastly, organizational capacity is needed to assist staff with deepening their understanding about what a learning organization is by offering training and technical assistance on the building blocks of a learning organization, emergent learning and continuous quality improvement.

Spending Plan and Funding Methodology

This includes costs associated with training and technical assistance provided to staff on how to use the Impact Framework's (IF) data, the technology associated with it and other products stemming from IF. It also includes costs associated with building staff's capacity on the Knowledge Management processes and platform, including follow-up training and technical assistance that may be required for staff. Finally, this includes training and technical assistance for organizational capacity building on the various elements of a learning organization. This would allow us to have 500 hours for training and technical assistance at \$150 per hour for a total cost of \$75,000.

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

This new budget draws funds from the Knowledge Management initiative and Impact Framework initiative within in the I&L division budget. It also includes training and technical assistance costs associated with being a learning organization, which came from the I&L department's operational budget. This was done to streamline all capacity building and technical assistance resources that will be available for staff across the organization.

Measurement, Learning & Evaluation

MEASUREMENT, LEARNING & EVALUATION

Authorized Positions

Director	1
Manager, Evaluation & Learning	2
Evaluation & Learning Analyst	3
Total	6*

**The Measurement, Learning & Evaluation (MLE) Department shares a Program Assistant (.5FTE) with the Integration & Learning (I&L) Department. As First 5 LA does not maintain a practice of allocating staff time, all personnel costs related to this Program Assistant are included within the I&L Department budget.*

First 5 LA's Measurement, Learning and Evaluation (MLE) Department is responsible for leading the organizations' efforts to generate and share data and information in support of learning that contributes to our overall ability to improve outcomes for Children and Families in Los Angeles County. As part of the Integration and Learning Division, MLE assists First 5 LA in becoming a more systematic, intentional and data-informed learning organization. MLE's emphasis on generating and sharing knowledge represents a fundamental shift from First 5 LA's traditional approach to research and evaluation. This shift emphasizes learning as both a primary goal and an essential input to achieving positive outcomes for children and families. MLE's efforts are focused on the investments we make as a Commission as well as the way we do our work. The focus on how we do our work supports operational excellence and is done in partnership with the Administrative Division.

The MLE department is responsible for:

- Embedding best practices in evaluation, applied research and measurement
- Indicator development
- Data development and data integration
- Developing and strengthening data partnerships
- Research and evidence building
- Sensemaking and disseminating findings

The following learning priorities articulated in the 2020-2028 Strategic Plan will ground and focus MLE efforts:

- To learn about disparities in access and outcomes among children and families in L.A. County
- To learn about the implementation and outcomes of our investments
- To learn about effectively incorporating family and community engagement within the work of First 5 LA and our partners
- To support learning about First 5 LA's operational effectiveness
- 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

For FY 20-21, the proposed programmatic budget reflects the responsibilities and priorities outline above and the proposed operating budget assumes the staffing and resources required to implement these projects and activities. In collaboration with colleagues across divisions, MLE is responsible for further defining First 5 LA's learning priorities and information needs, creating criteria and guidance for when to engage in evaluation, and building and strengthening data partnerships to support First 5 LA's learning and systems change efforts.

MEASUREMENT, LEARNING & EVALUATION

	Budget FY 2019-20	Revised Budget FY 2019-20	Estimated FY 2019-20 Expenditures	Proposed Budget FY 2020-21	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	571,446	571,446	468,072	485,269	(86,177)
Total Employee Benefits	157,885	157,885	115,631	127,556	(30,329)
Total Personnel Services	729,331	729,331	583,703	612,824	(116,507)
Operating Services					
6205 ADP-Payroll	-	-	-	-	-
6210 Worker's Compensation Insurance	-	-	-	-	-
6215 Utilities	-	-	-	-	-
6220 Corporate Insurance	-	-	-	-	-
6225 Mileage, Parking and Other Trans	1,000	1,000	881	1,000	-
6230 Telephone	-	-	-	-	-
6235 Cell Phone & Mobile Devices	600	600	-	3,000	(2,400)
6240 Outside Printing & Publishing	-	-	-	-	-
6245 Other Supplies	-	-	-	-	-
6250 Postage & Delivery	-	-	-	-	-
6255 Educational Supplies	-	-	-	-	-
6260 Office Supplies	1,700	1,700	632	1,000	700
6265 Subscriptions & Publications	1,000	1,000	-	1,000	-
6270 Capital Outlay	-	-	-	-	-
6275 Equipment-Rents & Leases	-	-	-	-	-
6280 Building Repair & Maintenance	-	-	-	-	-
6285 Equipment Repairs & Maintenance	-	-	-	-	-
6290 Offsite Storage	-	-	-	-	-
6295 Hardware & Software Maintenance	-	-	-	-	-
6300 Miscellaneous/Contingency	-	-	-	-	-
6305 Stipend/Honorarium	-	-	-	-	-
6310 Internal Meetings	4,000	4,000	1,132	6,000	(2,000)
Total Operating Services	8,300	8,300	2,645	12,000	(3,700)
Consultant Services					
6410 Consultant Fees	39,900	39,900	66,300	15,000	(24,900)
6420 Other Professional Fees	-	-	-	-	-
6430 External Reviewers	-	-	-	-	-
Total Consultant Services	39,900	39,900	66,300	15,000	(24,900)
Professional Services					
6510 Audit	-	-	-	-	-
6520 Legal Fees	-	-	-	-	-
6540 Professional Dues	1,500	1,500	196	1,500	-
6550 Staff Recruitment	-	-	-	-	-
6560 Commissioners Stipends	-	-	-	-	-
6570 Web-Based Services	-	-	-	-	-
6580 Bank & Other Service Charges	-	-	-	-	-
Total Professional Services	1,500	1,500	196	1,500	-
Travel Expenses					
6610 Airfare	4,500	4,500	1,766	8,000	3,500
6620 Lodging	9,000	9,000	729	9,000	-
6640 Per Diem	3,200	3,200	1,568	4,100	900
6650 Other Travel Expense	1,800	1,800	357	1,800	-
Total Travel Expenses	18,500	18,500	4,420	22,900	4,400
Professional Development					
6810 Training Materials & Supplies	-	-	-	-	-
6820 Internal Training	1,000	1,000	-	3,000	2,000
6830 Leadership Programs	-	-	-	-	-
6840 Conference Registrations	14,300	14,300	550	6,000	(8,300)
6850 External Education/Training	7,200	7,200	300	6,000	(1,200)
Total Professional Development	22,500	22,500	850	15,000	(7,500)
Total OPERATING EXPENSES	820,031	820,031	658,115	679,224	(148,207)

Department	2019 - 2020 Revised Budget	2020 - 2021 Budget	% Variance
Measurement, Learning & Evaluation	\$820,031.00	\$66,400.00	-91.90%

Benefits \$0.00 \$0.00

GL Code Name	2019 - 2020 Revised Budget	2020 - 2021 Budget	% Variance
Mileage, Parking and Other Transportation	\$1,000.00	\$1,000.00	0.00%

Description

Costs for mileage, parking and ride share to attend local meetings, events and other agency business. Costs were estimated using MLE expenditures for FY 18-19 and 19-20.

Cell Phone & Mobile Devices \$600.00 \$3,000.00 400.00%

Description

Cost for department director to receive cell phone reimbursement of \$50 per month. An additional 6 months of Internet and Cellphone Reimbursement of \$2400 has been added for offsite work due to Covid-19. \$600 x 4 staff members

Office Supplies \$1,700.00 \$1,000.00 -41.17%

Description

Cost for office supplies needed for 6 FTEs. Costs were estimated based on MLE expenditures for FY 18-19 and 19-20.

Subscriptions & Publications \$1,000.00 \$1,000.00 0.00%

Description

Cost for subscriptions and publications related to evaluation, measurement, applied research and learning practices. Costs were estimated based on MLE expenditures for FY 18-19 and 19-20 as well as emerging needs guided by the Impact Framework.

Internal Meetings \$4,000.00 \$6,000.00 50.00%

Description

Cost for internal meetings such as department retreats, sensemaking conversations, data and evaluation partnership planning and convenings. Expenses include venue costs, catering and meeting supplies including data displays.

Consultant Fees \$39,900.00 \$15,000.00 -62.40%

Description

Cost for consultant support with the design and development of activities associated with evaluation of systems change, policy/advocacy, evaluation capacity building, and measuring operational performance. Costs estimated based on an assumption of 100 hours of support at \$150 per hour.

Professional Dues \$1,500.00 \$1,500.00 0.00%

Description

Costs for individual and organizational memberships to evaluation, research, and content specific professional associations and networks. Costs estimated based on 6 FTEs at a per person rate of \$200 and current organizational memberships.

Airfare	\$4,500.00	\$8,000.00	77.77%
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Description

Costs for two round trip flights for 6 FTEs to attend out-of-state national conferences at an estimated cost of \$500 each and 10 in-state flights to attend meetings and other convenings at \$200 each.

Lodging	\$9,000.00	\$9,000.00	0.00%
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Description

Cost for two 3-night stays while attending out-of-state conferences for 6 FTEs at \$200 per night and four 2-night stays at \$225 per night for miscellaneous events.

Per Diem	\$3,200.00	\$4,100.00	28.12%
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Description

Costs for two 4-day per diems of approximately \$60 for 6 FTEs while attending out-of-state conferences and twenty 1-day per diems of approximately \$60 for various in-state, out-of-county meetings.

Other Travel Expenses	\$1,800.00	\$1,800.00	0.00%
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Description

Cost for ground transportation and airport parking while traveling to out-of-state and out-of-county conferences, trainings, meetings and other convenings. Costs were estimated based on 6 FTEs at a per person rate of \$300.

Internal Training	\$1,000.00	\$3,000.00	200.00%
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Description

Cost for internal training related to measurement, sensemaking, data utilization and dissemination. Costs were estimated based on an assumption of 20 hours of training at \$150 per hour.

Conference/Training Registrations	\$0.00	\$6,000.00	100.00%
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Description

Cost for each of the six FTEs in the department to attend two national conferences at an estimated cost of \$500 per conference

External Education/Training	\$7,200.00	\$6,000.00	-16.66%
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Description

Costs for technical skills training for 6 FTEs based on an assumption of \$1,000 per person.

Initiative	Investment Category
Data Development and Integration	Research & Evaluation

Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Annual Reporting	\$50,000		\$25,000		-50.00%

Program Summary

This budget item will fund a consultant to analyze data and develop an L.A. County brief using data collected in support of our Annual Report submission to First 5 CA. The brief will describe and summarize First 5 LA investments, grantees and contractors, children and family members reached, our system change efforts and success stories. Additionally, the brief will support efforts to report on strategic plan progress.

Spending Plan and Funding Methodology

The budget request is based on an estimate of 165 hours of consultant support at \$150 per hour. The hourly rate is consistent with the rate used for comparable services. The requested funds will support the following activities and approximated hours:

- (a) 40 hours for project management including process design and planning,
- (b) 75 hours for data analysis and writing, and
- (c) 25 hours of collaboration with graphic designer
- (d) 25 hours of executing dissemination of brief

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

The scope of this item has been revised since the initial budget submission and is now limited to data analysis and development of a brief, thus requiring less time and funds. The original plan was for the consultant to gather data from grantees and submit it to F5CA in addition to working on the brief.

Initiative	Investment Category
Data Development and Integration	Research & Evaluation

Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Data Policies & Practices	\$90,000		\$25,000		-72.22%

Program Summary

The funds in this budget item will support First 5 LA with revising and developing policies and practices related to issues of data ownership, sharing, protecting confidentiality, etc. to ensure our policies and practices are consistent, intentional and strategic. This is a new budget item that is based on the work needed to achieve Objective 3.4 of the 2020-2028 Strategic Plan.

Spending Plan and Funding Methodology

For the Internal Data Policies and Practices consultant, the funds in this budget item for FY 20-21 will cover approximately 165 hours at \$150 per hour (\$25,000). The requested amount is only for the portion of the total project cost based on an assumption that work on this project will not begin until Quarter 2 or 3 at the earliest following a procurement process. Tasks to be completed next fiscal year include developing a project plan, assessing current data practices and policies and providing recommendations.

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

The funding for the HIPPA consultant was removed from the MLE budget, as CAP will be managing that work. Therefore, there is a \$90,000 reduction for this line item.

Initiative	Investment Category
Data Development and Integration	Research & Evaluation

Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Data Requests	\$5,000		\$5,000		0.00%

Program Summary

The purpose of this budget item is to allow First 5 LA to acquire various data sets on an as needed basis to support First 5 LA's information needs. One of the such possible data needs for FY 20-21 includes purchasing data from state agencies (on a very limited basis) or GIS shape files in support of the Impact Framework indicator tracking.

Spending Plan and Funding Methodology

FY 20-21 funds will be spent on data sets, as they are identified. Geographic Information System boundary files typically cost \$1,000+, while public records like birth files are \$500+. The service costs to geocode data from the CEO Geographic Information Systems division averages \$3,500. Costs are based on previous experience purchasing these types of data sets.

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

Initiative	Investment Category
Data Development and Integration	Research & Evaluation

Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Indicator Development	\$0		\$150,000		0.00%

Program Summary

The funds in this budget item will support the development, measurement, and analysis of select Impact Framework and Key Performance indicators and Countywide Prevention Metrics. Goals for 20-21 include finalizing Long Term System Outcome (LTSO) indicators, developing Key Performance Indicators (KPIs) for select business processes, and creating a strategic partnership with the L.A. County Chief Information Office (CIO) to facilitate access to and analysis of countywide data for the Impact Framework and Countywide Prevention Plan. We anticipate engaging the expertise of consultant(s) and possibly other experts to support work that is outside the scope of the Strategic Partnership we hope to enter into with the CIO. Indicator development will be done in close collaboration with relevant internal and external partners.

Spending Plan and Funding Methodology

The anticipated expenditures for this budget item costs for an Indicator Development consultant and partnering with key stakeholders (include system partners and system users) to determine select indicators. Consultant costs are estimated at \$75,000 (500 hours x \$150) to fund a consultant to gather and synthesize information, provide recommendations and finalize key indicators including the associated data sources in collaboration with First 5 LA and key partners. The budget item also includes \$75,000 for the partnership with the L.A. County Chief Information Office to access and possibly to revise existing data systems or practices to ensure the availability of data on key indicators. The hour and cost estimates are based on similar work conducted by the First 5 LA.

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

The funds allocated for FY 19-20 were adjusted to 0 at mid-year because we did not require support with developing result or contextual indicators.

Initiative	Investment Category
Data Development and Integration	Research & Evaluation

Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
WIC Data Mining Research Partnership	\$600,000		\$547,000		-8.83%

Program Summary

Grounded in the 2020-2028 Strategic Plan's emphasis on expanding influence and impact with data, WIC can provide a critical window into parent perspectives at both the county and community level. In FY 20-21, the WIC Data Mining Research Partnership with PHFE WIC will (i) complete data collection, analysis, and dissemination of findings of the 2020 LA County WIC Survey, (ii) leverage WIC administrative data to generate research briefs and reports in direct response to First 5 LA learning priorities and information needs, (iii) refine the WIC data website to be more responsive to First 5 LA and key partners' regular information needs, and (iv) outreach to First 5 LA's key partners in order to further leverage WIC data for policy and systems change efforts in LA County. Additionally, PHFE WIC will continue its sustainability efforts.

Spending Plan and Funding Methodology

The FY 20-21 funds will be used mainly to support data management, analysis, and result dissemination activities (including coordinating with and responding to data requests by First 5 LA and First 5 LA's key partners).

Estimated resources required for FY 20-21:

- Administration, analysis and dissemination of LA County WIC Survey: \$292,400
- Maintaining the WIC website: \$18,000
- Coordination & Responding to Data Requests by First 5 LA/First 5 LA's key partners: \$138,400
- Dissemination activities and products: \$70,000
- Direct Costs (including server maintenance, Geocoding, software, etc.): \$14,200
- Project Management: \$14,000

Total: \$547,000

Funding estimates were based on five previous years cost expenditure data implementing administrative data collection and analysis and implementing parent surveys of WIC clients. Additional costs were included this year for the LA County WIC Survey to allow for extending the survey to include COVID-19 related questions and oversampling African American & Asian families in order to disaggregate survey response more meaningfully by race/ethnicity. Additionally, please note that some of the costs associated with the 2020 LA County WIC survey were incurred in FY 19-20, and that the above spending methodology is only specific to costs for FY 20-21.

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

FY 19-20 budget included costs associated with refining and administering the LA County WIC Survey. This work will be complete by June 2020.

Additionally, funding for FY 20-21 will see the following shifts from previous years:

- Moving away from funding administrative costs and internal coordination (including MOUs, learning internal systems, travel, and invoicing)
- Shift towards increased collaboration with First 5 LA, including greater focus on identifying and supporting analyses aligned with First 5 LA's high priority information needs. This includes:
 - o Shifting towards more active engagement with First 5 LA staff around WIC data and First 5 LA's strategies and information needs.
 - o Shifting outreach activities to focus and target First 5 LA's key systems partners.
 - o Shifting dissemination activities and products to be of more direct use to First 5 LA staff in Programs Division and Policy & Strategy Division, and First 5 LA key partners. Similarly, shifting away from more general publications and briefs, including peer-reviewed manuscripts.

Initiative	Investment Category
Data Partnership with Funders	Research & Evaluation

Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Children's Data Network (CDN)	\$850,000		\$850,000		0.00%

Program Summary

As part of the 2020-2028 Strategic Plan, First 5 LA is working towards expanding the use and power of data. The Children's Data Network supports these efforts by linking administrative data from across state and local agencies to provide a more holistic understanding of families' experiences and utilization of services across multiple systems. In FY 20-21, the Children's Data Network will (i) provide technical assistance to First 5 LA, Public Agency Partners in L.A. County (including L.A. County Office of Child Protection, L.A. County Department of Children and Family Services, L.A. County Department of Public Health, and home visiting stakeholders), and state departments to support policy and practice change and to drive system improvement of administrative data and advance rigorous evaluation activities, (ii) facilitate access to linked data through Record Reconciliation and the Research Data Hub to bring insights into the overlap of service usage among children and families in support of systems change efforts, (iii) generate research briefs and presentations in response to First 5 LA learning priorities, and (iv) linking data in support of the Impact Framework and the County Prevention Metrics.

Spending Plan and Funding Methodology

FY 20-21 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 sustainability.

The budget estimates for FY 20-21 are based on average annual expenditures from the beginning of the contract in 2012. The work and goals of the Children's Data Network (CDN) have remained constant over the past 5 years. This upcoming year CDN will expand their efforts to work with California Health and Human Services Agency to lead statewide efforts to link data across large systems and develop a cloud base Research Data Hub that will promote policy relevant research in several areas that involve children and families. CDN will prioritize the delivery of technical assistance and training at the State level to create a data linkage infrastructure that will be sustained by the State of California.

STAFF (includes Project Team, USC IT staff, and a Research Scientist):
Staff Salary + Fringe = \$410,000

OTHER DIRECT COSTS (includes software, facilities, server, mileage, communications, dissemination, community meetings, publication costs, project supplies, etc.):
Other Direct Costs = \$300,000

SUBCONTRACTS/CONSULTANTS (includes website, data support at UCB, ongoing Connecting the Dots Reports support, special Ad-Hoc analysis, and communication support, etc.):
Other Costs = \$140,000

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

Initiative	Investment Category
Learning Plan Development	Research & Evaluation

Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
First 5 LA Data Strategy			\$100,000		0.00%

Program Summary

In support of First 5 LA's Strategic Priority to expand the influence and impact of data, First 5 LA needs to develop a data strategy which identifies and priorities the organization's data and information needs as an input to guide data and evaluation partnerships. In FY 20-21, the funds in this line item will be used to engage a consultant to support with (i) soliciting and documenting data and information needs, (ii) identifying existing partnerships and data generated, (iii) developing prioritization criteria, (iv) working with the organization to prioritize needs, (v) assessing fit between current partnerships/available data and (vi) identifying unmet needs and providing data/partnership development recommendations.

Spending Plan and Funding Methodology

Cost estimates were based on 650 hours of work at \$150/hour as well as \$2,500 in direct costs such as travel and supplies.

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

Initiative	Investment Category
Program Evaluation	Research & Evaluation

Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Best Start Learning Agenda	\$540,000		\$540,000		0.00%

Program Summary

The Best Start Learning Agenda (BSLA) is a collaborative effort co-led by the MLE and the Communities Department (CD). Currently the BSLA focuses on the Best Start community networks and regions and is framed by five learning questions intended to guide First 5 LA's learning. As the work of the CD evolves so must the focus of the Learning Agenda. To that end, in FY 20-21 the scope of the Learning Agenda will be broadened to reflect the range of CD strategies and investments including the Regional Network Grantees, Built Environment Policy Advocacy Fund and the Consortium. There will be three primary workstreams: (a) The BSLA Consultant will lead efforts to expand the scope of the BSLA and leveraging learning within and across investments, (b) The BSLA Contractor will lead primary data collection efforts and conduct a meta-analysis from data and evaluation efforts within and across investments, and (c) BSLA Convenings will be held to support efforts to leverage learning within and across the investments and to share learnings with key stakeholders.

Spending Plan and Funding Methodology

Total estimated cost for FY 20-21 is \$540,000. Estimated expenditures include:

-BSLA Learning Consultant (\$170K): The amount budgeted represents annualized costs based on the FY 19-20 contract with ADJ Consulting. This amount assumes approximately 1133 hours at a rate of \$150 per hour to performing activities including but not limited to: 1) Finalizing the retrospective analysis of the transition of the Best Start structure (June 2018 – June 2020); 2) Refining the BSLA to incorporate all CD investments; 3) Facilitating an evaluation workgroup inclusive of evaluators from CD investments; 4) Convening an advisory group of experts and funders doing place-based/systems change evaluation; and 5) Contributing to the development of publications and presentations.

-BSLA Evaluation Contractor (\$350K): The amount budgeted reflects roughly 65% of annual costs associated with the Best Start Developmental Evaluation (DE) conducted from December 2013 through June 2015. The 65% represents activities in the DE project that are similar to those projected for the BSLA. Activities include but are not limited to network analysis, primary data collection (e.g. focus groups, surveys, interviews), sensemaking and learning briefs, technical assistance to grantees as needed; region and/or community-specific case studies, publications and presentations. The funds in this item will also be used for a no-cost extension of an existing contract with VPR Evaluation, LLC for primary data collection. Anticipated expenditures in FY 20-21 for this existing contract range from \$2,000-\$5,000.

-BSLA Convenings (\$20K): The amount budgeted is for costs associated with designing, planning and executing convenings associated with the BSLA. We anticipate hosting convenings for multiple audiences including (a) CD grantees and contractors, (b) members of the Best Start Networks and Regions and (c) others in the field doing place-based, systems change work.

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

Initiative	Investment Category
Program Evaluation	Research & Evaluation

Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Early Identification and Intervention Evaluation	\$100,000		\$150,000		50.00%

Program Summary

A key component of strengthening public and community systems outlined in the 2020-2028 Strategic Plan is to advocate for policies and transformative practices to ensure public systems provide maternal health services and child early identification and intervention (EII). As part of this work, First 5 LA will implement the Help Me Grow model in partnership with the Los Angeles County Department of Public Health as well as partnering with other agencies such as LA Care to identify more streamlined and cost effective ways to integrate high-quality early screening, referrals, and services into various practice settings (such as pediatrician offices and other primary care settings). In order to maximize learning and insights from this strategy, funds from this budget item will be used to launch two evaluations in FY 20-21 to inform implementation and assess outcomes: (1) An evaluation of the LA Care pilot and (2) An evaluation of Help Me Grow Pathways. The goal for FY 20-21 is to release RFQ(s), identify evaluation contractor(s), development in-depth evaluation plans in partnership with L.A. Care, the Department of Public Health, and Help Me Grow Pathway communities, and collaborate with these partners in data collection and analyses.

Spending Plan and Funding Methodology

The following funds are needed to support the evaluation of initial early identification program efforts, the build out of Help Me Grow and to inform Impact Framework Phase II work.

(1) Evaluation of the LA Care Pilot:

Evaluation Plan (50 hrs x \$150/hr) = \$7,500
 Data Analysis (292 hrs x \$150/hr) = \$43,800
 Project oversight (40 hrs x \$150/hr) = \$6,000
 Software (\$2,600)

Please note that we anticipate LA Care will collect and provide administrative data such that no additional data collection would be needed by external consultant.

(2) Evaluation of Help Me Grow Pathways:

Evaluation Plan (50 hrs x \$150/hr) = \$7,500
 Tool/Protocol Development (50 hrs x \$150/hr) = \$7,500
 Data Collection (380 hrs x \$150/hr) = \$57,000
 Data Analysis (50 hrs x \$150/hr) = \$7,500
 Project oversight (53 hrs x \$150/hr) = \$7,950
 Software (\$2,600)

Hour estimates are based on previous experience conducting MLE evaluation projects.

These resources will supplement resources being contributed by other funders and stakeholders such LA County Department of Public Health and LA Care.

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

As Help Me Grow LA has begun implementation, new opportunities have arisen with key partners, such as the LA Care Pilot and Help Me Grow Pathways. In addition to supporting the expansion of early identification and intervention system improvements, these partnerships and investments represent opportunities to generate early learning from these initial pilot investments to demonstrate "proof of concept" and guide future implementation of Help Me Grow LA. The additional funding would allow for evaluation of not just the LA Care Pilot which was already planned, but additionally learning from the pilot community programs that are part of the Help Me Grow Pathways investment.

Initiative	Investment Category
Program Evaluation	Research & Evaluation

Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Quality Rating and Improvement System Evaluation	\$746,000		\$522,000		-30.02%

Program Summary

This budget item will provide resources to support First 5 LA's efforts to expand and improve early learning quality improvement efforts in L.A. County. Two current efforts under this project will continue through the first quarter of FY 20-21: (a) the Quality Start Los Angeles Development Evaluation and (b) Technical Manual for Data Users and Data Quality Assessment for the ECE Workforce Registry. With both of these projects coming to a close in September 2020, funding is leverage and build on this work by enhancing the QSLA reporting to support continuous quality improvement and decision-making and supporting the Registry Office with addressing data quality issues and cost-modeling in support of their sustainability goals.

Spending Plan and Funding Methodology

The budget request for FY 20-21 include resources for the following components of this project:

- (a) Remaining costs to complete the QSLA Developmental Evaluation currently underway (approx. \$246K)
- (b) Remaining costs to complete the ECE Workforce Registry Technical Manual for Data Users and Data Quality Assessment (approx. \$26K);
- (c) Estimated costs of a consultant to work with QSLA Consortium to strengthen QSLA reporting and data use practices for internal and external audiences estimated at \$150K for approximately 1,000 hours at \$150 per hour; and
- (d) Estimated cost of \$100,000 for a consultant to work with the Registry Office to improve the quality of ECE Workforce Registry data and cost modeling estimated at \$100K for approximately 650 hours at \$150 per hour. This work will be managed by the ECE Department with support from MLE staff.

These estimates are based on prior experience working with the QSLA Data System and ECE Workforce Registry Office.

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

Two current components of this project are expected to be completed in the first quarter of FY 20-21. The new efforts that will build off of this existing work is lower cost.

Initiative	Investment Category
Program Evaluation	Research & Evaluation

Program Name	2019 - 2020 Revised Budget	2020 - 2021 Budget	% Variance
Welcome Baby Impact Study	\$1,420,000	\$870,000	-38.73%

Program Summary

Expansion of home visiting is a key component of strengthening public and community systems outlined in First 5 LA's 2020-2028 Strategic Plan. The Board of Commissioners approved the Welcome Baby Impact Study (WBIS) to demonstrate impact in the local Best Start geographies as "proof of concept" to inform countywide system improvement efforts and build an evidence-base for the Welcome Baby Program. The WBIS will provide information to a variety of stakeholders about the effectiveness of the Welcome Baby Program and is expected to support long-term sustainability efforts (e.g. Pay for Success contract). The goal for FY 20-21 is to complete enrollment of 840 women into the study and conduct the first wave of primary data collection to capture maternal and child experiences and outcomes at 5- to 7-weeks after birth.

Spending Plan and Funding Methodology

Welcome Baby Impact Evaluation:

The costs for the Welcome Baby Impact Study were determined by reviewing the Scope of Work (SOW), study activity to date, and the budget submitted by American Institutes for Research (AIR) as part of the contracting process. The following activities are anticipated for FY 20-21: obtainment of final Institutional Review Board (IRB) approvals, recruiting and enrolling participants for primary data collection, collecting and analyzing primary data for 5-7 week phone surveys, and project management. A breakdown of the tasks and anticipated dollar amounts are listed below. The majority of effort will be devoted to recruiting and enrolling study subjects and collecting and analyzing data.

Cost estimates are based on previous years' experience implementing the Welcome Baby Impact study and previous outcome studies.

- IRB approvals: \$26,000
 - Recruit and Enroll Participants for Primary Data Collection: \$184,000
 - Collect and Analyze Primary Data Collection: \$581,000
 - Project Management: \$79,000
- Total: \$870,000

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

ADMINISTRATIVE

ADMINISTRATION DIVISION

ADMINISTRATION DIVISION SUMMARY FY 2020-21

	FY 2019-20						FY 2020-21						Variance from FY 2018-19
	Revised Budget	Administration	Contract Admin. & Purchasing	Facilities Management	Finance	Human Resources	Information Technology	Proposed Budget					
Personnel Services													
Salaries													
Total Salaries	3,205,266	360,002	784,429	-	730,374	708,943	430,346	3,014,094	(191,172)				
Total Employee Benefits	886,306	90,087	280,528	-	244,862	167,965	126,358	909,831	23,525				
Total Personnel Services	4,091,572	450,089	1,064,957	-	975,236	876,907	556,705	3,923,925	(167,647)				
Operating Services													
6205 ADP-Payroll	38,000	-	-	-	40,000	-	-	40,000	2,000				
6210 Worker's Compensation Insurance	65,000	-	-	-	75,000	-	-	75,000	10,000				
6215 Utilities	138,000	-	-	145,000	-	-	-	145,000	7,000				
6220 Corporate Insurance	75,000	-	-	-	90,000	-	-	90,000	15,000				
6225 Mileage, Parking and Other Transportation	2,450	750	300	-	400	200	500	2,150	(300)				
6230 Telephone	55,800	-	4,800	-	6,000	2,400	70,000	70,000	14,200				
6235 Cell Phone & Mobile Devices	4,900	1,800	-	-	3,000	-	4,800	19,800	14,900				
6240 Outside Printing & Publishing	3,000	-	-	-	-	-	-	3,000	-				
6245 Other Supplies	20,000	-	-	10,000	-	-	-	10,000	(10,000)				
6250 Postage & Delivery	1,000	-	-	13,200	-	-	-	13,200	-				
6255 Educational Supplies	1,000	1,000	-	-	-	-	-	1,000	-				
6260 Office Supplies	49,500	2,500	3,000	25,000	2,000	3,500	8,000	44,000	(5,500)				
6265 Subscriptions & Publications	2,850	1,000	-	-	-	700	-	2,700	(150)				
6270 Capital Outlay	134,500	-	-	4,000	-	-	147,000	147,000	12,500				
6275 Equipment-Rents & Leases	55,000	-	-	150,000	-	-	23,000	150,000	(28,000)				
6280 Building Repair & Maintenance	182,000	-	-	-	-	-	-	150,000	(32,000)				
6285 Equipment Repairs & Maintenance	11,000	-	-	10,000	-	-	1,000	11,000	-				
6290 Offsite Storage	11,500	-	-	12,000	-	-	4,000	16,000	4,500				
6295 Hardware & Software Maintenance	449,480	0	-	-	-	-	467,250	467,250	17,770				
6300 Miscellaneous/Contingency	20,000	154,000	-	55,000	-	-	-	209,000	189,000				
6305 Stipend/Honorarium	-	-	-	-	-	-	-	-	-				
6310 Internal Meetings	-	-	-	-	-	-	-	-	-				
Total Operating Services	1,350,580	162,050	14,800	424,200	217,000	16,800	726,050	1,561,900	211,320				
Consultant Services													
6410 Consultant Fees	795,300	100,000	200,000	-	60,000	138,500	500,000	999,500	204,200				
6420 Other Professional Fees	342,000	-	-	350,000	-	-	-	350,000	8,000				
6430 External Reviewers	3,700	-	3,000	-	-	-	-	3,000	(700)				
Total Consultant Services	1,141,000	100,000	203,000	350,000	60,000	138,500	500,000	1,352,500	211,500				
Professional Services													
6510 Audit	80,000	-	-	-	90,000	-	-	90,000	10,000				
6520 Legal Fees	-	-	-	-	-	-	-	-	-				
6540 Professional Dues	24,650	2,000	3,500	16,000	800	2,600	1,150	26,050	1,400				
6550 Staff Recruitment	20,000	-	-	-	-	10,000	-	10,000	(10,000)				
6560 Commissioners Stipends	-	-	-	-	-	-	-	-	-				
6570 Web-Based Services	50,000	-	-	-	-	48,000	-	48,000	(2,000)				
6580 Bank & Other Service Charges	32,000	-	-	-	35,000	-	-	35,000	3,000				
Total Professional Services	206,650	2,000	3,500	16,000	125,800	60,600	1,150	209,050	2,400				
Travel Expenses													
6610 Airfare	13,200	1,000	4,500	-	2,500	-	1,200	9,200	(4,000)				
6620 Lodging	19,900	1,000	6,000	-	3,000	-	2,400	12,400	(7,500)				
6640 Per Diem	9,000	750	3,000	-	1,500	-	1,000	6,250	(2,750)				
6650 Other Travel Expense	3,250	500	1,000	-	500	-	-	2,000	(1,250)				
Total Travel Expenses	45,350	3,250	14,500	-	7,500	-	4,600	29,850	(15,500)				
Professional Development													
6810 Training Materials & Supplies	6,000	-	1,000	-	-	8,000	-	9,000	3,000				
6820 Internal Training	97,600	-	-	-	-	75,000	-	75,000	(22,600)				
6830 Leadership Programs	50,000	-	3,500	-	4,000	40,000	-	48,500	(6,500)				
6840 Conference Registrations	40,750	1,000	9,000	-	4,000	6,000	16,500	36,500	(4,250)				
6850 External Education/Training	22,400	-	5,000	-	10,000	-	-	15,000	(7,400)				
Total Professional Development	216,750	1,000	18,500	-	4,000	138,000	16,500	179,000	(37,750)				
Total OPERATING EXPENSES	7,051,902	718,389	1,319,257	790,200	1,389,536	1,232,837	1,803,005	7,256,225	204,323				

Administration Division Support

ADMINISTRATION DIVISION SUPPORT

Authorized Positions

Senior Director, Administration	1
Manager, Operational Excellence	1
Administrative Assistant	1
Total	3

The Administration Division, under the leadership of the Executive Vice President, is responsible for managing the internal organization's administrative processes. The Administration Division provides the Commission with support in a way that is more integrated and enables the organization to do the work articulated in the Strategic Plan, as exemplified in our goal statement:

Together we strive to achieve operational excellence with an integrated, customer focus.

The Administration Division is comprised of four departments: Human Resources and Talent Management, Contracts Administration and Purchasing, Information Technology (IT), and Finance. In addition to the four departments, the division houses the Senior Director of Administration (SDA) and functions reporting directly to him, including Operational Excellence. Additionally, the SDA oversees building management functions, contracted out to a private facility management entity. The goal of each of the staff and functions within the Administration Division is to support First 5 LA, a public entity, in a way that together strives to achieve operational excellence with an integrated customer focus.

The Information Technology Department supports and maintains the organization's IT needs, including all computer, applications, telephonic and audio/visual supports.

Contracts Administration and Purchasing oversees and supports the organization's capacity to do its work, from the initial solicitation and procurement processes to contract management and close-out.

The Finance Department oversees and supports the organization's payroll, accounting, payment, auditing, budgeting, and financial planning and analysis needs.

Lastly, the Human Resources and Talent Management department oversees and supports employees in all aspects, from recruitment to onboarding, benefits administration, and professional development.

ADMINISTRATION DIVISION SUPPORT

		Budget FY 2019-20	Revised Budget FY 2019-20	Estimated FY 2019-20 Expenditures	Proposed Budget FY 2020-21	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	448,342	448,342	394,106	360,002	(88,340)
	Total Employee Benefits	114,421	114,421	104,590	90,087	(24,334)
	Total Personnel Services	562,763	562,763	498,696	450,089	(112,674)
Operating Services						
6205	ADP-Payroll		-	-		-
6210	Worker's Compensation Insurance		-	-		-
6215	Utilities		-	-		-
6220	Corporate Insurance		-	-		-
6225	Mileage, Parking and Other Trans	750	750	-	750	-
6230	Telephone		-	-		-
6235	Cell Phone & Mobile Devices	600	600	550	1,800	1,200
6240	Outside Printing & Publishing		-	-		-
6245	Other Supplies		-	-		-
6250	Postage & Delivery		-	-		-
6255	Educational Supplies		-	-		-
6260	Office Supplies		2,500	1,466	2,500	-
6265	Subscriptions & Publications	1,000	1,000	-	1,000	-
6270	Capital Outlay		-	-		-
6275	Equipment-Rents & Leases		-	-		-
6280	Building Repair & Maintenance		-	-		-
6285	Equipment Repairs & Maintenance		-	-		-
6290	Offsite Storage		-	-		-
6295	Hardware & Software Maintenananc	20,000	20,000	541		(20,000)
6300	Miscellaneous/Contingency		-	-	154,000	154,000
6305	Stipend/Honorarium		-	-		-
6310	Internal Meetings	1,500	1,500	434	2,000	500
	Total Operating Services	26,350	26,350	2,992	162,050	135,700
Consultant Services						
6410	Consultant Fees	100,000	100,000	58,444	100,000	-
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	100,000	100,000	58,444	100,000	-
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	1,200	1,200	278	2,000	800
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	1,200	1,200	278	2,000	800
Travel Expenses						
6610	Airfare	2,500	2,500	-	1,000	(1,500)
6620	Lodging	3,000	3,000	-	1,000	(2,000)
6640	Per Diem	1,500	1,500	-	750	(750)
6650	Other Travel Expense	500	500	-	500	-
	Total Travel Expenses	7,500	7,500	-	3,250	(4,250)
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	5,000	5,000	2,186	1,000	(4,000)
6850	External Education/Training	-	-	-	-	-
	Total Professional Development	5,000	5,000	2,186	1,000	(4,000)
	Total OPERATING EXPENSES	702,813	702,813	562,595	718,389	15,576

Department	2019 - 2020 Revised Budget	2020 - 2021 Budget	% Variance
Administration Division Support	\$702,813.00	\$268,300.00	-61.82%

Benefits \$0.00 \$0.00

GL Code Name	2019 - 2020 Revised Budget	2020 - 2021 Budget	% Variance
Mileage, Parking and Other Transportation	\$750.00	\$750.00	0.00%

Description

Provides for mileage reimbursement and parking expenses when private vehicles are used in the course of conducting First 5 LA's business.

Cell Phone & Mobile Devices \$600.00 \$1,800.00 200.00%

Description

Provides for up to \$50 per month for personnel working in the field to cover expenses related to data and message. An additional 6 months of Internet and Cellphone Reimbursement of \$1200 has been added for offsite work due to Covid-19. \$600 x 2 staff members

Office Supplies \$2,500.00 \$2,500.00 0.00%

Description

Provides for general supplies for division staff and also scanner cleaning supplies, tape and rubber bands.

Subscriptions & Publications \$1,000.00 \$1,000.00 0.00%

Description

These funds will cover subscriptions needed for the department including Grammarly.

Miscellaneous/Contingency \$0.00 \$154,000.00 100.00%

Description

Funding for anticipated cost due to the current pandemic, COVID-19:
 1) \$40,000-For flexi-glass desk protectors for all cubicles and front desk. Budget includes labor and materials.
 2) \$34,000-for potential additional security services and equipment
 3) \$80,000- for potential additional janitorial services including daily day porter cleaning services, additional nightly deep cleanings of high traffic areas and additional full facility deep cleanings as well as any other additional considerations to be used to address COVID related operational expenses.

Internal Meetings \$1,500.00 \$2,000.00 33.33%

Description

These funds will cover light snacks for department and/or division sponsored trainings for staff as well as retreat sites and food, and other meetings as needed.

Consultant Fees \$120,000.00 \$100,000.00 -16.66%

Description

these funds are allocated for consulting services to implement the enterprise risk management (ERM) framework, in addition, funds have been included for other department/division needs

Professional Dues	\$1,200.00	\$2,000.00	66.66%
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Description

These funds are allocated for professional dues for administrative and operational excellence related associations for department and/or division staff. For example, Project Management Institute (PMI), etc.

Airfare	\$2,500.00	\$1,000.00	-60.00%
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Description

Provides for airfare to attend professional conferences outside of the Los Angeles area.

Lodging	\$3,000.00	\$1,000.00	-66.66%
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Description

Provides for lodging at multi-day professional conferences outside of the Los Angeles area.

Per Diem	\$1,500.00	\$750.00	-50.00%
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Description

Provides for various daily expenses incurred while attending professional conferences outside of the Los Angeles area.

Other Travel Expenses	\$500.00	\$500.00	0.00%
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Description

Provides funds for other travel expenses not covered in other travel categories including transportation to and from airport.

Conference/Training Registrations	\$5,000.00	\$1,000.00	-80.00%
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Description

These funds will cover conference/training for staff or professional development. In e.g, the Human Side of Projects - Facilitating Stakeholder Satisfaction, Change Adoption and Organizational Value for the Operational Excellence Manager

Contract Administration & Purchasing

CONTRACT ADMINISTRATION & PURCHASING

Authorized Positions

Director	1
Contract Compliance Manager	1
Contract Operations & Purchasing Manager	1
Contract Operations & Compliance Officer	2
Contract Compliance Officer	4
Department Coordinator	1*

Total **10**

**The Contract Administration & Purchasing (CAP) Department shares a Department Coordinator (.5FTE) with the Finance Department. As First 5 LA does not maintain a practice of allocating staff time, all personnel costs related to this Department Coordinator are included within the CAP Department budget.*

This department is responsible for supporting the organization's procurement and contractual needs which includes, but is not limited to the following responsibilities:

Contracting and Procurement

- Implementing and complying with applicable laws and policies on contracting and procurement.
- Developing, negotiating, and executing contracts, grant agreements, amendments, and budget modifications.
- Managing the contracts consent calendar for board approval.
- Reviewing and approving all solicitations and exceptions.
- Managing agency-wide vendor and consultant pools.
- Identifying potential areas of compliance vulnerability.
- Assessing risks for all agreements and reviewing and maintaining records of insurance.
- Responding to and tracking noncompliance of contractors and grantees.
- Managing the annual and on-going submission of all required documents for both grantees and contractors to assure compliance with all provisions.

Contract Operations

- Conducting internal audits of contractor files for the annual independent audit.
- Creating and strengthening internal procurement and contracting processes and refining protocols and policies
- Providing procurement, contract management, renewals, and noncompliance training for staff.
- Creating and managing department templates
- Maintaining records in the Enterprise Content Management (ECM) system.

Purchasing

- Supporting the organization's purchasing needs.

Other

In FY 20-21, the department will continue to spearhead several organizationwide projects in Enterprise Risk Management, the Procurement Reform project, the Contract Monitoring project and the Capital Improvement project.

CONTRACT ADMINISTRATION & PURCHASING

	Budget FY 2019-20	Revised Budget FY 2019-20	Estimated FY 2019-20 Expenditures	Proposed Budget FY 2020-21	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	819,521	819,521	591,908	784,429	(35,092)
Total Employee Benefits	266,308	266,308	198,638	280,528	14,220
Total Personnel Services	1,085,829	1,085,829	790,546	1,064,957	(20,872)
Operating Services					
6205 ADP-Payroll	-	-	-	-	-
6210 Worker's Compensation Insurance	-	-	-	-	-
6215 Utilities	-	-	-	-	-
6220 Corporate Insurance	-	-	-	-	-
6225 Mileage, Parking and Other Trans	500	500	10	300	(200)
6230 Telephone	-	-	-	-	-
6235 Cell Phone & Mobile Devices	-	-	-	4,800	4,800
6240 Outside Printing & Publishing	-	-	-	-	-
6245 Other Supplies	-	-	-	-	-
6250 Postage & Delivery	-	-	-	-	-
6255 Educational Supplies	1,000	1,000	-	1,000	-
6260 Office Supplies	3,500	2,500	2,019	3,000	500
6265 Subscriptions & Publications	1,000	1,000	560	1,000	-
6270 Capital Outlay	-	-	-	-	-
6275 Equipment-Rents & Leases	-	-	-	-	-
6280 Building Repair & Maintenance	-	-	-	-	-
6285 Equipment Repairs & Maintenance	-	-	-	-	-
6290 Offsite Storage	-	-	-	-	-
6295 Hardware & Software Maintenance	-	-	-	-	-
6300 Miscellaneous/Contingency	-	-	-	-	-
6305 Stipend/Honorarium	-	-	-	-	-
6310 Internal Meetings	6,000	4,300	1,216	5,700	1,400
Total Operating Services	12,000	9,300	3,805	15,800	6,500
Consultant Services					
6410 Consultant Fees	50,000	127,000	4,125	200,000	73,000
6420 Other Professional Fees	-	-	-	-	-
6430 External Reviewers	1,000	3,700	-	3,000	(700)
Total Consultant Services	51,000	130,700	4,125	203,000	72,300
Professional Services					
6510 Audit	-	-	-	-	-
6520 Legal Fees	-	-	-	-	-
6540 Professional Dues	3,000	4,000	1,976	3,500	(500)
6550 Staff Recruitment	-	-	-	-	-
6560 Commissioners Stipends	-	-	-	-	-
6570 Web-Based Services	-	-	-	-	-
6580 Bank & Other Service Charges	-	-	-	-	-
Total Professional Services	3,000	4,000	1,976	3,500	(500)
Travel Expenses					
6610 Airfare	5,000	5,000	2,636	4,500	(500)
6620 Lodging	9,000	9,000	1,384	6,000	(3,000)
6640 Per Diem	3,000	3,000	472	3,000	-
6650 Other Travel Expense	1,500	1,500	48	1,000	(500)
Total Travel Expenses	18,500	18,500	4,540	14,500	(4,000)
Professional Development					
6810 Training Materials & Supplies	-	-	-	1,000	1,000
6820 Internal Training	-	-	-	-	-
6830 Leadership Programs	3,000	-	-	3,500	3,500
6840 Conference Registrations	8,000	8,000	5,380	9,000	1,000
6850 External Education/Training	5,000	5,000	-	5,000	-
Total Professional Development	16,000	13,000	5,380	18,500	5,500
Total OPERATING EXPENSES	1,186,329	1,261,329	810,372	1,320,257	58,928

Department	2019 - 2020 Revised Budget	2020 - 2021 Budget	% Variance
Contract Administration & Purchasing	\$1,186,329.00	\$255,300.00	-78.48%

Benefits \$0.00 \$0.00

GL Code Name	2019 - 2020 Revised Budget	2020 - 2021 Budget	% Variance
Mileage, Parking and Other Transportation	\$500.00	\$300.00	-40.00%

Description

Travel to and from local chapter/association meetings and local trainings for staff.

Cell Phone & Mobile Devices \$0.00 \$4,800.00 100.00%

Description

An additional 6 months of Internet and Cellphone Reimbursement of \$4800 has been added for offsite work due to Covid-19. \$600 x 8 staff members

Educational Supplies \$1,000.00 \$1,000.00 0.00%

Description

Funds are allocated for staff professional development materials at approximately \$111 per staff for up to 9 staff.

Office Supplies \$2,500.00 \$3,000.00 20.00%

Description

Funds will be used for general office supplies for the department. This includes office supplies for up to 10 staff and file folders to maintain contract records.

Subscriptions & Publications \$1,000.00 \$1,000.00 0.00%

Description

Internal Meetings \$4,300.00 \$5,700.00 32.55%

Description

Funds are expected to cover the following:

Internal lunch meetings (includes lunch meetings with consultants on-site): \$1,700

Facility and food for department retreat: \$4,000

Consultant Fees \$127,000.00 \$200,000.00 57.48%

Description

The funds are allocated for the following:

Procurement Consultant: \$100,000

Automation of Advance process: \$14,000

Facilitator for department retreat: \$5,000

HIPAA Consultant: \$75,000

Insurance Tracking Services: \$6,000

External Reviewers	\$3,700.00	\$3,000.00	-18.91%
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Description

The funds will cover external reviewers needed by the organization to review qualifications for acceptance into the consultant pool.

Professional Dues	\$4,000.00	\$3,500.00	-12.50%
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Description

These funds are allocated for professional dues for procurement and contracts related associations for department staff (e.g. NIGP, CAPPO, and NCMA). This also include annual dues for Grammerly for department staff.

Airfare	\$5,000.00	\$4,500.00	-10.00%
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Description

Provides for airfare to 9 conferences and one professional development course out of state. Airfare as been budgeted at \$450 per staff per trip.

Lodging	\$9,000.00	\$6,000.00	-33.33%
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Description

Funds will cover lodging for 9 conferences and one professional development course out of state at \$600 per trip.

Per Diem	\$3,000.00	\$3,000.00	0.00%
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Description

Per Diem has been budgeted at \$300 per staff per trip for 10 trips.

Other Travel Expenses	\$1,500.00	\$1,000.00	-33.33%
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Description

Funds will cover travel expenses for staff to attend conferences and courses offered outside of LA County. This has been budgeted at \$100 per event.

Training Materials and Supplies	\$0.00	\$1,000.00	100.00%
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Description

Funds will cover snacks for various trainings provided by the Department throughout the year which includes training on Contracting, Procurement, Invoice review, Blackbaud Grantmaking and ECM.

Leadership Programs	\$0.00	\$3,500.00	100.00%
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Description

Funds will cover a leadership training program for one staff.

Conference/Training Registrations	\$8,000.00	\$9,000.00	12.50%
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Description

Funds are allocated for up to 9 staff to attend conferences that average \$1,000 per conference held by California Association of Public Procurement Officials, PEAK Grantmaking, and National Contract Management Association.

Budget Fiscal Year: 2020 - 2021	Status: Proposed
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External Education/Training	\$5,000.00	\$5,000.00	0.00%
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Description

Funds will cover a training from Langevin as well as professional development courses from NIGP for a total of \$4,000. \$1,000 has been budgeted for webinars for staff development.

Facilities

FACILITIES MANAGEMENT

Facilities Management is responsible for all building operations, conference room scheduling/setup, the oversight of tenant relations and service provision through the building management company.

DRAFT

FACILITIES MANAGEMENT

		Budget FY 2019-20	Revised Budget FY 2019-20	Estimated FY 2019-20 Expenditures	Proposed Budget FY 2020-21	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	-	-	-	-	-
	Total Employee Benefits	-	-	-	-	-
	Total Personnel Services	-	-	-	-	-
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
6215	Utilities	138,000	138,000	153,702	145,000	7,000
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Transportation	-	-	-	-	-
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	-	-	-	-	-
6240	Outside Printing & Publishing	-	-	-	-	-
6245	Other Supplies	20,000	20,000	9,381	10,000	(10,000)
6250	Postage & Delivery	13,200	13,200	13,200	13,200	-
6255	Educational Supplies	-	-	594	-	-
6260	Office Supplies	30,000	30,000	30,000	25,000	(5,000)
6265	Subscriptions & Publications	-	-	-	-	-
6270	Capital Outlay	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	2,405	4,000	4,000
6280	Building Repair & Maintenance	182,000	182,000	192,000	150,000	(32,000)
6285	Equipment Repairs & Maintenance	10,000	10,000	6,000	10,000	-
6290	Offsite Storage	11,500	11,500	11,500	12,000	500
6295	Hardware & Software Maintenance	-	-	-	-	-
6300	Miscellaneous/Contingency	20,000	20,000	-	55,000	35,000
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	-	-	-	-	-
	Total Operating Services	424,700	424,700	418,783	424,200	(500)
Consultant Services						
6410	Consultant Fees	-	-	-	-	-
6420	Other Professional Fees	342,000	342,000	315,000	350,000	8,000
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	342,000	342,000	315,000	350,000	8,000
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	15,000	15,000	15,000	16,000	1,000
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	15,000	15,000	15,000	16,000	1,000
Travel Expenses						
6610	Airfare	-	-	-	-	-
6620	Lodging	-	-	-	-	-
6640	Per Diem	-	-	-	-	-
6650	Other Travel Expense	-	-	-	-	-
	Total Travel Expenses	-	-	-	-	-
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	-	-	-	-	-
6850	External Education/Training	-	-	-	-	-
	Total Professional Development	-	-	-	-	-
	Total OPERATING EXPENSES	781,700	781,700	748,783	790,200	8,500

Department	2019 - 2020 Revised Budget	2020 - 2021 Budget	% Variance
Facilities Management	\$781,700.00	\$790,200.00	1.09%

Benefits \$0.00 \$0.00

GL Code Name	2019 - 2020 Revised Budget	2020 - 2021 Budget	% Variance
Utilities	\$138,000.00	\$145,000.00	5.07%

Description

Provides funding for building utilities including water and electricity.

Other Supplies \$20,000.00 \$10,000.00 -50.00%

Description

Provides funding for supplies for facilities use in day-to-day operations including ergonomic equipment and/or furniture for staff.

Postage & Delivery \$13,200.00 \$13,200.00 0.00%

Description

Provides funding for USPS mailings, courier services and FedEx delivery services.

Office Supplies \$30,000.00 \$25,000.00 -16.66%

Description

Funding for general office supplies for the Facilities Department as well as white and color paper for the entire organization. This budget also includes funds for general supplies for the break room including coffee, condiments, cutlery, paper plates and Zee Medical supplies.

Equipment - Rents & Leases \$0.00 \$4,000.00 100.00%

Description

Provides funding for annual lease agreements for postage meter, water filtration and coffee brewing systems.

Building Repair & Maintenance \$182,000.00 \$150,000.00 -17.58%

Description

Funding for general repairs and maintenance of the building including janitorial services, air conditioning, plumbing, painting, carpet cleaning, electric systems maintenance and building security systems. This budget also includes funds for HVAC filters, bathroom faucet heads, janitorial supplies (e.g. toilet paper, toilet seat covers, cleaning solutions, air fresheners, hand soap, paper towels, disinfectant, drain enzymes), lamp fixtures, electrical ballasts and paint supplies.

Equipment Repairs & Maintenance \$10,000.00 \$10,000.00 0.00%

Description

Funding for general maintenance of office equipment, including unanticipated repairs such as: 1) Access card upgrades; 2) File cabinets; 3) Cubicle changes and 4) Office mini blinds.

Offsite Storage	\$11,500.00	\$12,000.00	4.34%
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Description

Provides funding for offsite long-term storage for office files and furniture.

Miscellaneous/Contingency	\$20,000.00	\$55,000.00	175.00%
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Description

Funding for unforeseen facility related expenses and anticipated COVID-19 related expenses.

Other Professional Fees	\$342,000.00	\$350,000.00	2.33%
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Description

Provides funds for contracted services of the building management company and other services as needed including building security:

- 1) \$260,000 - Salaries/Wages of Morlin staff assigned to First 5 LA
- 2) \$36,000 - Morlin's management fee
- 3) \$54,000 - Building security for 12 months

Professional Dues	\$15,000.00	\$16,000.00	6.66%
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Description

Funding for the payment of CC&R's yearly assessment of common area expenses shared by the Union Station tenants and for the payment to the Los Angeles City Lighting Bureau.

Finance

FINANCE

Authorized Positions

Director	1
Manager, Finance Planning & Analysis	1
Manager, Accounting	1
Financial Planning & Analysis Analyst	1
Risk Mgmt. & Fiscal Compliance Officer	1
Staff Accountant	2
Payroll & Accounts Payable Coordinator	1
Payroll & Accounts Payable Assistant	1

Total 9*

**The Finance Department shares a Program Assistant (.5FTE) with the Contract Administration & Purchasing (CAP) Department. As First 5 LA does not maintain a practice of allocating staff time, all personnel costs related to this Program Assistant are included within the CAP Department budget.*

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.

FINANCE

		Budget FY 2019-20	Revised Budget FY 2019-20	Estimated FY 2019-20 Expenditures	Proposed Budget FY 2020-21	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	748,658	748,658	604,177	730,374	(18,284)
	Total Employee Benefits	248,076	248,076	209,803	244,862	(3,214)
	Total Personnel Services	996,734	996,734	813,980	975,236	(21,498)
Operating Services						
6205	ADP-Payroll	38,000	38,000	30,793	40,000	2,000
6210	Worker's Compensation Insurance	65,000	65,000	65,000	75,000	10,000
6215	Utilities			-		-
6220	Corporate Insurance	75,000	75,000	61,354	90,000	15,000
6225	Mileage, Parking and Other Transpora	400	400	32	400	-
6230	Telephone			-		-
6235	Cell Phone & Mobile Devices	1,200	1,200	550	6,000	4,800
6240	Outside Printing & Publishing	3,000	3,000	3,000	3,000	-
6245	Other Supplies			-		-
6250	Postage & Delivery			-		-
6255	Educational Supplies			-		-
6260	Office Supplies	2,000	2,000	539	2,000	-
6265	Subscriptions & Publications			-		-
6270	Capital Outlay			-		-
6275	Equipment-Rents & Leases			-		-
6280	Building Repair & Maintenance			-		-
6285	Equipment Repairs & Maintenance			-		-
6290	Offsite Storage			-		-
6295	Hardware & Software Maintenance			-		-
6300	Miscellaneous/Contingency			-		-
6305	Stipend/Honorarium			-		-
6310	Internal Meetings	600	600	-	600	-
	Total Operating Services	185,200	185,200	161,268	217,000	31,800
Consultant Services						
6410	Consultant Fees	90,000	90,000	21,305	60,000	(30,000)
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	90,000	90,000	21,305	60,000	(30,000)
Professional Services						
6510	Audit	80,000	80,000	80,000	90,000	10,000
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	1,000	1,000	1,000	800	(200)
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	32,000	32,000	32,000	35,000	3,000
	Total Professional Services	113,000	113,000	113,000	125,800	12,800
Travel Expenses						
6610	Airfare	2,500	2,500	1,483	2,500	-
6620	Lodging	3,500	3,500	-	3,000	(500)
6640	Per Diem	2,000	2,000	1,568	1,500	(500)
6650	Other Travel Expense	750	750	393	500	(250)
	Total Travel Expenses	8,750	8,750	3,444	7,500	(1,250)
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	5,000	5,000	-	4,000	(1,000)
6850	External Education/Training	-	-	-	-	-
	Total Professional Development	5,000	5,000	-	4,000	(1,000)
	Total OPERATING EXPENSES	1,398,684	1,398,684	1,112,997	1,389,536	(9,148)

Department	2019 - 2020 Revised Budget	2020 - 2021 Budget	% Variance
Finance	\$1,398,684.00	\$414,300.00	-70.38%

Benefits \$0.00 \$0.00

GL Code Name	2019 - 2020 Revised Budget	2020 - 2021 Budget	% Variance
ADP-Payroll	\$38,000.00	\$40,000.00	5.26%

Description

Provides for all related payroll activities including bi-weekly payroll processing, quarterly earnings reporting and annual W-2 preparing and filing.

Workers' Compensation Insurance \$68,000.00 \$75,000.00 10.29%

Description

Provides for annual workers' compensation insurance premium.

Corporate Insurance \$84,300.00 \$90,000.00 6.76%

Description

Provides for insurance coverage including general and auto liability, property and fiduciary.

Mileage, Parking and Other Transportation \$400.00 \$400.00 0.00%

Description

Provides for mileage reimbursement and parking expenses when private vehicles are used in the course of conducting Commission business.

Cell Phone & Mobile Devices \$1,200.00 \$6,000.00 400.00%

Description

Provides for reimbursement of cell phone charges including data plan for two eligible staff, not to exceed \$50 per month.
An additional 6 months of Internet and Cellphone Reimbursement of \$4800 has been added for offsite work due to Covid-19. \$600 x 8 staff members

Outside Printing & Publishing \$3,000.00 \$3,000.00 0.00%

Description

Provides for professional printer services of budget books and accounts payable checks.

Office Supplies \$2,000.00 \$2,000.00 0.00%

Description

Provides for general office supplies for department staff.

Internal Meetings	\$600.00	\$600.00	0.00%
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Description

Provides for expenses including catering and supplies related to meetings attended by Commissioners, legal counsel, staff and guests.

Consultant Fees	\$90,000.00	\$60,000.00	-33.33%
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Description

Provides funds for anticipated needs for technical assistance and implementation of Advanced Budget Module. In addition, these funds will be used for anticipated needs for consultant support to assist the Finance Department to enhance and/or improve its processes.

Audit	\$80,000.00	\$90,000.00	12.50%
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Description

Provides for the annual independent audit fees and potential CPA fees for the Contract Monitoring Project.

Professional Dues	\$1,000.00	\$800.00	-20.00%
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Description

Provides for annual membership dues to the Government Finance Officers Association (GFOA) and other professional organizations.

Bank & Other Service Charges	\$42,700.00	\$35,000.00	-18.03%
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Description

Provides for Los Angeles County fees for Investment Portfolio Administration and other County related accounting services. Also provides for annual banking charges for the Commission's credit cards.

Airfare	\$2,500.00	\$2,500.00	0.00%
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Description

Provides for airfare to and from professional conferences outside of the Los Angeles area.

Lodging	\$3,500.00	\$3,000.00	-14.28%
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Description

Provides for lodging at multi-day professional conferences outside of the Los Angeles area.

Per Diem	\$2,000.00	\$1,500.00	-25.00%
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Description

Provides for various daily expenses incurred while attending professional conferences outside of the Los Angeles area.

Other Travel Expenses	\$750.00	\$500.00	-33.33%
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Description

Provides for miscellaneous expenses when staff is traveling outside of LA County on First 5 LA business. Expenses may include taxi, Uber, Lyft and other travel expenses that do not fit into other travel categories.

Conference/Training Registrations	\$5,000.00	\$4,000.00	-20.00%
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Description

Provides for registration expenses for professional conferences including the Government Finance Officers Association (GFOA) annual conference and other professional conferences that the staff may attend.

Human Resources & Talent Management

HUMAN RESOURCES & TALENT MANAGEMENT

Authorized Positions

Director	1
Human Resources Generalist	2
Human Resources Coordinator	1
Total	4

Human Resources Staff (temporary) 2,080 hours

The Human Resources & Talent Management Department strives to optimize the effectiveness of the organization by strengthening staff knowledge, skills, and capacities to successfully execute the Strategic Plan. The Human Resources & Talent Management Department is responsible for the management of the employee life cycle which includes recruitment and selection, onboarding and orientation, performance management, succession planning, and motivating, engaging and developing employees. Additionally, the Human Resources & Talent Management Department is responsible for the following, which includes but is not limited to:

- Annual benefit open enrollment
- Annual reporting to the Senior Executive Team on key HR metrics
- Benefits management (includes COBRA administration)
- Compensation management
- Compliance with local, state and federal labor regulations
- Coordination of SDI and EDD claims with the payroll department
- Development and maintenance of job descriptions
- Development/implementation/administration of employee policies/procedures
- Employee engagement, rewards and recognition
- Employee handbook publications and revisions
- Employee Relations
- Employee retention
- First 5 LA University
- Leave management and administration
- Management of compliance training programs
- Management of DFEH, EEOC, ADA and related claims
- Management of unemployment insurance claims
- Master training calendar
- Performance management
- Recordkeeping, including management of HRIS electronic records
- Recruitment, hiring and onboarding including orientation of new employees
- Separation of employment, including conducting exit interviews
- Talent Management (includes the creation, delivery and tracking of professional development, leadership development classes, as well as the coordination and selection of training vendors)
- Workers' Compensation management

HUMAN RESOURCES & TALENT MANAGEMENT

	Budget FY 2019-20	Revised Budget FY 2019-20	Estimated FY 2019-20 Expenditures	Proposed Budget FY 2020-21	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	721,980	721,980	679,049	708,943	(13,037)
Total Employee Benefits	139,638	139,638	134,187	167,995	28,357
Total Personnel Services	861,618	861,618	813,236	876,937	15,319
Operating Services					
6205 ADP-Payroll	-	-	-	-	-
6210 Worker's Compensation Insurance	-	-	-	-	-
6215 Utilities	-	-	-	-	-
6220 Corporate Insurance	-	-	-	-	-
6225 Mileage, Parking and Other Trans	300	300	-	200	(100)
6230 Telephone	-	-	-	-	-
6235 Cell Phone & Mobile Devices	600	600	300	2,400	1,800
6240 Outside Printing & Publishing	-	-	-	-	-
6245 Other Supplies	-	-	-	-	-
6250 Postage & Delivery	-	-	-	-	-
6255 Educational Supplies	-	-	-	-	-
6260 Office Supplies	4,500	4,500	1,356	3,500	(1,000)
6265 Subscriptions & Publications	850	850	-	700	(150)
6270 Capital Outlay	-	-	-	-	-
6275 Equipment-Rents & Leases	-	-	-	-	-
6280 Building Repair & Maintenance	-	-	-	-	-
6285 Equipment Repairs & Maintenance	-	-	-	-	-
6290 Offsite Storage	-	-	-	-	-
6295 Hardware & Software Maintenance	-	-	-	-	-
6300 Miscellaneous/Contingency	-	-	-	-	-
6305 Stipend/Honorarium	-	-	-	-	-
6310 Internal Meetings	11,500	11,500	16,000	10,000	(1,500)
Total Operating Services	17,750	17,750	17,656	16,800	(950)
Consultant Services					
6410 Consultant Fees	183,500	168,500	2,100	139,500	(29,000)
6420 Other Professional Fees	-	-	-	-	-
6430 External Reviewers	-	-	-	-	-
Total Consultant Services	183,500	168,500	2,100	139,500	(29,000)
Professional Services					
6510 Audit	-	-	-	-	-
6520 Legal Fees	-	-	-	-	-
6540 Professional Dues	2,300	2,300	2,400	2,600	300
6550 Staff Recruitment	20,000	20,000	4,356	10,000	(10,000)
6560 Commissioners Stipends	-	-	-	-	-
6570 Web-Based Services	50,000	50,000	13,985	48,000	(2,000)
6580 Bank & Other Service Charges	-	-	-	-	-
Total Professional Services	72,300	72,300	20,741	60,600	(11,700)
Travel Expenses					
6610 Airfare	2,000	2,000	474	-	(2,000)
6620 Lodging	2,000	2,000	-	-	(2,000)
6640 Per Diem	1,500	1,500	-	-	(1,500)
6650 Other Travel Expense	500	500	500	-	(500)
Total Travel Expenses	6,000	6,000	974	-	(6,000)
Professional Development					
6810 Training Materials & Supplies	6,000	6,000	-	8,000	2,000
6820 Internal Training	60,000	97,600	-	75,000	(22,600)
6830 Leadership Programs	60,000	50,000	4,700	40,000	(10,000)
6840 Conference Registrations	6,250	6,250	6,648	6,000	(250)
6850 External Education/Training	20,000	17,400	-	10,000	(7,400)
Total Professional Development	152,250	177,250	11,348	139,000	(38,250)
Total OPERATING EXPENSES	1,293,418	1,303,418	866,055	1,232,837	(70,581)

Department	2019 - 2020 Revised Budget	2020 - 2021 Budget	% Variance
Human Resources & Talent Management	\$1,293,418.00	\$355,900.00	-72.48%

Benefits \$0.00 \$0.00

GL Code Name	2019 - 2020 Revised Budget	2020 - 2021 Budget	% Variance
Mileage, Parking and Other Transportation	\$300.00	\$200.00	-33.33%

Description

Mileage, parking, and other transportation for department staff to attend conferences, meetings, hearings and other HR related business.

Cell Phone & Mobile Devices \$600.00 \$2,400.00 300.00%

Description

Cell phone reimbursement for department director based on the allowable monthly reimbursement amount. An additional 6 months of Internet and Cellphone Reimbursement of \$1800 has been added for offsite work due to Covid-19. \$600 x 3 staff members

Office Supplies \$4,500.00 \$3,500.00 -22.22%

Description

Day-to-day office supplies for the department including toner cartridges, file folders, binders, and dividers.

Subscriptions & Publications \$850.00 \$700.00 -17.64%

Description

HR related subscription services and publications including Chamber of Commerce legal posters and annual publications (\$600) and Harvard Business Review (\$100)

Internal Meetings \$11,500.00 \$10,000.00 -13.04%

Description

Employee recognition and engagement.

Consultant Fees \$168,500.00 \$139,500.00 -17.21%

Description

Professional consultation services for the organization including but not limited to: recruitment of executive/director talent, as needed (\$74,500); executive coaching, as needed (\$30,000); legal costs related to employee investigations and consultations, as needed (\$25,000); ergonomic assessments, as needed (\$10,000);

Professional Dues \$2,300.00 \$2,600.00 13.04%

Description

Annual membership dues to HR related professional organizations including California Chamber of Commerce (\$800); Society of Human Resources Management (SHRM) membership (\$250); Association for Talent Development (TD) membership (\$400); World at Work membership (\$350); Professionals in Human Resources Association (PIHRA) memberships (\$400)

Staff Recruitment	\$10,000.00	\$10,000.00	0.00%
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Description

Expenses related to the recruitment, sourcing, and advertising of open positions. Includes job postings, candidate background checks, and candidate travel related expenses, as needed.

Web-Based Services	\$48,000.00	\$48,000.00	0.00%
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Description

Costs associated with web-based services including: Human Resources Information System (HRIS) (\$23,000); Performance Management System (\$3,000); Affordable Care Act (ACA) IRS mandatory reporting system (\$4,000); Web-based Compliance Training (\$5,000); Job Evaluation Manager (JEMS) (\$5,000); Survey Monkey (\$500); upgrades to any web-based systems, as needed (\$7,500).

Training Materials and Supplies	\$8,000.00	\$8,000.00	0.00%
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Description

Materials, supplies, and catering related to internal training through First 5 LA University. Also includes materials and supplies related to employee onboarding and new hire orientation.

Internal Training	\$97,600.00	\$75,000.00	-23.15%
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Description

Internal First 5 LA University training for staff such as DiSC training, implicit bias training, and other internal training.

Leadership Programs	\$50,000.00	\$40,000.00	-20.00%
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Description

Leadership Programs for staff through Southern California Leadership Network (Riordan Leadership Institute, Leadership LA, Leadership Southern California) and Southern California Grantmakers (Emerging Leaders Peer-to-Peer, Senior Peer-to-Peer). In addition provides funds for Executive Leadership Programs.

Conference/Training Registrations	\$6,250.00	\$6,000.00	-4.00%
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Description

Registration fees for department staff to attend professional HR related conferences and local seminars: 2021 ATD in Los Angeles (5/24-26) for three department staff (\$4,500) and local annual HR law updates for two department staff (\$500); 2021 Annual PIHRA conference for one department staff (\$1,000)

External Education/Training	\$17,400.00	\$10,000.00	-42.52%
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Description

External training for employees including but limited to: The Management Center management training and implicit bias training.

Information Technology

INFORMATION TECHNOLOGY

Authorized Positions

Director	1
IT Project Manager	1
IT Business Applications Support	1
Network Administrator & Service Desk Support	1
IT Help Desk Administrative Support	1
Enterprise Content Management (ECM) Specialist	1
Total	6

Our Vision

Technology powers First 5 LA to be an accessible, high-impact and innovative public entity achieving positive outcomes for young kids and their families.

Our Purpose

The purpose of the Information Technology Department is to implement a focus-forward vision for First5LA's technology. This vision is built by partnering with all divisions/departments to reflect the unique role of First5LA as a leader in achieving positive outcomes for young children and families. To do so, the Information Technology Department provides a broad range of high-quality innovative solutions to our internal customers, commission members, and the community we serve. Through this process, Information Technology Department fosters an exciting workplace for its team, that inspires high-performance and provides career growth opportunities.

Major Services Provided

• Network infrastructure • Help desk • Phone system support • Software integration • Mobile device support • Hardware support • Technology replacement • Customer support • Records Retention and Data management • Audio/Visual and Broadcast of Commission meetings • Online services and resources

The IT Assessment and 5-year Strategic Plan was completed in December 2018 with approximately 18 initiatives identified. The Information Technology department will continue to work towards the implementation of these initiatives. As circumstances dictate, projects will be re-prioritized, or rescheduled as appropriate. Consulting help may be acquired to help with assessment and implementation process. Depending on the priorities, new applications, systems and augmented staff resourcing may need to be added.

INFORMATION TECHNOLOGY

		Budget FY 2019-20	Revised Budget FY 2019-20	Estimated FY 2019-20 Expenditures	Proposed Budget FY 2020-21	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	466,765	466,765	411,176	430,346	(36,419)
	Total Employee Benefits	117,863	117,863	129,979	126,358	8,495
	Total Personnel Services	584,628	584,628	541,155	556,705	(27,923)
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Trans	500	500	300	500	-
6230	Telephone	55,800	55,800	67,000	70,000	14,200
6235	Cell Phone & Mobile Devices	2,500	2,500	2,350	4,800	2,300
6240	Outside Printing & Publishing	-	-	-	-	-
6245	Other Supplies	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-
6255	Educational Supplies	-	-	-	-	-
6260	Office Supplies	8,000	8,000	-	8,000	-
6265	Subscriptions & Publications	-	-	-	-	-
6270	Capital Outlay	134,500	134,500	180,000	147,000	12,500
6275	Equipment-Rents & Leases	55,000	55,000	35,000	23,000	(32,000)
6280	Building Repair & Maintenance	-	-	-	-	-
6285	Equipment Repairs & Maintenance	1,000	1,000	-	1,000	-
6290	Offsite Storage	-	-	-	4,000	4,000
6295	Hardware & Software Maintenananc	429,480	429,480	92,000	467,250	37,770
6300	Miscellaneous/Contingency	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	500	500	-	500	-
	Total Operating Services	687,280	687,280	376,650	726,050	38,770
Consultant Services						
6410	Consultant Fees	309,800	309,800	24,560	500,000	190,200
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	309,800	309,800	24,560	500,000	190,200
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	1,150	1,150	-	1,150	-
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	1,150	1,150	-	1,150	-
Travel Expenses						
6610	Airfare	1,200	1,200	-	1,200	-
6620	Lodging	2,400	2,400	-	2,400	-
6640	Per Diem	1,000	1,000	-	1,000	-
6650	Other Travel Expense	-	-	-	-	-
	Total Travel Expenses	4,600	4,600	-	4,600	-
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	16,500	16,500	4,520	16,500	-
6850	External Education/Training	-	-	-	-	-
	Total Professional Development	16,500	16,500	4,520	16,500	-
	Total OPERATING EXPENSES	1,603,958	1,603,958	946,885	1,805,005	201,047

Department	2019 - 2020 Revised Budget	2020 - 2021 Budget	% Variance
Information Technology	\$1,603,958.00	\$1,248,300.00	-22.17%

Benefits \$0.00 \$0.00

GL Code Name	2019 - 2020 Revised Budget	2020 - 2021 Budget	% Variance
Mileage, Parking and Other Transportation	\$500.00	\$500.00	0.00%

Description

Provides mileage reimbursement and parking expenses when private vehicles are used in the course of conducting First 5 LA's business.

Telephones \$55,800.00 \$70,000.00 25.44%

Description

All costs associated with:

AT&T - Internet connection, phone lines and Fax.

Verizon - F5LA issued cell phones and wireless hardware (Mi-Fi) issued to staff in lieu of a cell phone stipend.

(Based on the COVID-19 emergency and critical business need, F5LA's high speed internet connection had to be upgraded from the current offering of 150 Mbps to 1 GB)

Cell Phone & Mobile Devices \$2,500.00 \$4,800.00 92.00%

Description

Provides upto \$50 per month for personnel working offsite to cover expenses related to data and messaging. An additional 6 months of Internet and Cellphone Reimbursement of \$1200 has been added for offsite work due to Covid-19. \$600 x 2 staff members

Office Supplies \$8,000.00 \$8,000.00 0.00%

Description

General office supplies plus any PC/Laptop peripherals such as mice, keyboards, anti-glare screens, etc. This also includes small network printer toner, headsets, UPS batteries as needed.

Capital Outlay \$134,500.00 \$147,000.00 9.29%

Description

Laptops - \$75,000

Monitors - \$20,000

Computer maintenance -\$2,500

Printer - \$12,000

Servers - \$20,000

Phone maintenance - \$500

Core switch&security upgrade - \$7,000

MPR audio system - \$10,000

Equipment - Rents & Leases \$55,000.00 \$23,000.00 -58.18%

Description

Multi-functional Printers (MFP) Annual costs:

Xerox - \$12,000

Minolta - \$11,000

Internal Meetings	\$500.00	\$500.00	0.00%
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Description

These funds will cover light snacks for department and /or division sponsored training for staff as well as retreat sites and food, and other meeting costs as needed

Consultant Fees	\$309,800.00	\$500,000.00	61.39%
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Description

Strategic Partnerships (MODIS) - \$400,000.
 Funding under this item will cover IT staffing and resources needed to cover IT vacancies or consulting costs associated with projects identified and approved by the IT Governance process. E.g. Project Management and implementation of Disaster Recover / Business Continuity, IT AV assistance during the Building Remodel, etc.

IT Strategic Plan Assessment and Analysis - \$80,000.
 Any projects related to the IT Strategic Plan, that require specialized assessment/implementation. These projects are contingent upon review and approval from the IT Governance process. E.g. Conduct assessment and gap analysis of our current SharePoint taxonomy, Knowledge Management, CRM etc.

Microsoft authorized partners (Xcelleration / Speridian) - \$10,000.
 For specialized support requiring in-depth knowledge of Microsoft products.

Building Remodel assistance - \$10,000

Professional Dues	\$1,150.00	\$1,150.00	0.00%
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Description

MISAC Membership - \$450
 TAG Membership - \$700

Airfare	\$1,200.00	\$1,200.00	0.00%
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Description

Provides for airfare to attend professional conferences outside of LA area.

Lodging	\$2,400.00	\$2,400.00	0.00%
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Description

Provides lodging at multi-day professional conference outside of Los Angeles area.

Per Diem	\$1,000.00	\$1,000.00	0.00%
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Description

Provides for various daily expenses incurred while attending professional conferences outside of LA area

Conference/Training Registrations	\$16,500.00	\$16,500.00	0.00%
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Description

These funds will cover conference/training for IT staff for professional development. examples include Project Management, Local IT conferences, MISAC, ESRI, etc.)

EXECUTIVE DIVISION

GOVERNANCE AND EXECUTIVE SUMMARY FY 2020-21

		FY 2019-20	FY 2020-21			
		Revised Budget	Board of Commissioners	Executive	Proposed Budget	Variance from FY 2018-19
Personnel Services						
Salaries						
	Total Salaries	929,871	-	1,035,051	1,035,051	105,180
	Total Employee Benefits	255,191	-	281,687	281,687	26,496
	Total Personnel Services	1,185,062	-	1,316,739	1,316,739	131,677
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Transportation	5,800	3,000	2,000	5,000	(800)
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	1,800	-	6,000	6,000	4,200
6240	Outside Printing & Publishing	-	-	-	-	-
6245	Other Supplies	250	250	-	250	-
6250	Postage & Delivery	-	-	-	-	-
6255	Educational Supplies	-	-	-	-	-
6260	Office Supplies	7,000	3,000	4,000	7,000	-
6265	Subscriptions & Publications	-	-	-	-	-
6270	Capital Outlay	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-
6285	Equipment Repairs & Maintenance	-	-	-	-	-
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Maintenance	-	-	-	-	-
6300	Miscellaneous/Contingency	50,000	-	50,000	50,000	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	15,000	8,000	12,000	20,000	5,000
6315	Divisional Capacity Building	25,000	-	25,000	25,000	-
	Total Operating Services	104,850	14,250	99,000	113,250	8,400
Consultant Services						
6410	Consultant Fees	186,000	20,000	150,000	170,000	(16,000)
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	186,000	20,000	150,000	170,000	(16,000)
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	169,000	-	150,000	150,000	(19,000)
6540	Professional Dues	78,000	-	75,000	75,000	(3,000)
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	30,000	25,000	-	25,000	(5,000)
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	277,000	25,000	225,000	250,000	(27,000)
Travel Expenses						
6610	Airfare	6,000	2,000	4,000	6,000	-
6620	Lodging	5,000	2,000	3,000	5,000	-
6640	Per Diem	3,500	1,500	2,000	3,500	-
6650	Other Travel Expense	500	500	500	1,000	500
	Total Travel Expenses	15,000	6,000	9,500	15,500	500
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	6,000	3,000	3,000	6,000	-
6850	External Education/Training	-	-	-	-	-
	Total Professional Development	6,000	3,000	3,000	6,000	-
	Total OPERATING EXPENSES	1,773,912	68,250	1,803,239	1,871,489	97,577

Board of Commissioners

BOARD OF COMMISSIONERS

Authorized Positions

Commissioners 9

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

Ex-Officio Commissioners 4

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

Alternate Commissioners 7

Linda Aragon
Victor Manalo, Ph.D.
Terry Ogawa
Sylvia S. Swilley, M.D.
Christopher Thompson, M.D.
Arturo Valdez
Michelle Vega

Total 20

The First 5 LA Board of Commissioners was established to facilitate the creation and implementation of an integrated, comprehensive, and collaborative system of information and services to enhance optimal early childhood development. This system functions as a network that promotes accessibility to information and services. The Commission further emphasizes public inclusion and participation, as well as service integration in the areas of childcare, health care, mental health, education, early intervention programs and parent education of children and their parents from the prenatal stage through five years of age.

BOARD OF COMMISSIONERS

		Budget FY 2019-20	Revised Budget FY 2019-20	Estimated FY 2019-20 Expenditures	Proposed Budget FY 2020-21	Increase (Decrease)
Personnel Services						
Salaries						
	Total Salaries	-	-	-	-	-
	Total Employee Benefits	-	-	-	-	-
	Total Personnel Services	-	-	-	-	-
Operating Services						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Trans	3,800	3,800	500	3,000	(800)
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	-	-	-	-	-
6240	Outside Printing & Publishing	-	-	-	-	-
6245	Other Supplies	250	250	-	250	-
6250	Postage & Delivery	-	-	-	-	-
6255	Educational Supplies	-	-	-	-	-
6260	Office Supplies	3,000	3,000	250	3,000	-
6265	Subscriptions & Publications	-	-	-	-	-
6270	Capital Outlay	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-
6285	Equipment Repairs & Maintenance	-	-	-	-	-
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Maintenan	-	-	-	-	-
6300	Miscellaneous/Contingency	-	-	-	-	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	7,500	7,500	680	8,000	500
	Total Operating Services	14,550	14,550	1,430	14,250	(300)
Consultant Services						
6410	Consultant Fees	36,000	36,000	-	20,000	(16,000)
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	Total Consultant Services	36,000	36,000	-	20,000	(16,000)
Professional Services						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	-	-	-	-	-
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	30,000	30,000	6,300	25,000	(5,000)
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	Total Professional Services	30,000	30,000	6,300	25,000	(5,000)
Travel Expenses						
6610	Airfare	2,000	2,000	-	2,000	-
6620	Lodging	2,000	2,000	-	2,000	-
6640	Per Diem	1,500	1,500	-	1,500	-
6650	Other Travel Expense	-	-	-	500	500
	Total Travel Expenses	5,500	5,500	-	6,000	500
Professional Development						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	3,000	3,000	-	3,000	-
6850	External Education/Training	-	-	-	-	-
	Total Professional Development	3,000	3,000	-	3,000	-
	Total OPERATING EXPENSES	89,050	89,050	7,730	68,250	(20,800)

Department	2019 - 2020 Revised Budget	2020 - 2021 Budget	% Variance
Board of Commissioners	\$89,050.00	\$68,250.00	-23.36%
Benefits	\$0.00	\$0.00	
GL Code Name	2019 - 2020 Revised Budget	2020 - 2021 Budget	% Variance
Mileage, Parking and Other Transportation	\$3,800.00	\$3,000.00	-21.05%
Description			
Provides mileage reimbursement and payment of parking expenses to Commissioners when private vehicles are used in the course of conducting Commission business.			
Other Supplies	\$250.00	\$250.00	0.00%
Description			
Provides for general supplies other than administrative (e.g. plaques, awards, etc.)			
Office Supplies	\$3,000.00	\$3,000.00	0.00%
Description			
Provides for general office supplies used for administrative support to the Board of Commissioners.			
Internal Meetings	\$7,500.00	\$8,000.00	6.66%
Description			
Provides for expenses related to meetings attended by Commissioners, legal counsel, staff and guests.			
Consultant Fees	\$36,000.00	\$20,000.00	-44.44%
Description			
Provides for transcription services for Board of Commission meetings.			
Commissioners Stipends	\$30,000.00	\$25,000.00	-16.66%
Description			
Provides stipends to Commissioners who participate in regularly scheduled meetings (via conference calls or in-person), Commission, Closed Session, Executive Committee, Budget & Finance Committee, Program & Planning Committee, Ad Hoc Committee and special meetings.			
Airfare	\$2,000.00	\$2,000.00	0.00%
Description			
Provides airfare expenses to and from professional conferences and seminars outside of Los Angeles area.			
Lodging	\$2,000.00	\$2,000.00	0.00%
Description			
Provides for lodging at multi-day professional conferences and seminars outside of Los Angeles area.			

Per Diem	\$1,500.00	\$1,500.00	0.00%
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Description

Provides for various daily expenses incurred while attending professional conferences outside of the Los Angeles area.

Other Travel Expenses	\$0.00	\$500.00	100.00%
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Description

Provides for miscellaneous expenses when Commissioners are travelling outside of LA County on First 5 LA's business. Expenses may include tax, Uber, Lyft and other travel expenses that do not fit into other travel categories.

Conference/Training Registrations	\$3,000.00	\$3,000.00	0.00%
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Description

Provides for registration expenses for professional conferences and/or seminars.

Executive

EXECUTIVE

Authorized Positions

Executive Director	1
Executive Vice President	1
Senior County Strategist	1
Board Relations Specialist	1
Executive Assistant to the ED	1
Executive Assistant to the EVP	1
Administrative Assistant	1
Project Manager *	1
Total	8

The Executive Department is responsible for the operations of First 5 LA. They oversee the strategic planning development, organizational goals, and decision-making associated with an agency consisting of one Executive Director, one Executive Vice President, three Vice Presidents, Program and Administration, 14 Department Directors, roughly 148 total employees and annual revenues of approximately \$80 million.

*Project Manager will perform duties, as necessary, to support the Executive Department.

EXECUTIVE

	Budget FY 2019-20	Revised Budget FY 2019-20	Estimated FY 2019-20 Expenditures	Proposed Budget FY 2020-21	Increase (Decrease)
Personnel Services					
Salaries					
Total Salaries	929,871	929,871	865,924	1,035,051	105,180
Total Employee Benefits	255,191	255,191	207,377	281,687	26,496
Total Personnel Services	1,185,062	1,185,062	1,073,300	1,316,739	131,677
Operating Services					
6205	ADP-Payroll	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-
6215	Utilities	-	-	-	-
6220	Corporate Insurance	-	-	-	-
6225	Mileage, Parking and Other Transportation	2,000	2,000	530	2,000
6230	Telephone	-	-	-	-
6235	Cell Phone & Mobile Devices	1,800	1,800	1,750	6,000
6240	Outside Printing & Publishing	-	-	-	4,200
6245	Other Supplies	-	-	-	-
6250	Postage & Delivery	-	-	-	-
6255	Educational Supplies	-	-	-	-
6260	Office Supplies	4,000	4,000	1,927	4,000
6265	Subscriptions & Publications	-	-	198	-
6270	Capital Outlay	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-
6285	Equipment Repairs & Maintenance	-	-	-	-
6290	Offsite Storage	-	-	-	-
6295	Hardware & Software Maintenance	-	-	-	-
6300	Miscellaneous/Contingency	50,000	50,000	-	50,000
6305	Stipend/Honorarium	-	-	-	-
6310	Internal Meetings	7,500	13,500	2,448	12,000
6315	Division Capacity Building	25,000	25,000	-	25,000
Total Operating Services	90,300	96,300	6,853	99,000	2,700
Consultant Services					
6410	Consultant Fees	150,000	150,000	99,645	150,000
6420	Other Professional Fees	-	-	-	-
6430	External Reviewers	-	-	-	-
Total Consultant Services	150,000	150,000	99,645	150,000	-
Professional Services					
6510	Audit	-	-	-	-
6520	Legal Fees	175,000	169,000	81,645	150,000
6540	Professional Dues	78,000	78,000	-	75,000
6550	Staff Recruitment	-	-	-	-
6560	Commissioners Stipends	-	-	-	-
6570	Web-Based Services	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-
Total Professional Services	253,000	247,000	81,645	225,000	(22,000)
Travel Expenses					
6610	Airfare	4,000	4,000	981	4,000
6620	Lodging	3,000	3,000	(458)	3,000
6640	Per Diem	2,000	2,000	667	2,000
6650	Other Travel Expense	500	500	(180)	500
Total Travel Expenses	9,500	9,500	1,010	9,500	-
Professional Development					
6810	Training Materials & Supplies	-	-	-	-
6820	Internal Training	-	-	-	-
6830	Leadership Programs	-	-	-	-
6840	Conference Registrations	3,000	3,000	136	3,000
6850	External Education/Training	-	-	-	-
Total Professional Development	3,000	3,000	136	3,000	-
Total OPERATING EXPENSES	1,690,862	1,690,862	1,262,589	1,803,239	112,377

Department	2019 - 2020 Revised Budget	2020 - 2021 Budget	% Variance
Executive	\$1,690,862.00	\$486,500.00	-71.23%

Benefits \$0.00 \$0.00

GL Code Name	2019 - 2020 Revised Budget	2020 - 2021 Budget	% Variance
Mileage, Parking and Other Transportation	\$2,000.00	\$2,000.00	0.00%

Description

Provides for mileage reimbursement and parking expenses when private vehicles are used in the course of conducting Commission business.

Cell Phone & Mobile Devices \$1,800.00 \$6,000.00 233.33%

Description

Provides for up to \$50 per month for personnel working in the field to cover expenses related to data and messaging. An additional 6 months of Internet and Cellphone Reimbursement of \$4200 has been added for offsite work due to Covid-19. \$600 x 7 staff members

Office Supplies \$4,000.00 \$4,000.00 0.00%

Description

Provides general office supplies for department staff.

Miscellaneous/Contingency \$50,000.00 \$50,000.00 0.00%

Description

Funding for unforeseen organizational expenses.

Internal Meetings \$13,500.00 \$12,000.00 -11.11%

Description

Provides for expenses related to meetings attended by Commissioners, legal counsel, staff and guests.

Division Capacity Building \$25,000.00 \$25,000.00 0.00%

Description

Provides funding for departmental capacity building for each division. Expenses may included facility fee, catering and facilitator fee.

Consultant Fees \$150,000.00 \$150,000.00 0.00%

Description

Funding for consultant fees as needed by the organization, including management support.

Legal Fees \$169,000.00 \$150,000.00 -11.24%

Description

Funding for contract with the organization's legal counsel and other legal fees that may arise.

Professional Dues	\$78,000.00	\$75,000.00	-3.84%
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Description

Funding for annual dues to First 5 California Association. Kim Belshé is a member of a civic leadership group called Civic Alliance. Dues are an expectation of members. All Civic Alliance contribution fees are managed by the California Community Foundation (CCF).

Airfare	\$4,000.00	\$4,000.00	0.00%
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Description

Provides funding for airfare to and from professional conferences outside of the Los Angeles area.

Lodging	\$3,000.00	\$3,000.00	0.00%
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Description

Provides for lodging at multi-day professional conferences outside of the Los Angeles area.

Per Diem	\$2,000.00	\$2,000.00	0.00%
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Description

Provides for various daily expenses incurred while attending professional conferences outside of the Los Angeles area.

Other Travel Expenses	\$500.00	\$500.00	0.00%
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Description

Provides for miscellaneous expenses when staff is traveling outside of LA County on First 5 LA business. Expenses may include taxi, Uber, Lyft and other travel expenses that do not fit into other travel categories.

Conference/Training Registrations	\$3,000.00	\$3,000.00	0.00%
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Description

Provides for registration expenses for professional conferences.

ATTACHMENT A: FY 2020-21 BUDGET – HIGHLIGHTS

The FY 2020-21 Budget represents the first year budget of the revised 2020-2028 Strategic Plan, approved by the Commission in November 2019. The revised plan builds on the work and strategic direction established by the 2015-2020 Strategic Plan—continuing to serve as a systems change agent to help strengthen systems for families through collaboration, partnerships with public and community partners. This budget is representative of an alignment of program costs to the fiscal realities of declining tobacco tax revenues, continued advancement of our refined strategic direction grounded in policy and systems change, and the resolve to reach our North Star which stated that by 2028, all children in LA County will enter kindergarten ready to succeed in school and life. The reduced level of spending proposed in support of the activities to achieve the goals outlined in the 2020-2028 Strategic Plan, compared to prior year, reflects the progress undertaken to refine our direction, redefine our spending, and strengthen internal capacity to deliver on our mission while continuing on a path of sustainability and doing more with less.

Proposed program and operating budget resources will be drawn from the Assigned category of the fund balance; at the time of budget approval, requested program resources will shift from the Assigned resource category to the Committed category and operating resources will shift from the Assigned resource category to the Unassigned.

Historically, the Commission approves the budget at the initiative level, with each initiative including one or more programs. These highlights include a summary of budget requests at the initiative level, specifically calling out investments that are large, high-profile, or Commission priorities. These highlights provide a general overview of the FY 2020-21 Budget and assumptions that inform the requests, as we plan and prepare to transition toward an alignment with the 2020-2028 Strategic Plan structure. The highlights are presented in the following manner:

- I. Budget Overview
 - A. Budget Development Context
 - o Format and Approach to the FY 2020-21 Budget
 - o Potential Future Changes
 - B. Overall Budget Summary
 - C. Program Costs Summary
 - 1) 2020-2028 Strategic Plan
 - a. Strategic Plan Outcome Areas
 - b. Strategic Plan Related Investment Areas and Support Costs
 - c. Integration & Learning
 - 2) Legacy Investments
 - D. Internal Operations (Operating Budget)
- II. Revenue Assumptions
- III. Impact on Fund Balance
- IV. Administrative Cost Limit
- V. Conclusion

Further detail on each program and operating budget request by internal division and departments is provided in Attachments C - G. While the budget document is intended to provide broad parameters

around programmatic spending, it is important to note that much of the information included is subject to change, as funding requests were generated using the latest information available at the time the budget was developed. In addition, activities or funding estimates for contracts that have yet to be negotiated may be revised as appropriate. Formal budget adjustments will be included as part of the mid-year adjustment process about halfway through the fiscal year. As this is a transitional year between strategic plans, and we are in the midst of a pandemic, we do anticipate seeing a higher than usual number of adjustments at mid-year.

Key budget and supporting documents are organized as follows:

Attachment A: FY 2020-21 Budget – Highlights

Attachment B: FY 2020-21 Budget

- FY 2020-21 Budget Summary
- Budget Summary for Programs by Initiative/Strategy & Program
- Operating Costs Summary
- Administrative Limit Calculation
- Schedule of Authorized Positions

Attachment C: Programs Division

Division Summary

Operating Budget – Summaries & Detail Tables by Department

Program Budget – Detail by Initiative/Program

Attachment D: Policy & Strategy Division

Division Summary

Operating Budget – Summaries & Detail Tables by Department

Program Budget – Detail by Initiative/Program

Attachment E: Integration & Learning Division

Division Summary

Operating Budget – Summaries & Detail Tables by Department

Program Budget – Detail by Initiative/Program

Attachment F: Administration Division

Division Summary

Operating Summaries & Detail Tables by Department

Attachment G: Executive Division – Operating Summaries & Detail Tables by Department and Program Budget

For Attachments C – E, operating and program detail are organized within the division by department.

I. BUDGET OVERVIEW

The 2020-2028 Strategic Plan lays out a pathway for systems change which includes: investment guidelines, our values, our strategic priorities, a high-level framework for how we change systems, and outline of what we want from our systems, the desired results for children and families, and ultimately

achieving our North Star that by 2028, all children in L.A. County enter kindergarten ready to succeed in school and life.

Due to the transition of the budget from one strategic plan to another, and the timing of the budget development in the midst of a pandemic, the budget framework mirrors the 2015-2020 outline with a focus on the activities within the four priority outcome areas, as defined below:

Families: 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: Support a community’s ability to foster safe, healthy, engaged neighborhoods that help children and their families thrive.

Early Care and Education (ECE) Systems: Increase access to affordable, quality child care and preschool.

Health-Related Systems: Improve how health-related systems coordinate and deliver care to young children and their families in LA County.

The activities within the outcome areas outlined above will be mapped for FY 2021-22 to align with the 2020-2028 Strategic Priorities, as defined below:

Strengthen Public and Community Systems: Improve, integrate and expand family-centered systems of early prevention, intervention.

Advance and Build on Community Experience: Connect, maximize and coordinate public resources, local assets and relationships.

Expand Influence and Impact with Data: Expand the availability, use and power of data.

Optimize our Effectiveness: Heighten organizational performance to enhance our impact.

Specific program and operating costs associated with each Division are summarized in Attachments C-F.

A. BUDGET DEVELOPMENT CONTEXT

Format and Approach to the FY 2020-21 Budget

Due to the timing and transition from the former strategic plan to the revised strategic plan, the budget structure is still largely aligned with the 2015-2020 Strategic Plan structure. We do anticipate proposing many changes to the budget structure next year in a manner that will more closely align the budget to the revised strategic plan and better represent our costs moving forward through FY 2027-28.

Consistent with FY 2019-20, the role of the FY 2020-21 Budget is to set the context and provide a proposal for spending on Commission priorities. To maintain fiscal control, we define Budget Authority as a spending cap, and thus have developed the budget based on spending estimates—rather than negotiated contract amounts—so staff has the flexibility to manage contracts within a budget unit without having to return to the Commission. We have generated program-level budget requests that include the program purpose, expected use of funding, and the methodology used to determine the funding level. Additionally, in response to our fiscal imperative and need to make progress in the alignment of revenues and expenditures, the guardrails set for FY 2020-21 include: an assessment of activities earmarked to end at the end of the 2015-2020 Strategic Plan to ensure that activities that

have completed their objectives are appropriately phased out and a continued emphasis in long-term sustainability. We have also modified how we budget for and monitor Emerging Opportunity funds—centralizing them in one program line item for communal use in lieu of individual resources embedded throughout the budget. These centralized funds will also be used to support costs associated with item's 3 and 4 below.

Additional changes stemming from the COVID-19 pandemic include:

1. Extending the budget development timeline by one month and waiving the Governance Guidelines related to Board sequencing and approval of items to present the Budget to the combined Budget & Finance and Executive Committees prior to taking the Budget to the Board of Commissioners for approval without presenting it first as an information item;
2. Extending contracts scheduled to expire by 6/30/20 for up to 90 additional days for qualified contractors and grantees, thereby increasing the FY 20-21 budget (the total aggregate cost of these extensions amounting to roughly \$2.4 million in added cost to FY 20-21);
3. Targeting additional funding for existing contractors and grantees to the extent they have unique capabilities and needs related to the COVID-19 response that could merit support beyond existing First 5 LA funding levels.
4. Exploring additional ways funding could be deployed in partnership with others, including pooled or aligned funds.
5. Costs associated with convenings, conferences, meetings and travel costs are reassessed and reduced due to the travel and gathering limitations set forth by data and leadership related to the potential spread of COVID-19.
6. Additional resources included in the operating budget to support the immediate telework needs of staff (mobile/internet stipend) and future needs of the organization (materials and costs to support a return-to-office environment)

Future Changes

Additional anticipated future changes to the budget include:

- 1) Structural alignment to the FY 2020-2028 Strategic Priorities.
- 2) Alignment and adherence to the annual cap outlined in the long-term plan.
- 3) Revision of cost distribution/structure to align with Strategic Plan recommendations – from Program and Operation costs to Program and Administrative costs. Program costs will represent a total of 85% of the annual budget and Administrative costs will represent a total of 15% of the annual budget.
- 4) In addition to the above, all operational expenses in support of programs, including but not limited to salaries, supplies, consultant services, travel expenses, and professional development will be captured within the Program budget (not including organization-wide serving Communications costs, which will be classified as an Administrative cost).

Additional changes within the investment areas are noted in the pages that follow.

B. OVERALL BUDGET SUMMARY

The total FY 2020-21 Budget is presented in a summary schedule in Attachment B. As shown in the following high-level table, the Budget totals \$124.3 million, a decrease of approximately \$9.8 million, or 7.3% compared to the FY 2019-20 revised budget of \$134.1 million. Costs are estimated to decrease by 8.8% for programs and decrease by 0.1% for internal operations.

BUDGET CATEGORY	FY 2019-20 Budget				Proposed		Variance
	Original		Revised		FY 2020-21 Budget		
Program							
<i>2020-2028 Strategic Plan</i>							
a. SP Priority Outcome Areas	\$ 90,556,000		91,965,000		\$ 82,390,000		\$ (9,575,000) -10.4%
b. Policy & Strategy Support	9,892,000		9,777,000		8,518,000		\$ (1,259,000) -12.9%
c. Integration & Learning	6,212,000		5,307,000		4,398,000		(909,000) -17.1%
<i>Total 2020-2028 Strategic Plan</i>	\$ 106,660,000	80%	\$ 107,049,000	80%	\$ 95,306,000	77%	\$ (11,743,000) -11.0%
<i>Legacy Investments</i>	4,229,000	3%	4,219,000	3%	3,153,000	3%	(1,066,000) -25.3%
<i>Emerging Opportunities</i>	-	0%	-	0%	3,000,000	2%	3,000,000 100.0%
Total Program	\$ 110,889,000	83%	\$ 111,268,000	83%	\$ 101,459,000	82%	\$ (9,809,000) -8.8%
Operating (Administration Division)	22,828,358	17%	22,828,358	17%	22,797,493	18%	(30,865) -0.1%
TOTAL BUDGET	\$ 133,717,358	100%	\$ 134,096,358	100%	\$ 124,256,493	100%	\$ (9,839,865) -7.3%

The FY 2020-21 Budget reflects a decline in resources across all areas, consistent with the decline of revenues and long-term strategic direction.

In addition, although operating resource requirements continue to evolve, management will not exceed the previously established total authorized positions.

Resource adjustments and additional funds have been built into both the program and operating cost areas to support evolving COVID-19 related needs.

C. PROGRAM COSTS SUMMARY

1. 2020-2028 STRATEGIC PLAN

a. Priority Outcome Areas

The FY 2020-21 Budget reflects ongoing work within the previously established 2015-2020 Strategic Plan priority outcome areas, whose activities in FY 2020-21 continue to move toward an alignment with the revised Strategic Plan.

Costs reflected below are approximate, reflecting the best thinking to date regarding the potential needs as we transition into a revised and refined Strategic Plan during an unprecedented time. As noted in Section A. Budget Development Context, we expect to further refine and align the costs and activities in this fiscal year and future years to align with the revised Strategic Plan.

STRATEGIC PLAN OUTCOME AREA	Revised		Proposed	
	FY 2019-20 Budget		FY 2020-21 Budget	
Families	\$ 39,133,000	43%	\$ 37,631,000	46%
Communities	21,631,000	24%	20,200,000	25%
Early Care & Education (ECE) Systems	26,550,000	29%	18,791,000	23%
Health-Related Systems	4,651,000	5%	5,768,000	7%
Total Strategic Plan Outcome Areas	\$ 91,965,000	100%	\$ 82,390,000	100%

Families (\$37,631,000)

The Families outcome area budget for FY 2020-21 is largely comprised of ongoing work related to First 5 LA's investments in Welcome Baby and Select Home Visiting within the broader Home Visiting category.

FAMILIES OUTCOME AREA	Proposed FY 2020-21 Budget	
Home Visiting	\$ 37,079,000	99%
Family Engagement	552,000	1%
Total Families Outcome Area	\$ 37,631,000	100%

Families Strategy 1 – Home Visiting (\$37,079,000)

The Welcome Baby and Select Home Visiting (SHV) represent ongoing programs that the Commission confirmed as central to advancing the Families outcome area defined in the 2015-2020 Strategic Plan, and aligned to the values, guidelines and desired results outlined as part of the 2020-2028 revised Strategic Plan. These activities begin with engaging families through Welcome Baby, a voluntary hospital and home visitation program designed to serve as an outreach to families at strategic points in time during pregnancy, birth, and postnatally. Welcome Baby provides parenting education and health promotion information, and invites families into an array of services and supports in their community. In addition, families receive information and support during each visit on topics such as breastfeeding, health, safety, postpartum depression and other issues.

All families delivering at one of the 14 Welcome Baby participating hospitals, regardless of income status or place of residence, will receive a Welcome Baby hospital visit at the time of their baby's birth. Families residing within a Best Start Community and identified as having a great risk for poor child outcomes will be eligible for referral to one of 19 participating providers' intensive Select Home Visitation Program (Healthy Families America and Parents as Teachers).

Although other, less intensive parent education and support services may be available, the goal is to develop a network of high quality, evidence-based models to serve as the primary resource for high risk pregnant women and new parents. In FY 20-21, costs to provide home visiting services to both Best Start and non-Best Start families are included within the single Welcome Baby project budget – non-Best Start funds were previously captured under the Universal Assessment of Newborns – Welcome Baby project budget.

Additional project costs proposed for FY 2020-21 include resources to ensure the adherence to program fidelity by Welcome Baby providers and Select Home Visitation providers. It also includes funds to support the ongoing development, hosting and maintenance of the Welcome Baby and Select Home Visiting client tracking database, as well as long-term sustainability efforts through the development of the technical expertise needed to maximize federal Medicaid, MediCal, and/or other health plans for qualifying services rendered, and technical assistance to the LA County Department of Mental Health (DMH) in operationalizing Prevention and Early Intervention (PEI) funding.

STRATEGY/PROGRAM	Proposed FY 2020-21 Budget	
Home Visiting		
Welcome Baby Hospitals	\$ 21,730,000	59%
Select Home Visiting Programs	10,170,000	27%
Family Strengthening Oversight Entity	3,650,000	10%
Funding to Support Home Visiting Health Plan Partnerships	50,000	0%
Home Visiting Compensation and Turnover Analysis	-	0%
Home Visiting Sustainability Support in Health Systems	120,000	0%
Home Visiting Sustainability Support in Mental Health Systems	75,000	0%
Infrastructure Support for Health Plan Reimbursement	25,000	
LAC Perinatal and Early Childhood Home Visiting Consortium	50,000	0%
MAMA's Visits Home Visiting Program Training and T.A. Support	265,000	1%
Stronger Families Database	667,000	2%
Medi-Cal Administrative Activities Implementation Support	277,000	1%
Total Families Home Visiting	\$ 37,079,000	100%

Family Engagement (\$552,000)

Much of the Family Engagement work was scheduled to end in alignment with the FY 2015-2020 Strategic Plan. However, due to the outbreak of the COVID-19 virus and the corresponding adjustments to daily life, qualifying grantees within Abriendo Puertas and Project DULCE received 90-day contract extensions to continue and complete their objectives and maximize contract awards in lieu of the disruption.

The components of these activities are reflected in the table below.

STRATEGY/PROGRAM	Proposed FY 2020-21 Budget	
Family Engagement		
Abriendo Puertas	\$ 230,000	42%
Project Dulce	282,000	51%
Family Engagement Learning Community Support	40,000	7%
Total Families Family Engagement	\$ 552,000	100%

For further information and detail on the budget amounts and activities anticipated to occur in the Families outcome area during FY 2020-21 please refer to Attachment C.

Communities (\$20,200,000)

A majority of the proposed FY 2020-21 costs within the Communities outcome area are driven by the third year implementation of the revised Best Start Regional and Local Networks structure (regional with local customization) for Best Start community partnerships, endorsed by the First 5 LA Board of Commissioners in May 2017. Estimated resources for the Regional Networks and other place-based activities are included as follows:

COMMUNITIES OUTCOME AREA	Proposed FY 2020-21 Budget	
Best Start Networks	\$ 17,570,000	87%
Public Infrastructure	1,280,000	6%
Field Building	1,350,000	7%
Total Communities Outcome Area	\$ 20,200,000	100%

Best Start Networks (\$17,570,000)

This anchor investment includes costs related to the new Best Start community partnership structure for the five Regional Networks (\$16,545,000), Neighborhood Action Councils (\$450,000), and Network Capacity Building (\$575,000).

The five Regional Network (RN) grantees represent a network of partners that will work together to fulfill regional and local level roles that support the operations and work of the community partnerships. Projected expenditures for FY 2020-21 include the 90-day COVID-19 timeline extensions and corresponding costs into FY 2020-21. In addition, Strategy 1 also includes a 90-day extension to the strategic partnership with South Bay Community Counseling (SBCC) Thrive LA, referred to as the Neighborhood Action Councils, to support 76 Neighborhood Action Councils and 215 Community Connection Groups, involving approximately 3,200 parents/residents in resident engagement efforts and capacity building for the Best Start Partnerships which was earmarked to end June 30, 2020.

This initiative also includes funds to support Regional and Local Networks in strengthening their ability to build and operate as a network, develop the ability to understand their social ecosystem, and to become more adaptive to constant change.

For further information and detail on the budget amounts and activities anticipated to occur in the Communities outcome area during FY 2020-21 please refer to Attachment C.

Early Care and Education (ECE) Systems (\$18,791,000)

Activities for FY 2020-21 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	Proposed FY 2020-21 Budget	
County Systems Building	\$ 10,596,000	56%
Quality Improvement Systems	8,195,000	44%
Total ECE Outcome Area	\$ 18,791,000	100%

County Systems Building (\$10,596,000)

The primary cost drivers for FY 2020-21 include ECE Policy Advocacy Fund (\$3,350,000) and Kindergarten Readiness Assessment (\$6,309,000), but also include costs related to County Liaison Consultant (\$75,000), Early Childhood Education Credential Advocacy Project (\$362,000), Educare Policy and Advocacy (\$300,000), and FCC Strategy (\$200,000).

The ECE Policy Advocacy Fund encompasses three categories of funding: 1) partnership grants to key state and local ECE advocacy organizations, 2) field-building grants to ECE advocacy organizations to increase capacity, and 3) grant funding to support emerging ECE public policy and advocacy-related projects which will support First 5 LA's goal around access to quality, affordable child care and preschool. Funding in FY 2020-21 assumes resources for the cost of partnership grants, technical assistance and capacity building activities, intermediary costs associated with executing and managing contracts, as well as facilitating grantee meetings.

FY 2020-21 resources will also support the continued advancement of work with school districts across LA County to promote the collection and use of Kindergarten Readiness Assessment (KRA) data through the use of the Early Development Instrument (EDI) that can help inform and drive ECE policy, fiscal and systems change. In addition, FY 2020-21 includes costs related to onboarding 2 new districts, including LAUSD Local District South with a budget and contract that is comparable to the current LAUSD contracts.

Quality Improvement Systems (\$8,195,000)

This investment area includes nine projects proposed for FY 2020-21, including but not limited to the Impact 2020 (\$2,760,000) and QSLA Expansion (\$2,100,000), ECE Workforce Registry (\$650,000), QRIS Continuous Site Engagement (\$1,300,000), Early Childhood Educator Competencies Curriculum Project (\$182,000) and Shared Services Support (\$3,000).

IMPACT 2020 is funded through a First 5 California drawdown. This area will support quality improvement services in local counties and more specifically plans to expand the Quality Start L.A. (QSLA) into a more inclusive quality improvement structure for all provider settings.

The QSLA Expansion project is utilizing funding previously drawn down from First 5 California's Improve and Maximize Program so All Children Thrive (IMPACT) initiative, ending June 30, 2020. These funds are intended to provide Quality Rating and Improvement System (QRIS) services to licensed early care and education providers, including family child care home providers.

The ECE Workforce Registry project will continue to fund the Child Care Alliance of Los Angeles (CCALA) to operate the Early Care and Education (ECE) Workforce Registry in LA County. CCALA will monitor and manage Registry data, provide technical support to Registry users, support the ongoing development and refinement of the data system, while also increasing efforts towards integration with existing ECE systems.

The QRIS Continuous Site Engagement, ECE Competencies Curriculum Project and Shared Services Support projects are sunsetting. Funds for FY 2020-21 represent unused FY 2019-20 funds that are being extended into FY 2020-21 for a 90-day extension due to COVID-19. The QRIS Continuous Site Engagement, one of our former largest investments and partnerships with Child360, formerly LAUP, will be utilizing their remaining allocation advance funds.

For additional information and detail on the budget amounts and activities anticipated to occur in the ECE outcome area during FY 2020-21, please refer to Attachment C.

Health-Related Systems (\$5,768,000)

The Health outcome are work in FY 2020-21 continues to promote and advance practice change across child and family serving systems, as well as early screening and intervention to mitigate impacts of trauma exposure and developmental behavioral delays. Resources to continue to pursue these objectives are as follows:

HEALTH-RELATED SYSTEMS OUTCOME AREA	Revised		Proposed	
	FY 2019-20	Budget	FY 2020-21	Budget
Early Identification and Intervention	\$ 3,769,000	81%	\$ 4,079,000	71%
Trauma-Informed Approaches	697,000	15%	289,000	5%
AAIMM Birth Outcomes and Disparities – P&S Change*	-	0%	1,400,000	24%
Health - Emerging Opportunities	185,000	4%	-	0%
Total Health Outcome Area	\$ 4,651,000	100%	\$ 5,768,000	100%

*Formerly in Legacy Investments under the Black Infant Health initiative .

Health Strategy 1 – Early Identification and Intervention (\$4,079,000)

Through Strategy 1 of the Health outcome area, First 5 LA seeks to improve how health-related systems coordinate and connect to provide timely screening, effective care coordination and appropriate referrals so that more young children at risk of developmental delays have access to the care they need to thrive. The largest cost-driver in this strategy is the implementation of the Help Me Grow (HMG) system in LA County, whose costs include the activities to implement and maintain the four core components of the model:

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.

New costs associated with HMG include communication & marketing content development needs to support outreach and website design, as well as funding to support stakeholder engagement that leverages existing partnerships to initiative discussions about an integrated maternal and pediatric model of care.

Additionally, although funding for First Connections has decreased, First 5 LA will continue to support discreet First Connections activities such as care coordination. Also, a number of First

connection grantees qualified for the 90-day COVID-19 related funding extensions through September 30,2020; those funds are included in this year’s budget.

Health Strategy 2 – Trauma-Informed Care (\$289,000)

In FY 2020-21, First 5 LA will continue to partner and support key stakeholders to leverage their expertise and leadership. Much of the funding in FY 2020-21 will be focused on working with partners to build their capacity to adopt trauma-informed approaches.

Additionally, reduced spending this year is driven by the application for external funds, as well as an emphasis on internal work, such as the assessment and identification of systems that might be ready for the adoption of trauma-informed approaches through our current investments, that does not require additional resources to carry out.

AAIMM Birth Outcomes and Disparities – Policy and Systems Change (\$1,400,000)

The purpose of these funds is to support advocacy to address the disparity in positive birth outcomes for African American families. The Birth Outcomes and Disparities – Policy and Systems change program, used to reside within the Black Infant Health Umbrella, under the legacy investments. However, although it has a remaining balance on its \$500,000 original Board-approved allocation, it has been found to align with the Health Systems goals and priorities. The remaining balance is likely to be fully expended in FY 2020-21. This area is also supported by additional external Pritzker, DPH funds for the AAIMM Strategic Communications Initiative and matching AAIMM Innovation and evaluation funds.

For further information and detail on the budget amounts and activities anticipated to occur in the Health outcome area during FY 2020-21, please refer to Attachment C.

b. Strategic Plan Related Investment Areas & Support Costs

The category includes resources for approaches that are key to supporting strategic priority areas. These costs include activities related to policy and advocacy efforts, communications and marketing, strategic partnership development and community engagement and advocacy.

Policy & Strategy Support	Revised		Proposed	
	FY 2019-20 Budget		FY 2020-21 Budget	
Communications	\$ 6,081,000	62%	\$ 5,748,000	67%
Community Relations	283,000	3%	207,000	2%
Public Policy & Government Affairs	2,370,000	24%	1,515,000	18%
Strategic Partnerships	993,000	10%	1,048,000	12%
Emerging Opportunities	50,000	1%	-	0%
Total P&S Support	\$ 9,777,000	100%	\$ 8,518,000	100%

Communications (\$5,748,000)

In FY 2020-21, the Communications Department will continue to develop and implement strategic communications and marketing plans that engage decision makers, build First 5 LA’s brand and reputation among decision makers, parents and communities, elevate awareness and create urgency,

support internal communications to help advance the organizations strategic goals and priority focus areas, and support First 5 LA's policy and systems change strategies.

Resources for Strategic Communications support the general marketing and communications for First 5 LA's projects, efforts and initiatives; communication support for department-specific programs, efforts and initiatives; and research and development of communications and marketing strategies. The Strategic Communications Partnerships project resources will focus on building upon previous investments in strategic partnerships to engage decision makers on early care and education and health care delivery systems, as well as supporting a strategic partnership with the First 5 Association and media outlets to engage decision makers, parents and communities, and elevating awareness and creating urgency to support First 5 LA's policy and systems change strategies. The goal of the Strategic Marketing project is to educate the general public on the importance of brain development: to help set the stage for our broader advocacy efforts; motivate and empower both parents and non-parents to become advocates for the healthy development of all children, complementing First 5 LA's efforts to engage decision makers; and to continue to educate the public about the importance of the first five years of life. All communications activities are in service of improving implementation of our short and long-term strategic outcomes for young children and families.

Community Relations (\$207,000)

This initiative builds relationships with civic/community organizations, municipalities, school districts and parent/resident leaders throughout the County to create potential leveraging/partnership opportunities that will elevate our communities and advance the policy and system change goals. It also recognizes that parents and caregivers' experiences provide valuable insight in the direction and development of programs and policies needed to help strengthen families and improve the communities in which they reside. Resources will be utilized to build and maintain relationships with local municipalities and school districts to increase First 5 LA's ability to drive and leverage its resources and partnerships to have greater influence and impact on policy related to our four priority outcome areas and the organization at large. Funds will also be used to establish new and diverse relationships with civic organizations and parent/caregiver leaders that bring rich and diverse voices to the early childhood narrative for purposes of advocacy and communication.

Public Policy & Government Affairs (\$1,515,000)

First 5 LA invests in key activities to support its work across the four priority outcome areas and to develop/explore issues related to the organization's short and long-term strategic and fiscal goals. The Policy Agenda/Advocacy initiative includes multiple components, including resources funding opinion research, policy briefs, and the work of both the federal and state policy advocates that broadly support First 5 LA priority policy and sustainability issues, aligned with First 5 LA's strategic goals and policy agenda. Among other activities, work in this area includes policy technical assistance, advocacy initiatives, coalition support, statewide First 5 Association activities, research and briefings, and advocacy partnership development.

Overall resources are declining as a result of shifting ownership of the First 5 network federal advocacy contract from First 5 LA to First 5 California, which allows First 5 LA to focus its resources more strategically and narrowly on LA County federal priorities. This decrease also reflects the conclusion of activities in FY 2019-20, as planned.

Strategic Partnerships (\$1,048,000)

The Strategic Partnership activities support organization-wide efforts to develop and catalyze relationships and partnerships in the arenas of philanthropy, business, and higher education that contribute to the advancement of First 5 LA's Strategic Plan. FY 2020-21 Strategic Partnership activities will focus on initiating, developing, and sustaining strong and effective partnerships with key stakeholders that have shared strategic value to First 5 LA at the local, state, and national levels. This will allow the organization to leverage additional funding, create more flexibility in existing funding streams, develop public-private partnerships, and find ways to make the best use of dollars already being spent by improve the alignment of new resources. Internal support and learning, organizational-wide teams, existing and emerging funder collaboratives, and cross-sector convening activities will also assist in building the advocate base and leveraging resources in service of the organization's policy and systems change goals.

Included within the Strategic Partnerships investment area is the County Partnerships initiative which will help support developing opportunities with County entities, when those emerging needs are assessed by First 5 LA to be aligned to or potentially aligned to the work in the 2020-2028 Strategic Plan. These resources will be used to provide operating support to the Center for Strategic Partnerships, a collaboration between government and philanthropy that is located within the Los Angeles County Chief Executive Office. This area also includes funds in support of the Foster Together Network, working in partnership with the County and other partners to help recruit and retain families in LA County while developing high-quality supports for young children in the welfare system. Additional funds are included to partner with public and private entities to address the economic and food insecurity faced by many Angelinos, an issue that was highlighted and magnified by the COVID-19 pandemic which has acutely impacted the marginalized communities.

Additionally, this initiative is investing \$150,000 toward the Bold Vision 2028 project, a philanthropic led effort of grantmakers and civic leaders which seeks to leverage the upcoming 2028 Olympics hosted by Los Angeles by creating a cross-sector collaboration to significantly expand economic vitality and shared prosperity for all Angelinos by 2028, with a focus on improving the outcome for youth of color living in Los Angeles.

See Attachment D, for more information on the budget amounts and activities anticipated by the Policy & Strategy Division in FY 2020-21.

c. Integration & Learning

First 5 LA is anticipating expenditures of approximately \$4,398,000 to support the ongoing transformation of the organization to one that is deeply rooted in accountability, learning and knowledge dissemination. This category includes costs and activities that focus on the systematic use of data and evaluation to make decisions in service of better outcomes for our children and families. The focus of these activities will be on: evaluation, research, measurement and data development, data integration, data analysis, co-developing learning agendas with key stakeholders, developing technical assistance strategies, and creating the foundation to share lessons and insights to build internal capacity and achieve greater change in outcomes. In addition, the Impact Framework will provide First 5 LA with greater insight and clarity in our systems change efforts through the ongoing development and implementation of an interactive tool that measures our impact in systems outcomes, our progress in support of the mission, and our contribution to the children and families in LA County. The biggest cost drivers in this area are highlighted below:

Impact Framework (\$325,000)

This three-phased measurement, learning and evaluation framework will be utilized to track progress against goals outlined in the strategic plan and will help in the advancement towards systems change. These resources will support ongoing Phase II (Measurement Plan) work and early stages of Phase III (Reporting Plan) activities of the Impact Framework. To ensure that the chosen measures are relevant and the most accurate for the field, experts will be identified and engaged to vet and contribute to the measurement phase work products.

Program Evaluation (\$2,082,000)

Of the roughly \$4.4 million identified for use to advance internal learning and evaluation, Program Evaluation is the largest of the Integration & Learning Division initiatives and is focused on both accountability and learning. The purpose and focus of the evaluations differ depending on the scale of the program being evaluated, the maturity of the program, as well as the capacity and resources of the grantees/contractors implementing the program to support evaluation and learning. Evaluation activities range from collecting and reporting common data from all grantees and contractors on services that were implemented as well as data on the recipients of those services to designing highly rigorous implementation and outcome evaluations of First 5 LA's leading projects, such as Best Start, Welcome Baby and the Quality Rating and Improvement System (QRIS).

Staff Capacity Building (\$75,000)

This is a new project introduced in FY 2020-21, whose purpose is to provide training and technical assistance to staff so that they can optimize the usage of the Impact Framework's data and dashboard to monitor progress and report on our short-term markers of progress, long-term system outcomes, contextual indicators and results.

See Attachment E, for more information on all of the budget amounts and specific activities anticipated by the Integration & Learning Division in FY 2020-21.

2. LEGACY INVESTMENTS

These investments are existing multi-year programs ("Legacy Investments") representing ongoing work of the Commission that is expected to end according to the terms of the project approval. Any continued funding beyond the previously approved timeframe and amount will be subject to criteria approved by the Commission, such as alignment with the Strategic Plan through the expiring initiative assessment process, consistent with the First 5 LA Governance Guidelines.

Of the five (5) legacy investments in FY 2019-20, only two will continue into FY 2020-21 as two other two investments have concluded, consistent with the project terms and internal policy, and one is being aligned with the work in the Health Systems Department.

Baby Friendly Hospitals (\$48,000)

The Baby Friendly Hospitals initiative was approved by the Commission in March 2009 for a total of \$10.5 million with the goal of achieving International Baby Friendly designation which indicates that the hospital has met key criteria related to the support of breastfeeding. Although this initiative was projected to end in FY 2019-20, however, due to COVID-19 the in-person designation visit from Baby Friendly was delayed. The hospital requested a no-cost extension in the amount of \$48,000. The additional time will allow more time for the hospital to complete the assessment process to be designated as a Baby Friendly Hospital.

Black Infant Health (\$1,400,000)

See Health Systems summary.

Little by Little/One Step Ahead (\$3,105,000)

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 2020-21, the initiative expects to provide services to over 70,000 unique WIC participants throughout the County.

This investment with an original allocation of \$30 million is anticipated to fully expend the allocation through September 30, 2023.

D. INTERNAL OPERATIONS (OPERATING BUDGET)

Based on an analysis of historical spending and projected expenditures through June 2020, as well as anticipated needs for FY 2020-21, the budget includes approximately \$22.8 million for First 5 LA operating costs.

The \$22.8 million represents a decrease of approximately \$31,000 or 0.14% from the revised FY 2019-20 Budget, influenced primarily by decreases in almost all cost categories save for Personnel Services and Operating Services.

OPERATING COST CATEGORY	FY 2019-20 Budget				Proposed	
	Original		Revised		FY 2020-21 Budget	
Personnel Services	\$ 17,867,331	78%	\$ 17,711,081	78%	\$ 17,804,695	78%
Operating Expenses	1,801,387	8%	\$ 1,814,237	8%	2,004,260	9%
Consultant Services	1,715,700	8%	\$ 1,825,562	8%	1,789,225	8%
Professional Services	512,740	2%	\$ 506,440	2%	484,718	2%
Travel Expenses	448,850	2%	\$ 449,921	2%	326,745	1%
Professional Development	482,350	2%	\$ 521,117	2%	387,850	2%
Total Operating Costs	\$ 22,828,358	100%	\$ 22,828,358	100%	\$ 22,797,493	100%

Please note: Percentages reflected have been rounded to the nearest whole

Attachments C - G provide additional detail on the operating budget request by internal division and department, based on the current organizational structure.

Highlights and Assumptions:

FY 2020-21 Budget changes to personnel are primarily the result of annual salary increases offset by an attrition and vacancy rate adjustment to account for short and long-term vacancies throughout the year. At this time, First 5 LA will maintain the current level of authorized positions for the organization and repurpose vacant positions to meet priority hire needs. Although the largest increase to the operating budget is in Operating Services, the budget includes increases and decreases within individual departmental budgets. The following are highlights of the major spending categories:

Personnel Services

Approximately \$17.8 million, or 78.1%, of the total \$22.8 million in operating costs is for Personnel Services, which includes salaries and employee benefits. This represents an increase of about \$94,000 or 0.5% over the revised FY 2019-20 personnel budget. As mentioned above, this overall increase in personnel is primarily driven by the annual salary increases and an increase in employee benefits. In an ongoing organization-wide effort to more closely align the budget with actual anticipated costs First 5 LA continues to budget for estimated savings due to unforeseen, but common, changes in work force throughout the year. One of the ways in which this adjustment is carried out is by using a phased hiring approach to budget for the vacant positions. Of the thirty-four open positions at the time of budget development, identified “priority hires” for staffing vacancies that are anticipated for immediate hire are budgeted for 12-months at the mid-salary range and the remaining positions are budgeted for six months at the mid-salary range. Additionally, the total personnel line item costs include a vacancy rate adjustment based on the latest information available at the time of budget development. This vacancy rate adjustment allows the organization to modify the personnel cost calculation by including a downward adjustment to capture the length of vacant positions, outside of staggering vacant positions and the personnel attrition/turnover rate. Staffing needs will continue to be refined within the context of the Strategic Plan implementation process. A complete schedule of authorized positions may be found in Attachment B.

Operating Expenses

General operating expenses comprise \$2.0 million, or 8.8% of the total operating costs of \$22.8 million. This is a net increase of approximately \$189,000 influenced primarily by a net increase of \$189,000 to the Miscellaneous/Contingency line item costs in response to the pandemic and increased need for flexibility and responsiveness. This includes costs to support funding items such as flexi-glass desk protectors (materials and installation), additional security services and equipment, and additional day porter and janitorial deep cleaning needs. In addition to this, we are also seeing a \$65,000 uptick in Cell Phone & Mobile Devices due to the \$50 stipend per pay period (\$25/cell phone plus \$25/internet) that is being issued to staff as we continue to telework. Lacking definitive information regarding the timeline of the pandemic, staff have budgeted for 6 months of mobile/internet stipends. These overall increases, as well as a couple other minor increases, are offset by decreases in many other areas such as Division Capacity Building, Building Repair & Maintenance, Equipment Rents & Leases, and Outside Printing & Publishing costs which were all updated to reflect new contracted savings or were updated to align with historical cost and anticipated need for the year.

Consultant Services

The budget includes approximately \$1.8 million for Consultant Services, representing 7.8% of total operating costs and a decrease of approximately \$35,000, or 1.9% from FY 2019-20. These services will be used to support with the ongoing work related to the strategic implementation of the revised Strategic Plan activities. Consultants will also support in the facilitation of trainings and workshops, executive recruitment, ergonomic assessments, executive coaching, IT staffing and resource needs to fill temporary vacancy gaps, HIPAA analysis, Procurement and other services as needed. Resources are also included in this cost category to solicit support in the organization’s journey to instill and promote equity in the activities, strategic goals and work culture.

Professional Services

The budget includes approximately \$485,000 to support Professional Services, representing 2.1% of total operating costs and a \$22,000 or approximately 4.3% decrease in funding level compared to the revised FY 2019-20 budget. Resources will fund the First 5 California Association and Professional dues, among others, as well as legal fees, general staff recruitment, commissioner stipends, web-based services, audit fees and miscellaneous bank charges.

Travel Expenses

Travel Expenses comprise 1.4% of the total operating costs at approximately \$327,000, representing a decrease of \$123,000 or 27.4% from the revised funding level for FY 2019-20, primarily due to the pandemic and limited travel opportunities. Per internal directive from the Executive Director, and for the safety and wellbeing of staff, work-related travel will not be approved in the first quarter of the fiscal year with limited travel anticipated for the second quarter of the fiscal year, pending further COVID-19 related developments.

Professional Development

Professional Development expenditures represent 1.7% of the total operating budget, at nearly \$388,000. This budget includes a roughly \$133,000 reduction in spending, or 25.6%, compared to the revised resources proposed in FY 2019-20. The reason for the decline is largely influenced by COVID-19. Although we anticipate hosting and offering virtual opportunities for professional development, many of the ongoing or new prospects were anticipated to be held in person and alternatives have not been determined. The budgeted professional development funds included support equal-access staff training through our Human Resources and Talent Management Department led endeavor, referred to as "First 5 University," as well as department-specific Professional Development needs. As First 5 LA continues to transition in response to new priorities and a gradual decline in revenue, these resources will be critical to ensure that staff is well equipped to perform the key job functions needed to advance the desired short and long-term outcomes.

II. REVENUE ASSUMPTIONS

First 5 LA is primarily funded through the Proposition 10 Tobacco Tax, 80% of which is distributed to the County Commissions based on their proportion of statewide births. Los Angeles County receives the greatest share, representing approximately 24-25% of the total County allocations. The California Department of Tax and Fee Administration (CDTFA) distributes the Commission revenue forecasts, which incorporates assumptions related to the State Board of Equalization's (BOE) administrative costs. As reflected in the First 5 LA Long-Term Financial Plans (LTFP), Proposition 10 tobacco tax revenue has been steadily decreasing since FY 2004-05 and is projected to continue to decline in future years as laws are amended to discourage smoking and overall fewer people take up smoking. Although the actual rate may vary, First 5 LA is taking a cautious approach in the projection of future Proposition 10 tax and Proposition 56 backfill revenue for FY 2020-21, projected to be approximately \$76.1 million. Similar to last year, and due to the insufficient information shared by the State related to Proposition 56 backfill calculations, First 5 LA is adjusting the State tax revenue downward by 2% for the purposes of our planning. Staff will continue to work with and engage other county Commissions and the State First 5 Association to closely monitor, evaluate and discuss adjustments or significant deviations from CDTFA projections that may directly impact revenue.

Other revenues include interest earnings, lease revenue, programmatic support grants and pass-through funds. Interest earnings, projected to yield approximately \$4.1 million in revenue for FY 2020-21, are projected using an estimated 2.0% return on anticipated cash balances. The lease agreement with La Petite is ending June 30, 2020 and will not be renewed. This results in an approximately \$148,000 decrease to the revenue previously projected for FY 20-21. Additionally, as Proposition 10 revenue continues on a downward trend, First 5 LA will continue to maintain its efforts to explore alternative revenue generating sustainability strategies for the future as well as pursue opportunities to leverage funding from other organizations to support the work of the Commission. Examples of this progress includes pass-through IMPACT dollars from the State, partnerships with the Los Angeles County Office of Education to continue to support Early Care and Education efforts and the County of Los Angeles to process claims for Medi-Cal Administrative Activities (MAA) reimbursement for services to eligible and potentially eligible Medi-Cal clients.

First 5 LA will continue to explore and identify new public and private revenues that could support and advance our strategic goals. New funding, both restricted and unrestricted, will be reflected and shared with the Board of Commissioner's in next year's refined long-term plan.

III. IMPACT ON FUND BALANCE

It is important to note how the annual budget impacts First 5 LA's fund balance. As tobacco tax revenues that have supported the work to date continue to decline, spending is anticipated to continue to exceed the incoming revenue resulting in a commensurate decline in fund balance. Nevertheless, a portion of the budget is set aside for the fund balance reserve, which is currently calculated as 25% of the projected annual fiscal year budget per Board-approved policy but will increase to 50% through the budget resolution, if approved by the Board. Based on the revised policy limit, the FY 20-21 Reserve is calculated at \$62.1 million, an amount that is also classified as unassigned for fund balance purposes.

The annual budget, also per board policy, is approved by the Commission via Resolution, which formally commits the resources for purposes of the initiatives as outlined in the budget document. However, the Commission has in many instances already taken formal action via Resolution to commit funds to discrete multi-year allocations for specific initiatives. Funds for these multi-year allocations are set aside in the First 5 LA committed fund balance as designated for specific purposes. The balances of these funding allocations remain in committed fund balance until the Commission takes action via Resolution to redirect the funds for other purposes.

To the extent that any amounts approved for the FY 2020-21 Budget do not exceed the remaining balance for these funding allocations, approval of the FY 2020-21 budget amounts for these initiatives will not commit additional dollars. The projected remaining allocation balances as of June 30, 2020 will be brought to the Commission for reaffirmation in July 2020 in conjunction with the approval of the FY 2020-21 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 Strategic Plan.

The transition from a long-term projection to a long-term plan will provide the organization with the flexibility to plan for the use of the existing fund balance by establishing annual cost caps, beginning with FY 2021-22. The refined Strategic Plan implementation process will be critical in planning for First 5 LA's short and long-term fiscal and programmatic success. Balances for all fund balance categories will not be finalized until the completion of the FY 2019-20 year-end audit and Comprehensive Annual Financial Report (CAFR). Fund balance updates will be provided in the refined Long-Term Financial Plan.

IV. ADMINISTRATIVE COST LIMIT

Based on current policy and in compliance with the California Health and Safety Code governing the operations of First 5 LA, the Commission approves an annual administrative cost limit which is a percentage of the total budget. Though it does not set or mandate a limit, Proposition 10 does require all First 5 commissions to establish an administrative cost cap. As part of the approval of the annual fiscal year budget, First 5 LA approves an annual limit on the organization's administrative spending. While this administrative cost limit represents a percentage of the overall fiscal year budget, the Commission approves the limit at the dollar amount level. This is because administrative costs are generally not as fluid as other types of costs and cannot adapt quickly to respond to changes in actual spending levels.

The definition of administrative cost accounts for 100% of the following departments' costs: Administration Division, Board of Commissioners, Communications, Contract Administration and Purchasing, Executive, Facilities Management, Finance, Human Resources & Talent Management, Information Technology, Integration & Learning Division Support (excluding personnel costs associated with the Knowledge Management Manager and the Information & Data Analytics Specialist, both of which are program-specific), Policy & Strategy Division Support (excluding personnel costs associated with the Special Projects Manager, whose work stream is predominantly program-specific), and Programs Division Support costs (excluding costs for Interns).

In addition to these department costs, the definition includes salary and employee benefit (S&EB) costs for Directors and Administrative Assistants in the following programmatic departments: Communities, Community Relations, Early Care & Education, Family Supports, Health Systems, Integration & Learning, Measurement, Learning & Evaluation, Public Policy & Government Affairs, and Strategic Partnerships.

This methodology, as reflected in the current Board-approved Administrative Cost Policy, represents a broad approach to the administrative limit calculation. For example, although the organization's Executive Leadership and Senior Management Teams do not spend 100% of their time strictly on administrative activities, the entirety of their costs (salaries and benefits) are captured in the calculation of the administrative limit for the fiscal year.

Using the methodology noted above (further detail is provided as part of Attachment B), the administrative cost for supporting First 5 LA programs is projected to be \$14.3 million, or 11.47% of the total budget. The increase from the previous year's revised 10.07% is due to the greater disparity between operational costs and programmatic expenditures proposed for FY 2020-21.

As noted earlier, the proposed change to the current Administrative Cost Limit calculation methodology will be brought to the Board for review and approval and will likely be reflected as part of the FY 2021-22 Budget.

First 5 LA
Long Term Financial Plan - Multi-Year Detail

Beginning Fund Balance as of July 1	\$	379,419,674	\$	353,583,308	\$	300,855,383	\$	252,685,565	\$	209,814,712	\$	171,664,055	\$	137,923,230	\$	108,504,565	\$	83,089,867	\$	61,382,995		
Projected Revenue (by Fiscal Year)		ACTUAL FY 2018-19		REVISED BUDGET FY		FY 2020-21		FY 2021-22		FY 2022-23		FY 2023-24		FY 2024-25		FY 2025-26		FY 2026-27		FY 2027-28		
		(est)		2019-20																		
Proposition 10 Tax Allocations	\$	72,739,589	\$	71,741,717	\$	69,271,309	\$	67,078,213	\$	64,761,175	\$	62,565,322	\$	60,688,362	\$	58,867,711	\$	57,101,680	\$	55,388,630		
Adjustment in Response to Proposition 56 Trend (2%)		(1,454,792)		(1,434,834)		(1,385,426)		(1,341,564)		(1,295,224)		(1,251,306)		(1,213,767)		(1,177,354)		(1,142,034)		(1,107,773)		
Other Revenue		13,986,085		6,350,000		4,150,000		4,150,000		4,150,000		4,150,000		4,150,000		4,150,000		4,150,000		4,150,000		
Interest Earnings		5,073,390		4,711,550		4,050,792		3,459,596		2,931,244		2,460,261		2,044,109		1,680,161		1,364,588		1,093,828		
Total Projected Revenue	\$	90,344,272	\$	81,368,433	\$	76,086,675	\$	73,346,245	\$	70,547,195	\$	67,924,276	\$	65,668,704	\$	63,520,518	\$	61,474,235	\$	59,524,685		
Annual Program Demands		Commitment		Estimated Program Demands (by Fiscal Year)																		
		(June 30, 2018)		FY 2018-19		FY 2019-20		FY 2020-21		FY 2021-22		FY 2022-23		FY 2023-24		FY 2024-25		FY 2025-26		FY 2026-27		FY 2027-28
2020-2028 STRATEGIC PLAN: FOCUSING FOR THE FUTURE (By Outcome Area)																						
Families - Welcome Baby/Home Visitation	\$	12,099,453	\$	39,505,498	\$	39,133,000	\$	37,631,000														
Communities - Best Start Communities/New Activities		-		12,822,412		21,631,000		20,200,000														
Early Care & Education Systems		24,606,567		21,724,482		26,550,000		18,791,000														
Health-Related Systems		-		2,137,248		4,651,000		4,368,000														
TOTAL 2020-28 STRATEGIC PLAN (By Outcome Area)	\$	36,706,020	\$	76,189,640	\$	91,965,000	\$	80,990,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
LEGACY INVESTMENTS																						
TOTAL LEGACY INVESTMENTS	\$	64,770,198	\$	9,520,778	\$	4,219,000	\$	4,553,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Emerging Opportunities/Threats							\$	3,000,000	\$	3,000,000	\$	3,000,000	\$	3,000,000	\$	3,000,000	\$	3,000,000	\$	3,000,000	\$	3,000,000
CROSS-CUTTING AND SUPPORT INVESTMENTS																						
Policy and Strategy						9,777,000		8,518,000														
Integration & Learning		-		3,467,082		5,307,000		4,398,000														
TOTAL CROSS-CUTTING AND SUPPORT INVESTMENTS	\$	-	\$	12,425,930	\$	15,084,000	\$	12,916,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
PROGRAM OPERATING COST																						
						9,297,169		8,549,966														
TOTAL ESTIMATED PROGRAM DEMANDS	\$	98,136,348	\$	120,565,169	\$	110,008,966	\$	98,784,533	\$	92,393,174	\$	86,415,336	\$	80,824,264	\$	75,594,934	\$	70,703,941	\$	66,129,396		
Estimated Operating Expenditures (Admin cost)			\$	18,044,290	\$	13,531,189	\$	14,247,528	\$	17,432,565	\$	16,304,678	\$	15,249,765	\$	14,263,105	\$	13,340,282	\$	12,477,166	\$	11,669,893
Capital Improvement Fund Expenditures	\$	6,959,676																				
TOTAL ESTIMATED SPENDING	\$	116,180,638	\$	134,096,358	\$	124,256,493	\$	116,217,098	\$	108,697,852	\$	101,665,101	\$	95,087,369	\$	88,935,216	\$	83,181,108	\$	77,799,290		
TOTAL ESTIMATED SPENDING IN EXCESS OF REVENUES	\$	25,836,366	\$	52,727,925	\$	48,169,818	\$	42,870,853	\$	38,150,657	\$	33,740,825	\$	29,418,665	\$	25,414,698	\$	21,706,873	\$	18,274,605		
PROJECTED ENDING FUND BALANCE	\$	353,583,308	\$	300,855,383	\$	252,685,565	\$	209,814,712	\$	171,664,055	\$	137,923,230	\$	108,504,565	\$	83,089,867	\$	61,382,995	\$	43,108,390		
Act Now Reserve																						
Reserve (Operations)	\$	29,045,160	\$	33,524,090	\$	62,128,247	\$	58,108,549	\$	54,348,926	\$	50,832,550	\$	47,543,684	\$	44,467,608	\$	41,590,554	\$	38,899,645		
PROJECTED AVAILABLE ENDING FUND BALANCE	\$	324,538,149	\$	267,331,294	\$	190,557,318	\$	151,706,163	\$	117,315,129	\$	87,090,680	\$	60,960,881	\$	38,622,259	\$	19,792,441	\$	4,208,745		

Assumptions:

- a) The annual rate of decline for Total Estimated Spending over the course of the 7 years, beginning with FY 2021-22 through FY 2027-28, is approximately 6.47%.
- b) The annual rate of decline for the Prop 10 revenue over the course of the 7 years, beginning with FY 2021-22 through FY 2027-28 is approximately 3.14%.
- c) Emerging Opportunities/Threats is being reflected in FY 2020-21 and represented through FY 2027-28 for \$3M.
- d) Reserve (Operations) assumes 25% of the total budget of FY 2019-20 and 50% of the total budget effective as of FY 2020-21 pending policy change and does not reflect any expenditures.
- e) Revenue estimates are based on projections provided in June 2019 by F5CA and CDTFA
- f) Other Revenue includes: F5CA Revenue (Impact, Hubs, SMiF)

First 5 LA

FY 2019 – 2028 Long Term Financial Plan

(July 1, 2018 – June 30, 2028)

FIRST 5 LA

SUBJECT:

The ten-year Long-Term Financial Plan is presented to the combined Budget and Finance and Executive Committees as information for future action.

LONG TERM FINANCIAL PLAN

First 5 LA has annually prepared a long-term financial *projection* which forecasts future revenues and fund balance, assuming spending trends continue as forecasted and approved. The projection allowed us to test what the future would look like and it helped the Commission establish financial guardrails to inform future budgeting and spending. Given First 5 LA's declining revenues, fund balance and increased priority on addressing sustainability, First 5 LA staff, with input provided by the September 24, 2019 joint meeting of the Executive and Budget & Finance Committees, is moving to implement a higher degree of fiscal discipline through the adoption of a long-term financial *plan* in place of the long-term financial projection. While both processes provide important planning and context for the Board on future spending, the Long-Term Financial Plan will change how the organization plans for the long-term, adjusting to the organization's fiscal reality and 2020-2028 Strategic Plan goals and establishing spending limits for outer years which will help us to better manage our ever-decreasing fund balance. The future spending limits, grounded in an 85%-15% maximum split of total expenditures between programmatic and administrative costs, respectively, will require changing current norms but also promote shared resources and decision making across the organization to leverage and maximize resources and partnerships. Deviations from the established annual limits will require Board review and approval.

I. Introduction: Purpose of the Long-Term Financial Plan

This FY 2020-2028 is the first Long-Term Financial Plan (LTFP) which is a pivot from our former Long-Term Financial Projections. The intent of the process continues to be the support the financial stewardship role of the Los Angeles County Children and Families First Proposition 10 Commission ("Commission"), i.e. First 5 LA, by projecting the long-term implications of fiscal actions taken by the Board of Commissioners ("Board"). This 10-year plan includes a multi-year outlook of anticipated revenues, as well as established annual administrative and programmatic limits against forecasted revenue.

Each year the LTFP is presented to the Board in advance of the annual budget process in order to provide context in which budget funding decisions will be made. The July 1, 2018 through June 30, 2028 plan period includes one year of historical actual expenditure data with more details provided for the upcoming proposed FY 2020-21 budget year. Resources for years 4 through 10 are reflected at a higher annual level reflecting the future funding direction of an 85%-15% distribution of spending between programmatic and administrative work. The long-term financial plan will be used to strategically plan and manage future year's expenses and Fund Balance drawdowns.

Specifically, the Long-Term Financial Plan utilizes the following overarching approach:

- Uses the most recent audited fund balance as a starting point (July 1, 2018 - June 30, 2019);
- Includes updated revenue forecasts based on the most current available data from the California Department of Tax and Fee Administration (CDTFA);
- Includes spending in support of Strategic Plan goals;
- Includes project expenditures for all initiatives approved by the Board, including those that have received a multi-year allocation and legacy investments that have received a multi-year award; and
- Forecasts ending fund balance for each fiscal year through June 30, 2028.

The LTFP will formally assign future funds through the end of the term (June 30, 2028). Outside of the LTFP process, funds must be reviewed, amended and formally committed as part of the annual budget process approved by the Board or through a Resolution that specifically commits funds for an initiative or program in a manner consistent with First 5 LA's Governance Guidelines.

II. Methodology/Approach

Staff used the FY 2018-19 actuals, FY 2019-20 mid-year revised budget, FY 2020-21 draft budget and seven years of forecasted totals through FY 2027-28.

The LTFP was developed using the following approach and methods:

- The baseline year for this Long-Term Financial Plan is the FY 2018-19 audited actual expenditures, as reflected in section A of this memo.
- FY 2019-20 estimates expenditures using the mid-year revised budget estimates of \$134,096,358 million, an increase of \$379,000 to the anticipated spending for FY 2019-20.
- As part of the action taken to approve the FY 2019-20 Budget in June 2019, multi-year commitments and allocations were reauthorized. This schedule of commitments and allocations, known as the GASB 54 schedule, was approved by formal Resolution and designates funds for those specific purposes as directed by the Board. Final year-end balances for these commitments are available in First 5 LA's annual official audit, the Comprehensive Annual Financial Report (CAFR), for the fiscal year ending June 30, 2019.
- The Commission's annual budgeting process has historically authorized expenditures in two areas: Program and Operating. FY 2020-21 is the final year that will reflect this structure. Moving forward, the total budget expenditures will be split – 85% for programmatic needs and 15% for administrative needs, as was determined through the Strategic Plan Refinement process by an assigned Strategic Refinement Team. The designated team assessed short-term and long-term goals and the most effective approaches to financial management. This recommendation was presented to the Budget & Finance Committee for feedback in September 2019. Due to the timing and additional work needed to establish the detailed breakdown, the LTFP is presented at a high-level cost distribution. The LTFP reflects annual totals based on the future structure, as follows:
 - Program Budget – Program expenditures include ongoing multi-year allocations, as well as annually developed, refined approved program funding in support of, and aligned to, the Strategic Plan. This also includes all operational expenses in support of programs, including but not limited to salaries, supplies, consultant services, travel expenses, and professional development. This area has a cap of 85% of annual organization-wide spending.

- Administrative Expenses – These costs include salaries of Executive, Directors, Administrative Assistants, Administration Division staff, Communications department staff, expenditures related to the Board of Commissioners and facilities with a cap of 15% with 5% flexibility during transitional years of strategic planning of annual organization-wide spending.

III. Assumptions

Compared with the long-term projections prepared and approved in previous fiscal years, this long-term *plan* incorporates five primary changes to the overall assumptions, each of which is discussed in more detail below:

1. Transitioning away from a long-term projection to a long-term plan which will change how resources are distributed, captured and categorized in the budget between program and administrative.
2. The long-term plan will span a ten-year period of annual estimates, versus the five-year period previously shared through the long-term projections.
3. As indicated in the Methodology/Approach Section II, resources will be classified as “programmatically” costs or “administrative” costs with an 85%-15% split, respectively. Operational resource needs will be budgeted in the appropriate category. These caps are applied from FY 2021-22 through FY 2027-28. Prior to FY 2021-22, the annual budget structure is largely aligned to the 2015-2020 Strategic Plan structure (priority outcome areas in lieu of strategic priorities).
4. For long-term projection and planning purposes, the plan assumes that spending for FY 2021-22 through FY 2027-28 will remain on a consistent annual rate of decline of approximately 6.42% -- 85% of the total will be designated as program costs and 15% will be designated as administrative.
5. Increasing the reserve from 25% to 50%

A. Beginning Fund Balance

The FY 2018-19 beginning fund balance utilized in the LTFP reflects the most recent audited ending fund balance per the Comprehensive Annual Financial Report (CAFR) for the fiscal year ending June 30, 2019. Beginning fund balance in future years is calculated based on projected revenue and expenditures for the prior year.

B. Revenue

The Commission is funded through the Proposition 10 Tobacco Tax, 80% of which is distributed to the County Commissions based on their proportion of statewide births. Los Angeles County receives the greatest share, representing approximately 24-25% of the total County allocations. Tobacco tax revenue, projected to be roughly \$71.7 million in FY 2019-20, is anticipated to continue declining in future years based on the most recent estimate from the California Department of Tax and Fee Administration (CDFTA), which forecasts an average annual decline of approximately 3-4% in tobacco tax revenue. Following the decline in revenue in FY 2017-18 due to the first-year implementation of Proposition 56, insufficient information has been shared by the State regarding the backfill calculations and methodologies. As such, the First 5 LA Finance department is taking a cautious approach in the calculation of Proposition 10 and Proposition 56 revenue by adjusting the State’s projections downward by an additional 2% for the purposes of this analysis. In accordance with standard practice, staff will continue to monitor and make the appropriate adjustments as information is received.

Additionally, staff will continue to monitor actual revenue relative to the projections to analyze the impact these declining resources may have on the organization's fiscal position.

Interest earnings are projected based off the average rate of return on anticipated cash balances for the first quarter of FY 2019-20 of 1.2%, with assumptions made for consistent market conditions across the years reflected in the LTFP. Interest earnings for FY 2019-20 are projected at approximately \$4.7 million. In addition, the Other Revenue category also includes IMPACT funding being received by First 5 LA from First 5 California.

C. Program Expenditure Assumptions

The baseline for the current long-term financial plan is grounded on the assumption that the Board will invest in the implementation of the approved 2020-2028 plan to achieve the strategic priorities outlined through FY 2027-28. The current projections also assume a fixed annual rate of revenue decline for the strategic plan term. Programmatic investments will distribute 85% of the total annual spending limit to carry out activities aligned with our strategic plan that continue to move us in a direction of policy and systems change work in alignment with our values, investment guidelines and desired results. Funding is also assumed for enabling investments—such as Communications, Policy & Strategy, and Integration & Learning—that do not have committed multi-year allocations and support the ongoing and new work of the organization.

Specific investments will be presented to the Board on an annual basis through a refined spending plan based on updated information. Additional detail related to the investment estimates for FY 2020-21 are included in the FY 2020-21 budget materials.

D. Program Expenditure Assumptions – Legacy Investments

The expenditure projections contained in the LTFP were developed based on the following overarching assumptions:

- Consistent with the Governance Guidelines, all initiatives and programs are assumed to end according to the Board-directed timeframe. This includes the following Legacy investments that are projected to sunset in by June 30, 2020: Black Infant Health Program and Parent Child Interaction Therapy.
- Fidelity to existing approved allocations and other funding decisions made by the Board. Funding for Little by Little/One Step Ahead is assumed to fully exhaust the original \$30 million allocation award, as approved by the Board in November 2018. The final cycle of Baby Friendly Hospitals is scheduled to end in FY 2020-21.

E. Operating Expenditure Assumptions

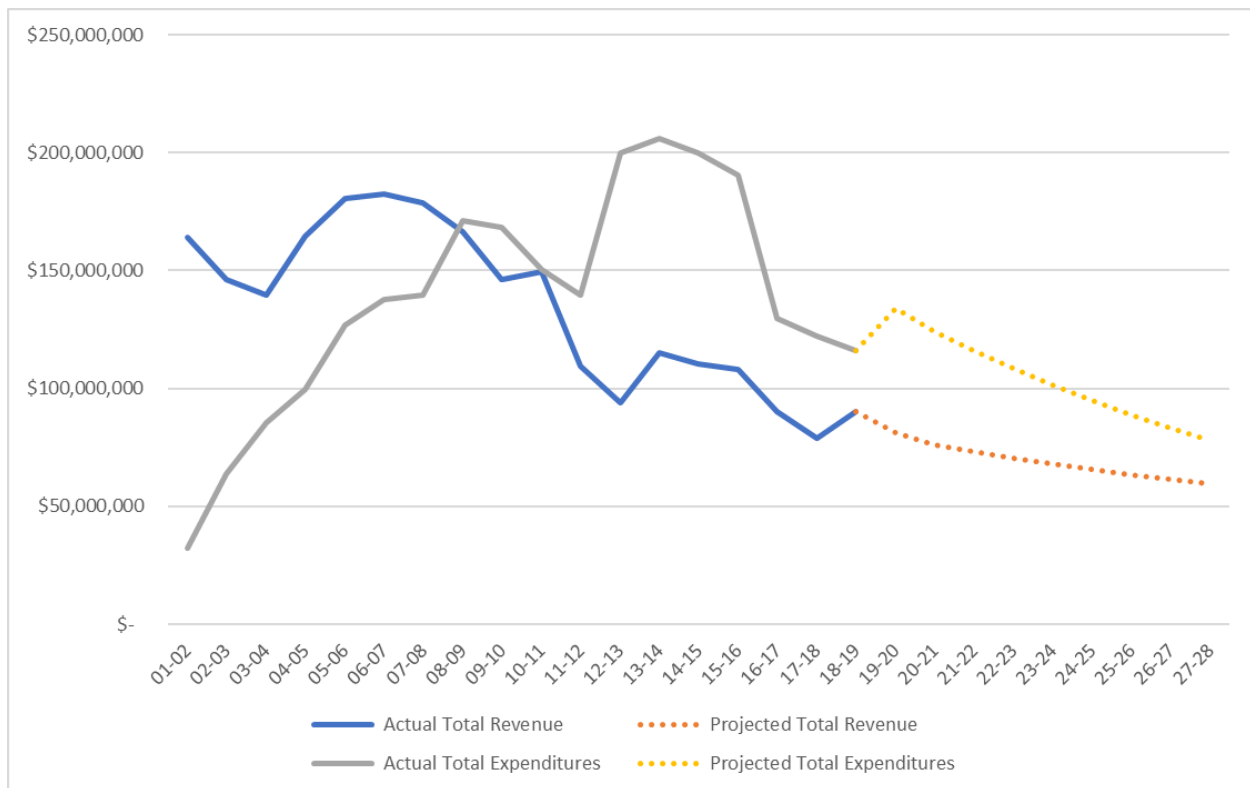
The Revised FY 2019-20 Operating Budget of \$22.83 million included assumptions related to staffing, salary and benefit costs, and other operating costs. The FY 2020-21 Draft Budget proposes \$22.80 million in operational costs to support the organizational needs. Beyond FY 2020-21, the long-term plan methodology assumes that operational costs in support of program activities (including staffing) will be included in the overall 85% programmatic cost cap and administrative costs, including organization-wide communication needs, will be included within the 15% of the total annual budget cost cap. Restructuring how operating expenses are captured and categorized in the annual budget will provide the agency with a clearer system to track administrative versus programmatic expenses and also help us “live within our means.”

Overall, we do anticipate all operational costs will increase slightly from year to year due to standard salary increases (estimated at 3.2%), benefit increases (estimated at 1%), as well as inflation of the cost of goods and services (estimated at 1%). As we are in a transition year, shifting from one Strategic Plan to another, the resources needed to support the next strategic plan period will be further developed and refined as additional information is made available following the SPR4 implementation process which will be instrumental in mapping the path for meaningful progress in support of our north star, that “All children in Los Angeles will enter kindergarten ready to succeed in school and life.”

IV. Analysis: The Multi-year Outlook

Consistent with previous years, the LTFP continues to reflect declining resources, including both incoming revenue and existing fund balance. As previous projections have demonstrated, this is primarily driven by the fact that spending has outpaced revenue, requiring the Commission to depend on existing fund balance to cover the difference. The new long-term *plan* approach will allow us to manage the outer years better by establishing annual resource caps based on known and projected revenues and existing and projected fund balance. This will also help us decide the extent to which we utilize the fund balance through the end of the revised strategic plan period to offset expenditure needs above and beyond the Proposition 10 tax revenue dollars and any other known revenues. This analysis does not include any revenues that have not been confirmed. The plan will be updated on an annual basis to capture any new information related to additional funding, both restricted and unrestricted, outside of the Proposition 10 and the Proposition 56 backfill dollars.

Chart 1: Revenue vs. Expenditures through FY 2027-28



The Commission’s primary source of revenue, Proposition 10 tobacco tax revenue, has been steadily decreasing since FY 2004-05, and is projected to decline an additional 22.8% by FY 2027-28, from the \$71.7 million anticipated to be received in FY 2019-20 to an estimated \$55.4 million for FY 2027-28, not including the 2% internal downward adjustment to Proposition 10 tax revenue to account for

possible Proposition 56 backfill shortfalls or changes. At the same time, expenditures had been steadily increasing through FY 2013-14, exceeding incoming revenue for the first time in FY 2008-09. With the transition from *projection* to *plan* First 5 LA is planning for a gradual path toward expenditure alignment with revenues as we continue to move in a direction toward sustainability and systems change with the new 2020-2028 Strategic Plan.

As previously projected, spending is estimated to peak in FY 19-20 in alignment with the 2015-2020 Strategic Plan activities, some of which took a longer time than originally anticipated to develop a framework or establish relationships. The total impact of the costs in FY 19-20 is approximately \$134.1 million, or 35.6% above the estimated incoming revenue (including the internal adjustment to Proposition 10 tax revenue in response to the Proposition 56 backfill revenue shortfall), an excess level of spending which results in a commensurate decline in fund balance. The total impact of the proposed costs for FY 20-21 is \$124.3 million, or 37.0% above the estimated incoming revenue, which also adjusts for the 2% internal adjustment to Proposition 10 tax revenue. The ongoing variance between projected revenue and the established expenditures results in a 98.8% decrease in fund balance from the July 1, 2019 beginning fund balance of \$353.6 million to \$4.2 million by June 30, 2028. Of this \$4.2 million, amounts would need to be set aside for subsequent fiscal year operating costs and the fund balance reserve, which is currently calculated as 25% of the projected annual fiscal year budget per Board-approved policy but is anticipated to increase to 50% effective FY 20-21, pending Board approval.

Staff will continue to monitor the changing environment and political landscape—both at the State and Federal level—that can have potential implications to the revenue so that we may adjust our longer-term plans, accordingly.

V. Summary

We are taking the opportunity to transition from a projection to a plan so that we can, to the extent possible, take control of our future spending. It will no longer be utilized solely as a forecasting tool. Pivoting from “projection” to a “plan” will reduce staff time devoted to budget development and improve long-range and strategic planning, particularly as the organization places a higher emphasis on policy and systems change, and doing more with less, as our revenues continue to gradually decline. This approach also allows the organization to manage the transition to a more sustainable spending plan in light of an ever-decreasing fund balance.

In the coming year, First 5 LA will be working internally to continue to use the current Strategic Plan Refinement (SPR4) process to identify the appropriate level of resources for distribution in support of the 2020-2028 Strategic Plan strategic priorities to support programmatic success and long-term system outcomes. This will require changes to current policies, development of new policies and the possible establishment of resource allocations. Any changes to the proposed long-term plan costs will be shared with the Board for approval through the next long-term financial plan update.

FY 2020-21 Budget and Long-Term Financial Plan

Special Meeting of the
Board of Commissioners –
Budget & Finance and Executive
Committees

June 17, 2020



Objectives

- 1) Review Changes to the Budget Development Process
- 2) Budget Overview
- 3) Programmatic Costs
- 4) Operating Costs
- 5) Administrative Cost Limit
- 6) Long-Term Financial Plan Overview
- 7) Long-Term Financial Plan Key Assumptions
- 8) Next Steps

Changes to the FY 20-21 Budget Development Process

1) Budget Timeline

- One month extension
- Extended staff revision period

2) Commissioner Touchpoints

- Reduced and streamlined from 4 to 2

3) COVID-19 related fiscal response

1. Component #1: 90-day extensions
2. Component #2: Additional funding for existing contractors with unique COVID-19-related capabilities and needs
3. Component #3: Additional partnership, pooled or aligned fund opportunities

Budget Components

Components of the FY 2020-21 Budget

1. Strategic Plan
 - a) Strategic Plan Outcome Areas
 - b) Policy & Strategy Support
 - c) Integration & Learning
2. Legacy Investments
3. Emerging Opportunities Fund
4. Internal Operations (Operating Budget)

FY 2020-21 Budget Summary

BUDGET CATEGORY	FY 2019-20 Budget				Proposed		Variance
	Original		Revised		FY 2020-21 Budget		
Program							
<i>2020-2028 Strategic Plan</i>							
a. SP Priority Outcome Areas	\$ 90,556,000		91,965,000		\$ 82,390,000		\$ (9,575,000) -10.4%
b. Policy & Strategy Support	9,892,000		9,777,000		8,518,000		\$ (1,259,000) -12.9%
c. Integration & Learning	6,212,000		5,307,000		4,398,000		(909,000) -17.1%
<i>Total 2020-2028 Strategic Plan</i>	\$ 106,660,000	80%	\$ 107,049,000	80%	\$ 95,306,000	77%	\$ (11,743,000) -11.0%
<i>Legacy Investments</i>	4,229,000	3%	4,219,000	3%	3,153,000	3%	(1,066,000) -25.3%
<i>Emerging Opportunities</i>	-	0%	-	0%	3,000,000	2%	3,000,000 100.0%
Total Program	\$ 110,889,000	83%	\$ 111,268,000	83%	\$ 101,459,000	82%	\$ (9,809,000) -8.8%
Operating (Administration Division)	22,828,358	17%	22,828,358	17%	22,797,493	18%	(30,865) -0.1%
TOTAL BUDGET	\$ 133,717,358	100%	\$ 134,096,358	100%	\$ 124,256,493	100%	\$ (9,839,865) -7.3%

Budget Highlights

- Net decrease of \$9,839,865 or 7.3%
- Decrease of \$9.6 million (10.4%) to support the Priority Outcome Areas
- Decrease of \$1.1 million (25.3%) in Legacy Resources
- Addition of \$3.0 million in centralized emerging opportunity funds (including COVID-19 related needs)
- Net decrease of \$9.8 million (8.8%) in total programs budget
- Net decrease of \$31,000 (0.1%) in Operating costs

Program Budget Overview

FY 2020-21 is reflective of a transition from one strategic plan to another, as well as an ongoing effort to align program costs to the fiscal realities of declining revenues.

- Budget structure is consistent with 2015-2020 SP
 - o Transition to alignment with new SP anticipated for FY 21-22
- Activities sunseting in alignment with 2015-2020 SP
- Continued eye toward long-term sustainability
- 90-day extensions granted for qualifying contracts/grants due to COVID-19
- Reassessment and reduction of convening costs

Strategic Plan Outcome Areas

Estimated resources required to support Outcome Area activities

- Structure is aligned to prior SP
- Activities are aligned to revised SP

STRATEGIC PLAN OUTCOME AREA	Revised		Proposed	
	FY 2019-20 Budget		FY 2020-21 Budget	
Families	\$ 39,133,000	42%	\$ 37,631,000	46%
Communities	21,631,000	23%	20,200,000	25%
Early Care & Education (ECE) Systems	26,550,000	29%	18,791,000	23%
Health-Related Systems	5,121,000	6%	5,768,000	7%
Total Strategic Plan Outcome Areas	\$ 92,435,000	100%	\$ 82,390,000	100%

Families and Communities Overview

FAMILIES OUTCOME AREA	Revised		Proposed	
	FY 2019-20 Budget		FY 2020-21 Budget	
Home Visiting	\$ 37,235,000	95%	\$ 37,079,000	99%
Family Engagement	1,898,000	5%	552,000	1%
Total Families Outcome Area	\$ 39,133,000	100%	\$ 37,631,000	100%

COMMUNITIES OUTCOME AREA	Revised		Proposed	
	FY 2019-20 Budget		FY 2020-21 Budget	
Best Start Networks	\$19,888,000	92%	\$ 17,570,000	87%
Public Infrastructure	1,330,000	6%	1,280,000	6%
Field Building	413,000	2%	1,350,000	7%
Total Communities Outcome Area	\$21,631,000	100%	\$ 20,200,000	100%

ECE and Health-Related Systems Overview

ECE OUTCOME AREA	Revised		Proposed	
	FY 2019-20 Budget		FY 2020-21 Budget	
County Systems Building	\$ 9,368,000	35%	\$ 10,596,000	56%
Quality Improvement Systems	17,055,000	64%	8,195,000	44%
ECE Emerging Opportunities	127,000	0%	-	0%
Total ECE Outcome Area	\$26,550,000	100%	\$ 18,791,000	100%

HEALTH-RELATED SYSTEMS OUTCOME AREA	Revised		Proposed	
	FY 2019-20 Budget		FY 2020-21 Budget	
Early Identification and Intervention	\$ 3,769,000	81%	\$ 4,079,000	71%
Trauma-Informed Approaches	697,000	15%	289,000	5%
AAIMM Birth Outcomes and Disparities – P&S Change*	-	0%	1,400,000	24%
Health - Emerging Opportunities	185,000	4%	-	0%
Total Health Outcome Area	\$ 4,651,000	100%	\$ 5,768,000	100%

*Formerly in Legacy Investments under the Black Infant Health initiative .

Policy & Strategy Support

Investments to cultivate diverse partnerships, create awareness and urgency among decision-makers, and support advocates for policy change on behalf of children and their families.

Policy & Strategy Support	Revised FY 2019-20 Budget		Proposed FY 2020-21 Budget	
Communications	\$ 6,081,000	62%	\$ 5,748,000	67%
Community Relations	283,000	3%	207,000	2%
Public Policy & Government Affairs	2,370,000	24%	1,515,000	18%
Strategic Partnerships	993,000	10%	1,048,000	12%
Emerging Opportunities	50,000	1%	-	0%
Total P&S Support	\$ 9,777,000	100%	\$ 8,518,000	100%

Integration & Learning

Investment to establish key building blocks of a learning organization. This includes support for ongoing research and evaluation work.

Integration & Learning Division	Revised FY 2019-20 Budget		Proposed FY 2020-21 Budget	
Integration & Learning Division Support	\$ 578,000	0%	\$ 425,000	10%
Integration & Learning	103,000	2%	114,000	3%
Measurement, Learning & Evaluation	4,626,000	87%	3,784,000	86%
Staff Capacity Building	-	0%	75,000	2%
Total Integration & Learning Division	\$ 5,307,000	100%	\$ 4,398,000	100%

Legacy Investments

Two (2) remaining investments – down from 5 in FY 2019-20

Investments continuing in FY 2020-21 include:

- Baby Friendly Hospitals – Cycle 4
- Little by Little/One Step Ahead

Total proposed FY 2020-21 budget: \$3.2 million

Internal Operations (Operating Budget)

Estimates were informed by:

- Historical spending trends
- Contracts with existing and prospective vendors
- Anticipated activities and expenditures
- Timing of expenditures based on the timeline of activities
- Adjustments in response to COVID-19

Internal Operations (Operating Budget)

OPERATING COST CATEGORY	FY 2019-20 Budget				Proposed		Variance	
	Original		Revised		FY 2020-21 Budget			
Personnel Services	\$ 17,867,331	78%	\$ 17,711,081	78%	\$ 17,804,695	78%	\$ 93,614	0.5%
Operating Expenses	1,801,387	8%	\$ 1,814,237	8%	2,004,260	9%	\$ 190,023	10.5%
Consultant Services	1,715,700	8%	\$ 1,825,562	8%	1,789,225	8%	\$ (36,337)	-2.0%
Professional Services	512,740	2%	\$ 506,440	2%	484,718	2%	\$ (21,722)	-4.3%
Travel Expenses	448,850	2%	\$ 449,921	2%	326,745	1%	\$ (123,176)	-27.4%
Professional Development	482,350	2%	\$ 521,117	2%	387,850	2%	\$ (133,267)	-25.6%
Total Operating Costs	\$ 22,828,358	100%	\$ 22,828,358	100%	\$ 22,797,493	100%	\$ (30,865)	-0.1%

Please note: Percentages reflected have been rounded to the nearest whole

- Total overall cost is below the FY 2019-20 budget
- Maintained FTE at the FY 2019-20 approved count of 148
- Includes a personnel vacancy rate adjustment to account for staff vacancies throughout the year

Administrative Cost Limit

\$14.3 million or 11.47% of the total proposed FY 2020-21 budget

- Broad (Inclusive) Approach:
 - All costs for administrative departments, including VP department budgets, as well as 100% of salary/benefit costs for Executive Leadership, Directors and Administrative Assistants
- Increase due to a higher reduction in program costs in proportion to reduction in operating costs
- First 5 LA continues to have among the lowest percentage, with rates across all County Commissions ranging from 8-25% of spending
- Estimates also adhere to Strategic Plan Refinement Team recommendations, shared with B&F in fall 2019, proposing a 15% of total costs cap to Administrative costs (pending methodology update)



**LONG-TERM
FINANCIAL
*PLAN***

LTFP: Overview

- Shifting away from a Long-Term Financial Projection to a Long-Term Financial *Plan*
- Purpose of the LTFP: To aid in the Commission's financial stewardship role by providing a framework that shows the long-term implications of funding decisions.
- LTFP is a spending plan – not a multi-year forecast like our former long-term projections. This plan includes: revenue, expenditure projections, operating expenses, program commitments and fund balance.
- LTFP uses prior year history, long-term forecast, analysis, and collaborative strategic thinking
- Board-approved plan period: FY 2020 – 2028

Revenue & Expenditure Projections



LTFP Assumptions

- 1) Revenue estimates are based on projections provided in June 2019 by F5CA and the California Department of Tax and Fee Administration (CDTFA), with a 2% internal downward adjustment
- 2) The annual rate of decline over the course of the 7 years, beginning with FY 2021-22 through FY 2027-28, is approximately 6.42%
 - This results in a glide path through FY 2027-28
 - Ending Fund Balance is approximately \$4.2M

LTFP Assumptions

- 3) Program costs will represent 85% of total costs on an annual basis
- 4) Operational costs will represent no more than 15% of total costs on an annual basis
- 5) Reserve (Operations) assumes 25% of the total budget of FY 2019-20 and 50% of the total budget effective as of FY 2020-21 pending policy change and does not reflect any expenditures.
- 6) Other Revenue

NEXT STEPS



Next Steps

- **June 17, 2020– Special Meeting of the Board of Commissioners: Budget & Finance/Executive Committee**

- Overview and discussion of Draft FY 2020-21 Budget and Long-Term Financial Plan

- • **July 9, 2020 – Commission Meeting**

- Info/Action Item: Final FY 2020-21 Budget and Long-Term Financial Plan presented to the Board for information and action

THE END

1ST  LA
first 5 la
Giving kids the best start

Los Angeles County Children and Families First Proposition 10 Commission

SUBJECT: Fund Balance	Policy Number: A-2301
	Effective Date: 06/01/2020
	Supersedes: 10/13/16, 03/08/12
Initiating Authority: Finance Department	Page 1 of 4

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I. PURPOSE

The purpose of this policy is to classify fund balance categories in accordance with the reporting requirements of Statement 54 of the Government Accounting Standards Board (GASB) effective June 15, 2010.

II. APPLICATION

The guidelines for adoption are consistent with both GASB Statement 54 and the First 5 Association of California Financial Management Guide and establish authority for committing or assigning fund balances.

III. POLICY

In compliance with GASB 54, this policy sets forth the following:

The authorization level for committing or assigning a fund balance is established by the Board of Commissioners. Formal action of the Commission will be defined as an action taken at a publicly noticed meeting.

IV. PROCEDURES

Fund balance is essentially the difference between the assets and liabilities reported in a governmental fund. There are five separate components of fund balance, defined below in order of the strength of commitment. Each separate component is identified by the extent to which First 5 LA is bound to honor the constraints on the specific purposes on which amounts can be spent as follows:

- Non-spendable (inherently unspendable)
- Restricted (external limitations on use)
- Committed (self-imposed limitations on use for a specified purpose)
- Assigned (limitation resulting from broadly intended use; specific purpose not yet identified)
- Unassigned (residual net resources-no restrictions)

DEFINITIONS AND REPORTING

A. Non-spendable: That portion of fund balance that includes amounts that cannot be spent because they are either 1) not in a spendable form; or 2) legally or contractually required to be maintained intact.

Example: Cash advances to grantees and contractors.

B. Restricted: That portion of fund balance that reflects constraints placed on the use of resources (other than non-spendable items) that are either 1) externally imposed by creditors, grantors, contributors, or laws or regulations of other governments; or 2) imposed by law through constitutional provisions or enabling legislation. A Resolution approved via formal action by the Board of Commissioners is required to accept the restricted funds, acknowledging receipt.

Example: Funds advanced by external entities under specific agreements for services such as matching funds for specific initiatives.

C. Committed: That portion of fund balance that includes amounts that can only be used for specific purposes pursuant to constraints imposed by formal action of the Board of Commissioners. These constraints remain binding unless removed via the same type of formal action and instrument as defined by this policy. A Resolution approved via formal action by the Board of Commissioners is required to commit funds.

Resources in this category may include:

- 1) Resources committed for a specific purpose and/or future initiatives.
- 2) Funding that has been designated for legally enforceable contracts but not yet spent, including multi-year contracts.
- 3) Resources that have been committed by the Commission for specific agreements that have not yet been executed.
- 4) Resources committed as a local match for State Commission initiatives, programs or projects within the approved long range financial plan, funding recommendations or the strategic plan.

Example: Funds allocated to specific initiatives for which the planned use is narrowly defined.

D. Assigned: That portion of fund balance that includes amounts constrained by the Commission's intent to be used for broadly defined purposes that do not rise to the level of committed. The purpose of the assignment must be narrower than the fund itself. Assignments can be made via formal motion approved by the Commission; a Resolution is not required to assign funds. The Commission has elected not to designate a separate body, committee or an official who can specify such purposes.

Resources in this category may include:

- 1) Appropriation of a portion of existing fund balance sufficient to eliminate a projected deficit in the subsequent year's budget.
- 2) Resources assigned to a specific program, project or organization for which the Commission has approved a plan or budget.
- 3) Resources approved by the Commission for a long range financial plan (where formal approval is not required to modify the amount).

Example: Funds reserved for Commission use consistent with the current Strategic Plan.

Because the Committed and Assigned fund balance components are commonly confused, the First 5 Association of California Financial Management Guide provides the following chart to distinguish between these two categories:

Comparison: Committed vs. Assigned		
	Committed	Assigned
<i>A decision to use funds for a specific purpose requires action of governing body</i>	Yes	No
<i>Formal action of governing body is necessary to impose, remove or modify this constraint and formal action has taken place before end of reporting period</i>	Yes	No

E. Unassigned: That portion of fund balance that cannot be reported in any other classification but may reflect an internal restriction that requires a footnote to the Financial Statements.

Resources in this category for First 5 LA purposes may include:

- 1) Minimum Fund Balance Reserve: Must include 50.25 percent of the total fiscal year budget, to be adjusted and approved annually. Reserve funds may be utilized for the following purposes.
 - a) Cash Flow: To mitigate delays in receiving revenues.
 - b) Extreme Events: To restore and continue operations, should an unanticipated event or natural disaster occur.
 - c) Budget Stabilization: To ensure a sufficient level of fund balance to meet the Commission obligations in the event of a revenue shortage.
- 2) Operating funds which includes personnel related cost, services and supplies.

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V. RESPONSIBILITIES

In accordance with GASB 54 guidelines, the elements of the policy are created by the Commission for its own purposes and may, therefore, be revised by the Commission as needed in the future.

The Commission should undergo an annual reaffirmation process prior to fiscal year-end to review all levels of fund balance and determine what action is needed. As part of this reaffirmation process, the Commission should take formal action prior to the fiscal year-end to either modify the existing fund balance levels or maintain them. This reaffirmation process generally takes place in conjunction with the approval of the fiscal year Budget by the Board of Commissioners.

VI. REFERENCES/LEGAL AUTHORITY

Statement 54 of the Government Accounting Standards Board (GASB)
First 5 Association of California Financial Management Guide

VII. APPROVALS

Raoul Ortega, Finance Director, Initiating Authority Date _____

John Wagner, Executive Vice President Date _____

Kim Belshé, Executive Director Date _____

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