

AGENDA

MEETING OF THE BOARD OF COMMISSIONERS

Chair: Sheila Kuehl

Thursday, July 9, 2020
1:30 PM - 3:00 PM

Meeting Location:

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

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

1. **ACTION**

Call to Order / Roll Call

- **Sheila Kuehl, Commission Chair**

2. **ACTION**

Consent

- **John Wagner, Executive Vice President**

A. Approve Special Commission Meeting Summary Action Minutes and Transcript -
Thursday, June 11, 2020

B. Approve Monthly Financial Statements for the Month Ending May 31, 2020

C. Contracts: Approve One New Agreement and One Renewal and Authorize First 5 LA
Staff to Complete Final Contract Execution Upon Approval from the Board

D. Approve a Strategic Partnership with Olive View-UCLA Education & Research Institute
in the amount of \$310,500 to Support the Expansion of Pediatric and Mental Health
Services for the Strong, Healthy and Resilient Kids (SHARK) Program at Los
Angeles County Department of Health Services for a Period of Three (3) Years and
Authorize Staff to Execute an Agreement in the Amount of \$94,875

E. Authorize First 5 LA to Receive Funds from Aurrera Health Group, LLC, in Support of
the California Department of Health Care Services and the Office of the California
Surgeon General for the ACEs Aware Provider Engagement Grant, Approve
Resolution # 2020-03, and Authorize First 5 LA Staff to Execute Agreement to
Receive Funds in the Amount of \$225,000

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COMMISSIONERS

Los Angeles County Supervisor	Jane Boeckmann	Yvette Martinez
Sheila Kuehl	Bobby Cagle	Romalis J. Taylor
Chair	Barbara Ferrer, Ph.D., M.P.H., M.Ed.	Keesha Woods
Judy Abdo		Marlene Zepeda, Ph.D.
Vice Chair		

EX OFFICIO MEMBERS

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

EXECUTIVE DIRECTOR

Kim Belshé

EXECUTIVE VICE PRESIDENT

John A. Wagner

A PUBLIC ENTITY

- F. Authorize First 5 LA to Receive Funds from First 5 CA in the amount of \$9,054,135 through June 2023 for COVID-19 Early Care and Education provider relief and IMPACT 2020 in support of Quality Counts California (QCC) and Quality Start Los Angeles (QSLA) Regional Efforts, Approve Resolution # 2020-04 and Authorize First 5 LA Staff to Execute Agreement to Receive Funds in the Amount of \$9,054,135 with First 5 CA
- G. Approve a Strategic Partnership with the California Community Foundation in the Amount of \$777,000 for the Period of 11 Months to Address COVID-19 Impacts on the Early Learning Sector and Support Access to Quality Early Learning Services for the Most Vulnerable Children Birth to Age Five and Authorize First 5 LA Staff to Execute Agreement in the Amount of \$777,000

3. INFORMATION

Remarks by the Commission Chair of the Board
- Sheila Kuehl, Commission Chair

4. INFORMATION

Executive Director's Report
- Kim Belshe, Executive Director

5. ACTION

Emergency Ratification Actions Due to the COVID-19 Pandemic
 • Approve Board Resolution 2020-05
- John Wagner, Executive Vice President

6. ACTION

Finance Update for Action

A. Approve the Long-Term Financial Plan

B. Approve Resolution 2020-06 for the Final Proposed FY 20-21 Budget which includes:

- o FY 2020-21 Proposed Budget of \$124,256,493
- o Administrative Cap for FY 2020-21 of \$14,247,528, 11.47% of the total budget
- o Projected balance of previously Committed program allocations totaling \$144,078,784 affirming these allocations as Committed Fund Balance in adherence with GASB 54 guidelines
- o Removing constraints on \$2,546,460 of funds for ending initiatives, redirecting these funds from the Committed to the Assigned fund balance
- o Fund Balance Policy update, increasing the minimum reserve policy from 25% to 50% of the total annual budget; and
- o Fund Balance Reserve amount of \$62,128,247, which is available for use during the 2020-21 fiscal year only for the purposes outlined in the Fund Balance Policy
- o Future funds through June 30, 2028 are formally assigned through Long-Term Financial Plan and will be formally amended and committed as part of the annual budget process

- Raoul Ortega, Director, Finance

- Daisy Lopez, Manager, Financial Planning & Analysis

7. INFORMATION

COVID-19: A Path Forward, Together; First 5 LA's State and Federal Advocacy

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Framework and Priorities

- **Charna Widby-Martin, Interim Director, Public Policy & Government Affairs**

8. INFORMATION

Amend a Strategic Partnership with Southern California Grantmakers, Fiscal Sponsor for the Center for Strategic Partnerships, from July 2021 to September 2021 to Support Technical Assistance to LA County Department of Mental Health to Continue to Operationalize Mental Health Services Act/Prevention and Early Intervention Funds for Prevention Efforts in the Context of the COVID-19 Pandemic **(WRITTEN ONLY)**

- **Anna Potere, Senior Program Officer, Family Supports**

9. INFORMATION

Amend the Strategic Partnership with Dignity Community Care in the Amount of \$265,000, for a total project cost of \$903,876 through June 30, 2021 to Coordinate the Provision of Training and Materials to Support the Department of Health Services' MAMA's Neighborhood Program Expansion **(WRITTEN ONLY)**

- **Diana Careaga, Senior Program Officer, Family Supports**

10. INFORMATION

Amend the Strategic Partnerships with Los Angeles Unified School District, El Monte City School District, Mountain View School District, Pomona Unified School District, and Rosemead School District for First 5 LA's Kindergarten Readiness Assessment strategy for a combined total not to exceed \$22,645,556 through June 30, 2023. The Strategic Partnership with Pomona Unified School District will go through June 30, 2021 **(WRITTEN ONLY)**

- **Becca Patton, Director, Early Care & Education**

- **Marcy Manker, Senior Program Officer, Early Care & Education**

11. INFORMATION

Establish a Strategic Partnership with Community Partners fiscal agent for Mayor's Fund for Education in the Amount of \$225,000 in Support of First 5 LA's Business Sector Engagement Strategy for the period of 24 months and Authorize First 5 LA Staff to Execute an Agreement for an Amount Not to Exceed \$150,000 with an Anticipated Start Date of September 11, 2020 to June 30, 2021 **(WRITTEN ONLY)**

- **Jennifer Pippard, Director, Strategic Partnerships**

12. INFORMATION

Establish a Strategic Partnership with Public Private Strategies, LLC in the Amount of \$104,999 to Evaluate and Expand First 5 LA's Business Sector Engagement Strategy to Increase the Number and Demographics of Small Business Leaders Targeted for Recruitment Within the Context of COVID-19 for the Period of 24 Months **(WRITTEN ONLY)**

- **Jennifer Pippard, Director, Strategic Partnerships**

13. INFORMATION

Establish a Strategic Partnership with UNITE-LA in the Amount of \$100,000 to Develop a "Talent Development Network" of Influential Cross Sector Business Partners to be Engaged and Activated in Support of Early Childhood Development and Key Economic Recovery Priorities from the COVID-19 Pandemic to Advance First 5 LA's Four Outcomes for Children Prenatal to Five and Their Families for the Period of 24 Months **(WRITTEN ONLY)**

- **Jennifer Pippard, Director, Strategic Partnerships**

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14. **INFORMATION**

Authorize First 5 LA to Receive Funds from Los Angeles County Office of Education (LACOE) in support of Quality Counts California (QCC) and Quality Start Los Angeles (QSLA) Regional Efforts, Approve Resolution #2020-07 and Authorize First 5 LA Staff to Execute Agreement to Receive Funds in the Amount of \$125,000 (**WRITTEN ONLY**)

- Kevin Dieterle, Senior Program Officer, Early Care & Education

15. **INFORMATION**

Public Comment (for items not on the agenda)

16. **ACTION**

Adjournment



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MEETING OF FIRST 5 BOARD OF COMMISSIONERS
THURSDAY, JUNE 11, 2020
750 North Alameda Street, First Floor
Los Angeles, California 90012

STENOGRAPHICALLY REPORTED BY:
HEATHERLYNN GONZALEZ
CSR #13646

1 Thursday, June 11, 2020; Los Angeles, California

2 1:30 p.m.

3 -oOo-

4 SUPERVISOR KUEHL: I think we'll begin with you,
5 Linda, if you don't mind, to give us the board meeting
6 ground rules. Over to you.

7 SECRETARY: Okay. Thank you.

8 Good afternoon Honorable Chair and members of the
9 board and public. I'm Linda Vo with First 5 LA.

10 And before we begin today's meeting, I'll be going
11 over some important information.

12 Pursuant to Governor Newsom's executive order
13 N-25-20, members of the First 5 LA Board of Commissioners
14 or staff may participate in this meeting via
15 teleconference. In the interest of maintaining appropriate
16 social distancing, members of the public may observe this
17 meeting telephonically or otherwise electronically as
18 posted on our website and this agenda.

19 To provide public comment you may submit written
20 public comments by e-mail to LVO@First5LA.Org or call
21 213-276-9389. Please indicate the item number your comment
22 corresponds with.

23 All public comments corresponding to an agenda
24 item must be received before 1:30 p.m. the day of the
25 meeting. Any received after 1:30 p.m. will become a part

1 of public record. All public comments received prior to
2 1:30 p.m. today will be read aloud at the end of each item
3 it coincides with.

4 Before we begin this meeting, please note the
5 following: To minimize background disruptions, all board
6 members and staff should place their lines on mute until
7 called upon to speak.

8 To minimize multiple people speaking at the same
9 time and ensure for a coherent dialogue, board members will
10 text the supervisor or use the chat function on Zoom to
11 message me directly per our board meeting guidelines
12 document to express interest in speaking and wait to be
13 called upon.

14 With the exception of adjournment, which will be
15 called for by the chair, a formal roll call will be done
16 for all action items. A reminder to all board members to
17 take yourselves off mute prior to roll call.

18 If there's technical assistance needed during the
19 meeting, please contact me at 213-276-9389 and I'll connect
20 you with IT.

21 With that, I will now hand this meeting back to
22 our honorable chair.

23 SUPERVISOR KUEHL: Thank you very much. Since
24 there's automatic muting sometimes, and we have to unmute
25 in order -- not just on our phones, I want to make sure you

1 can hear me at this moment. Say "Yes," if you can.

2 SECRETARY: Yes.

3 SUPERVISOR KUEHL: Okay. Good. Thank you. Thank
4 you all. If someone gives you an automatic -- if you're on
5 the phone only, and someone says you are muted, to unmute
6 yourself, you can press star six. Because it's more than
7 just a mute button on your phone. Just to let you know.

8 So before we do the roll call, I wanted to welcome
9 Helen Berberian who is joining our commission. She's the
10 Deputy Director for the LA County Department of Children
11 and Family Services over the Bureau of Clinical Resources
12 and Services. Helen has a Master's Degree in Marriage and
13 Family Counseling and extensive experience as a DCFS
14 Children's Social Worker, Supervising Social Worker, and
15 Children's Service Administrator. She previously served as
16 an alternate First 5 LA board member representing the DCFS
17 in 2013.

18 And, Helen, we welcome you. We're very, very
19 happy to have you join us.

20 Would you care to say anything before we have roll
21 call?

22 COMMISSIONER BERBERIAN: No. Thank you,
23 Supervisor. I so privileged to have this opportunity once
24 again, and I really appreciate this opportunity. Thank you
25 so much.

1 SUPERVISOR KUEHL: Wonderful. So welcome. And
2 now let us proceed to roll call.

3 SECRETARY: Judy Abdo?

4 COMMISSIONER ABDO: Here.

5 SECRETARY: Linda Aragon?

6 Astrid Heger?

7 Yvette Martinez?

8 COMMISSIONER MARTINEZ: Here.

9 SECRETARY: Jonathan Sherin?

10 Romalis Taylor?

11 COMMISSIONER TAYLOR: Here.

12 SECRETARY: Keesha Woods?

13 COMMISSIONER WOODS: Here.

14 SECRETARY: Marlene Zepeda?

15 COMMISSIONER ZEPEDA: Here.

16 SECRETARY: Helen Berberian.

17 COMMISSIONER BERBERIAN: Here.

18 SECRETARY: Wendy Garen?

19 COMMISSIONER GAREN: Here.

20 SECRETARY: Karla Pleitez Howell?

21 COMMISSIONER PLEITEZ HOWELL: Here.

22 SECRETARY: Deanne Tilton?

23 Sheila Kuehl?

24 SUPERVISOR KUEHL: Here.

25 SECRETARY: Quorum is present.

1 SUPERVISOR KUEHL: All right. Thank you very
2 much.

3 The first item on our agenda today is the consent.
4 A number of items on consent. Extensive, because it's the
5 end of the year, great many things end and need to be
6 re-upped on consent.

7 So before I turn it over to John, I wanted to say
8 that, given the huge numbers of amendments to our strategic
9 plans and our contract renewals, I want to praise John and
10 the entire administration team. I know this is a really
11 heavy lift to prepare a lot of the heavy evaluation having
12 gone on and analysis of how this fits into our budget,
13 which we will review next month. And so I just wanted to
14 say hoorah to the team. It's not that easy, you know, as a
15 virtual team, and you've done a really great job.

16 So let me turn this over, I believe, to John.

17 MR. WAGNER: Thank you so much, Madam Chair, and I
18 appreciate it. And hoorah to the exec team and the entire
19 organization because it does represent a lot of work across
20 the organization as well as the support of the board.

21 So with that, hello, and good afternoon
22 commissioners, staff, and --

23 (Technical interruption.)

24 MR. WAGNER: I know you'll see a lot of items
25 across today's agenda that are more administrative in

1 nature, which is typical this time of year, especially
2 during normal times. And these times are far from normal,
3 which is really adding to a lot of the complexity of our
4 processes. Even in the best of times, our processes can be
5 complicated. And these are not the best of times.

6 But I want to acknowledge two points. First,
7 staff are exercising integrity and sound judgment aligned
8 to the authorities granted by the board as required by
9 these very challenging times in an effort to continue to
10 support our external partners, our contractors and
11 grantees; and, second, to acknowledge that the resources
12 contained in these contracts and strategic partnerships
13 with our external partners detailed on the agenda are built
14 into the budget, on which the board will have the final
15 authority.

16 So given this reality, the fact that we're in the
17 midst of these extraordinarily challenging times causing
18 items to come to you out of normal or traditional sequence,
19 I want to provide the board with some perspective on how
20 all of these parts of -- of consent and other parts of the
21 agenda fit together.

22 Before going into the consent items, I just want
23 to remind the board it has important authorities when it
24 comes to approving how First 5 LA resources are spent.
25 Obviously, there's a budget, which the chair spoke to

1 earlier, and which will determine the resource for the
2 contracts I'm about to speak to.

3 Later in the agenda -- on the agenda, under Item
4 Number 7, Raoul will bring to the commissioners the time
5 line under which we're bringing the proposed budget to the
6 board. But there are separate authorities you have related
7 to procurement and contracting which is also contained in
8 Items 2, 4, 5, and 10.

9 Your role over procurements governs how and when
10 we are required to put things out to bid. Your role over
11 contracts governs the commitment of the resources via the
12 contracts that result from when we put something out to bid
13 or when we've done a procurement when it's needed. And
14 given the fact that we're at the end of the fiscal year,
15 like every year, you're seeing a very large number of
16 procurements and contracts that are expiring just due to
17 the fact of where we're at in the fiscal year.

18 Simply put, to continue the good work underway, we
19 need to bring these items back to the board for approval to
20 continue work into the next fiscal year.

21 This has been an important part of our role in
22 response to the pandemic as outlined in our strategic
23 framework, we're responding to Covid-19 outlined in the
24 months -- last month's board materials and this month's
25 board materials. Our work to support our external

1 contractors and grantees is more critical now than ever as
2 our external partners face their own challenges in light of
3 the pandemic.

4 Making sure our resources continue is a
5 significant response to their organizations, staff, and the
6 families and kids we ultimately serve across the county.

7 I want to explicitly and again acknowledge that
8 these are extraordinary and complicated times. And what
9 we're bringing to you on consent is not our ordinary
10 practice. Due to the pandemic, we have needed extra time
11 to prepare the fiscal year, 2020-2021 budget. An extension
12 in time that the board approved last month. Raoul will
13 address this in greater detail in Item Number 7,
14 acknowledging the 20-21 budget will be presented to you
15 next week on June 17th at a joint meeting of the budget
16 finance and exec committees, which is noticed as a special
17 meeting of the commission; so all commissioners are invited
18 to attend.

19 With the additional time approved by the board to
20 develop and enact the budget for 2020-2021, it means that
21 absent board action, critical work underway will end at the
22 end of June.

23 In an effort to prevent disruption to that work,
24 we are bringing forward today for your action staff
25 recommendations to continue 27 existing strategic

1 partnerships outlined in Item 2C, and a renewal of 62
2 existing contracts outlined in Item 2D.

3 All of these contracts are aligned with our
4 strategic plan and are in compliance with First 5 LA's
5 staff's assessment of progress against their objectives and
6 outcomes, which is indicated also in the board materials.

7 Given that this is not historically how we have
8 sequenced these items in the past, bringing these before
9 the budget is approved, I want to point out two things
10 regarding the budget. First, the resources in these
11 contracts are contingent upon and subject to the board's
12 approval of the fiscal year budget. We look forward to
13 engaging a special commission meeting next week on the
14 budget.

15 Second, the recommended budget -- the recommended
16 budget that staff will bring to the board next week
17 includes resources for these contracts. Because First 5 LA
18 is fortunate to be funded by a committed revenue source,
19 the resources needed to fund these strategic partnerships
20 and contracts was included in the last long-term financial
21 projection brought to the board which set aside overall
22 resources for the 2020-2021 budget. So the resources
23 needed to continue this work into fiscal year 2021 are
24 there and will be recommended as part of the upcoming
25 budget being presented to the budget and finance and

1 executive committee next week, and then being brought back
2 to the full board for action in July.

3 Returning to the specific agenda for today, in the
4 area of procurement, strategic partnerships for over
5 \$75,000 require board approval. So you'll see in Sub Item
6 2C 27 amended strategic partnerships being -- being brought
7 forward for your consideration, adding both funding and/or
8 time to continue the work. The board memo on this item and
9 accompanied chart, Attachment A, outlines each of these
10 strategic partnerships in detail.

11 I will note that we are exercising the Executive
12 Director's emergency authority granted by the board due to
13 the pandemic and further discussed in Item 5. In
14 exercising this authority, we are waiving Governance
15 Guideline 1, which would normally require us to bring this
16 forward to you as an informational item, and then at a
17 subsequent board meeting as an action item.

18 With this authority, these 27 strategic
19 partnerships are being presented as both informational and
20 for action. With this authority, these 27 strategic
21 partnerships are being -- normally, I should say that we
22 would have brought these as separate items; so this is a
23 much more condensed and streamlined version of what you
24 would have traditionally seen.

25 I will also acknowledge that many of these are

1 related to the contracts, which is the next item. Moving
2 on to the contracts, Sub Item 2D, these include all the
3 new, renewed, and amended contracts that require board
4 action, again, crossing the \$75,000 threshold for board
5 approval.

6 The chart for Attachment A details 62 renewed
7 contracts. This illustrates that the overwhelming majority
8 of contracts that you're considering today are to continue
9 existing work aligned to our refined strategic plan. All
10 of these contracts have previously been approved by the
11 board and are coming back as renewals. You'll see 7 funded
12 in our communities work, 6 within the early care and
13 education area, 34 coming out of family supports, 4 from
14 integration and learning, and 6 from our policy and
15 strategy division, with the remaining 5 from our operations
16 or administrative division.

17 There is one new contract. This is with the
18 Los Angeles County of Education in the amount of
19 \$2.1 million which will fund our work to improve quality in
20 child care centers as part of our Quality Start LA
21 initiative.

22 In addition, you will see one contract amendment
23 from our executive department. The description of each
24 contract, the contract amounts, anticipated end date for
25 the contracts, and the projects they're related to, as well

1 as information on whether the contractor is making
2 satisfactory progress on work that is already underway is
3 included in the chart accompanying this item and entitled
4 Attachment A in your board materials.

5 In addition, to be clear, action on this item is
6 related to funding for the contract. And this is distinct
7 from the project term included in Attachment A. The
8 project term is just provided to provide the board with
9 that additional information. Your action in no way commits
10 resources beyond the contract term.

11 On Sub Item 2E, you'll see a strategic partnership
12 with the California Community Foundation which is the
13 fiscal sponsor for the Early Childhood Investment Baby
14 Future's Fund. This strategic partnership is in the amount
15 of \$300,000, covering a period of three years, and will
16 fund critical work focused on reducing infant mortality
17 rates for African-American babies in LA County. This
18 important work was provided as an informational item at
19 last month's board meeting.

20 And, finally, before returning this back to our
21 chair, Supervisor Kuehl, Commissioner Woods will abstain
22 from voting on Items 2C and 2D due to conflicts of interest
23 relating to contracts with her employer, LACOE.

24 With that, I will turn it back over to the chair.

25 SUPERVISOR KUEHL: All right. Thank you, John.

1 Very complete and informational.

2 I have no requests for comment or questions on any
3 of the consent items. So -- oh, I do now. Commissioner
4 Taylor. Oh, Commissioner Taylor wishes to move approval of
5 the consent items. Is there a second?

6 COMMISSIONER HEGER: Yes. Dr. Heger seconds.

7 SUPERVISOR KUEHL: All right. Thank you so much.
8 And, Marlene, did you have a question or comment?

9 COMMISSIONER ZEPEDA: Yes, I did, Sheila. I just
10 want to go on the record.

11 I know that this is an overwhelming and omni
12 amount of information. As the Chair of the Program and
13 Policy committee, I know that we often go in depth on these
14 as they go through the pipeline in this way of doing
15 things. I am a little nervous because of the Covid. It's
16 like we're making all these changes in response to what's
17 going on, and I understand that. And I think that, to a
18 large extent, what we're voting on is putting our trust in
19 the staff to do the right thing.

20 So I do trust the staff. I do trust the
21 procedures. But it is quite unnerving for all of these
22 things going down very quickly and not down by -- in a bad
23 way, but just that we're trying to approve such a large
24 volume simultaneously.

25 So I just wanted to make that comment because I

1 did go through all the material, and I am familiar with
2 most of everything that's going on. If we did have a
3 regular Program and Policy meeting, we would have a better
4 handle on how the various contractors and grantees are
5 dealing with Covid, but I know that we don't have the
6 luxury of that time to do that. So I just wanted to make
7 -- make that comment.

8 SUPERVISOR KUEHL: Thank you very much. I think
9 that probably expresses the feelings of a number of folks.
10 And I believe that this is also mitigated by the fact that
11 we are not expending money for the upcoming year here. We
12 need to approve it in the budget next month. However, we
13 did give the Executive Director authority to carry through
14 these agreements for 90 days, and it did mean that it went
15 a month into the new year, which is another reason I think
16 having to approve these today.

17 Romalis, you had a comment?

18 COMMISSIONER TAYLOR: Yes. I went over this with
19 John extensively from a financial standpoint, and the idea
20 was I was concerned about the sustainability. And looking
21 at it, that's -- we're only talking about one-year
22 contract. And we're going to have another opportunity to
23 look at it as part of the finance committee and budget
24 committee. It's important that we look at and talk about
25 the sustainability portion of that during that meeting.

1 And John convinced me to put out a question that
2 they are looking at that issue very successfully. And so
3 it's important that we keep in mind that our sustainability
4 and trajectory in the future that we can actually carry on
5 this work, the time is needed to prove the concept that
6 works.

7 SUPERVISOR KUEHL: All right. Very good. Thank
8 you.

9 Linda, are there any public comments on the
10 consent agenda?

11 SECRETARY: There are no public comments.

12 SUPERVISOR KUEHL: All right. I have no further
13 requests for comments or questions. I have a motion and a
14 second on the consent agenda. Let us then conduct a roll
15 call on that motion to approve the consent agenda.

16 SECRETARY: Judy Abdo.

17 COMMISSIONER ABDO: Yes.

18 SECRETARY: Linda Aragon?

19 Astrid Heger.

20 COMMISSIONER HEGER: Yes.

21 SECRETARY: Yvette Martinez?

22 COMMISSIONER MARTINEZ: Yes.

23 SECRETARY: Jonathan Sherin?

24 Romalis Taylor?

25 COMMISSIONER TAYLOR: Yes.

1 SECRETARY: Keesha woods?

2 Marlene Zepeda?

3 COMMISSIONER ZEPEDA: Yes.

4 COMMISSIONER WOODS: Keesha woods, yes.

5 COMMISSIONER SHERIN: John Sherin, yes.

6 SECRETARY: Thank you.

7 And Sheila Kuehl?

8 SUPERVISOR KUEHL: Yes.

9 SECRETARY: Motion is passed.

10 SUPERVISOR KUEHL: Thank you very much.

11 The next item on the agenda -- brief remarks by
12 the chair. And, you know, a lot's happened since our last
13 meeting, and a lot that we have come to kind of try to
14 understand how in all of the things that we were already
15 looking at and dealing with in terms of our pandemic, we
16 now need to add to that our attempt to make sense of and
17 heal ourselves and our world, really, from the events of
18 the past few weeks. And it's really overwhelming. It can
19 be -- it makes me want to call John Sherin and have my own
20 personal therapist from DMH, because you think, you know,
21 I'm depressed, but I feel like there's such opportunity,
22 but I don't know, I feel helpless. And I'm not helpless,
23 I'm running a county. And a lot of conflicting emotions.

24 And I thought for today I wanted to look at the
25 work that we're doing together with First 5 LA to see, you

1 know, what actions are we taking, can we take, should we
2 continue to take, how shall we praise our work and lift up
3 our work even just for ourselves.

4 And, of course, you know, our north star is to
5 prepare every child in Los Angeles County -- and that is a
6 lot -- for kindergarten. And that really means not just
7 for school, but for kind of the beginning of their social
8 life and their understanding of where they might fit in a
9 community.

10 And we know that George Floyd and his family did
11 not benefit from programs and services as robust as many of
12 the partnerships that we've established at First 5 LA. And
13 he's not alone across our entire country. We know that
14 racial inequity and disparity crosses more than just
15 educational lines, and that it touches on everything --
16 health, nutrition, poverty. There's a lot that happens
17 when we bring our children together and try to serve them
18 and their families.

19 Especially today I was thinking about the work
20 that we're doing and we're not, you know, either the only
21 ones or the biggest ones. But our goal of decreasing the
22 disparities between our African-American children and
23 families and white children and families and infant
24 mortality and maternal health -- County of Los Angeles,
25 Department of Public Health tells us pretty clearly that,

1 compared to other racial and ethnic birthing mothers and
2 groups, that African-American infant mortality in the
3 county is disproportionately higher, and that our black
4 infants are twice as likely to die during their first year
5 of life.

6 I don't see how anyone could be surprised by any
7 of the information we've been getting about disparities.
8 We have seen it, we know about it. But I think the
9 difference these days is that more and more people are
10 saying, now I really know it. Now I will let it in.

11 And there are a number of reasons for some of
12 these health disparities. None of them are unfixable.
13 None of them are acceptable. In fact, today, we just
14 approved a strategic partnership with California Community
15 Foundation, their Community Initiatives Fund, which is the
16 fiscal sponsor for LA early childhood investment to reduce
17 that gap and advance our county-wide African-American
18 infant and maternal mortality initiative, a big long bunch
19 of words for a very serious matter.

20 So let's start there and let's each answer our
21 call as we all are individually in our other work, but
22 together as a commission.

23 And I also want to say I had a meeting of my staff
24 a week ago last Monday. Everybody on the phone together.
25 Everybody. And the invitation was to really talk about

1 what they were going through and/or felt or what their
2 experiences were.

3 And my staff, I'm happy to say, is somewhat
4 diverse. Never diverse enough, but everybody's experiences
5 were added to our understanding of what we really are as a
6 working family, as a county family. We were grieving, we
7 were angry, we were terrified, we were sad. We were at a
8 place where we were more honest with each other than we had
9 ever been about our experiences, especially, of course,
10 people of color on my staff who talked about losing a
11 brother being killed by the police -- we didn't even know
12 this -- many years ago. And she said it was because people
13 would always say to her, well, what did he do? And, you
14 know, others who were routinely stopped, made to get down
15 on the pavement, slammed against a car, disrespected for
16 sure.

17 We were all heartened by the protests that we saw
18 and by our community's coming together to cleanup after the
19 looters and destroyers.

20 So I want to say with everyone else, and it's not
21 just a phrase for me, black lives matter. And I will
22 continue to use my power, and I know I have some, my
23 privilege, and I know I have a lot, to advance criminal
24 justice reform and do my best to help to dismantle all the
25 forms of institutional racism.

1 I know I can count on each one of you. I mean,
2 I'm not asking if you've already started. You've gone out
3 ahead of me, and I hope this wasn't too personal. But it's
4 kind of, as John said, an unprecedented time.

5 So I -- those are my remarks. Before I turn it
6 over to Kim, I should ask Linda if there were any public --
7 people signed up for public comments?

8 SECRETARY: There are no public comments.

9 SUPERVISOR KUEHL: All right. Then I will turn it
10 over to you, Kimberly.

11 MS. BELSHE: Thank you, Sheila. And thank you for
12 those wonderful remarks to tee up our discussion with the
13 board. And these have been extraordinary times, and -- and
14 continue to be more so. I think I shared with the board in
15 my ED update that I've been sending a note to staff every
16 day since we began working remotely.

17 And in thinking about today's meeting with the
18 board, I was reflecting on my note to the team last evening
19 when I, you know, said we just are -- are holding this
20 acknowledgment of living in the context of two really quite
21 extraordinary struggles.

22 I talked about how, on the one hand, we are
23 erecting walls of physical distancing at the direction of
24 public health in order to protect ourselves. But in
25 another struggle, there are walls built over generations

1 that divide us.

2 And, you know, as you just spoke very directly to,
3 we have a pandemic. We have its disproportionate impact on
4 the Black community. We have the senseless killing of
5 George Floyd. And while the long-standing issues of racial
6 discrimination and bias are not new, the confluence of
7 these two extraordinary struggles have really drawn new and
8 deeper attention to the systemic inequities that First 5 LA
9 is deeply committed to.

10 Now, we are not necessarily going to be leading
11 the charge around criminal justice reform. But, you know,
12 we are a big part of the prevention equation. When there
13 are conversations about defunding police and reinvesting
14 dollars elsewhere, that's an opportunity to talk about
15 prevention and early intervention. How do we bring the
16 voice of 20-plus years of experience and learning about
17 what it takes to strengthen and support children, families,
18 and communities? So the systemic issues of racial bias and
19 inequity and discrimination in health systems, economic
20 systems, law enforcement to be sure, education, housing.
21 But, like, what is our piece? What does it mean for us?

22 And I've talked about how, you know, we know our
23 lane. I've talked about we know our lane is kids. And
24 consistent with our value, we know that that lane has to
25 reflect a just and inclusive and racially equitable

1 society.

2 We also know, as you just touched on, we can't
3 just acknowledge a problem. We have to dig into and
4 examine the root causes. And we have to understand what
5 are those underlying barriers in systems that hinder more
6 equitable outcomes for children and families.

7 That is what our strategic plan calls on us to do.
8 I really do believe that our refined strategic plan
9 provides us with a very solid roadmap to guide our work in
10 the context of both of these struggles. And the struggles
11 are context. It is not new additive work. It is the
12 context within which we do our work as a systems-change
13 leader, grounded in our values, grounded in our investment
14 guidelines, which includes diversity, equity, and
15 inclusion.

16 Like so many, I, at a personal level, as well as
17 the leader of First 5 LA at an organizational level,
18 recognize I and we can and -- and must do more to lean into
19 our DEI value and strategic guidance. And that's true
20 within First 5 LA, and that's true in the context of the
21 partners with which we work, and it's true in the context
22 of our work broadly. And I think that's where this root
23 cause, really getting at some of the underlying issues
24 here, is critical. And that's asking the question, why is
25 it happening and how can we change it.

1 So I'm excited for us, notwithstanding the
2 sobering, challenging, and traumatic time within which we
3 are all living. And some experiencing, I appreciate, so
4 much more pain than -- than I and others in positions of
5 power and privilege. You know, to dig into these questions
6 in the context of our strategic plan implementation
7 efforts.

8 It is an opportunity for us to challenge
9 ourselves, which we are doing. And challenging ourselves
10 in terms of so what are the racial disparities and
11 inequities in the systems we seek to change. Are we
12 digging sufficiently deep into the root causes that
13 contribute. And how do we see our role and contribution to
14 changing the underlying systems in terms of practices and
15 policies and public attitudes that we know hold those
16 inequities in place.

17 So, you know, it's an opportunity -- difficult as
18 this context may be, it is an opportunity for us to really
19 lean into our mission and our values. And that is both
20 externally facing, our work with community, with parents,
21 with policy makers. And it's also internally facing, in
22 terms of recognizing First 5 LA is its own system.

23 And I -- I think I would close my remarks in
24 acknowledging such an important point that the Supervisor
25 just made, which is we've got a north star. We hold tight

1 to it. But we are not going to reach that north star if we
2 don't do our part to address disparities and inequities,
3 particularly for young black children and children of
4 color.

5 And that's the work we are drawn to, that is the
6 work we are committed to, and that's the work we are eager
7 to talk more deeply with the board about, whether it be
8 face-to-face or remotely, consistent with the direction and
9 the leadership and the vision you all have given us. And
10 for that, we -- we thank you, and we use that to ground our
11 work in the here and now and going forward.

12 Thank you.

13 SUPERVISOR KUEHL: Thank you. Thank you very
14 much, Executive Director Belshe. Thank you.

15 Linda, any public comments on the Director's
16 comments?

17 SECRETARY: There are no public comments.

18 SUPERVISOR KUEHL: All right. Then let us move to
19 Item 5, which is an action item; so we will have a roll
20 call at the end. These are about emergency ratification of
21 actions taken by the Executive Director to be presented by
22 John Wagner. I think that's right, isn't it, John?

23 MR. WAGNER: Yes, it is.

24 SUPERVISOR KUEHL: Okay. Over to you.

25 MR. WAGNER: Thank you.

1 As you referenced, Madam Chair, in your remarks on
2 consent, this item is -- is regarding the emergency
3 authorities given to the Executive Director at this time.
4 And last month, our -- the counsel to the board, Craig
5 Steele, walked through a resolution that the board approved
6 ratifying the executive authorities executed by the
7 Executive Director.

8 This was done in part to document those actions
9 taken to date, aligned to those emergency authorities
10 provided by the board, and to comply with the communication
11 with the board that we would bring back to you a list of
12 actions taken under that authority.

13 Mr. Steele also mentioned we would be continuing
14 to do this as long as the emergency orders related to
15 pandemic remained in effect. So similar to last month, we
16 have a resolution for consideration and action.

17 Before we ask for a vote on this, I'll walk
18 through Exhibit A, which details actions taken since the
19 last board meeting related to the emergency authorities
20 granted by the board on March 17th. Like last month,
21 Exhibit A contains really two sections -- the beginning or
22 top part delineates the executive authorities executed that
23 typically require board action, and we're bringing back to
24 you. And then the latter part of the exhibit spells out
25 those actions that don't typically require board action,

1 but out of an abundance of transparency we want to
2 highlight these for the board.

3 In the first section of Exhibit A, you'll see that
4 the Executive Director waived Governance Guideline Number 7
5 requiring contracts to end when expected. Given the
6 pandemic and acknowledging the critical role that our
7 external contractors and grantees play in supporting kids
8 and families, contracts expected to end by June 30th were
9 extended for up to 90 days. Appendix A details 21
10 contracts worth 2.6 million in resources within that
11 extended period needed to fund continued work.

12 In many cases, additional resources were not
13 needed, but more time was desired by our external
14 contractors to complete work. And those contracts are
15 detailed in Appendix B, and they're entitled "No Cost
16 Extensions." And this is an example where typically the
17 Executive Director or staff have the authority to go in to
18 no-cost extensions without board approval, but we're
19 bringing this forward for purposes of transparency.

20 In addition, waiving Governance Guideline Number
21 1, requiring sequencing of items -- normally having items
22 come first as information and then a subsequent board
23 meeting for action was also exercised under the emergency
24 authorities granted to the Executive Director.

25 And finally in this section of the exhibit, one

1 contract's scope of work was changed in order to provide
2 support to our facility. These are very small dollars,
3 under \$5,000. But we needed to change the scope of work
4 with that contractor to help us plan for and inform what we
5 need to do once a decision is made to have a greater number
6 of staff go back into our building when that time comes.

7 In the second section of Exhibit A, you'll find a
8 reference to the list of the 32 no-cost extensions which I
9 referenced earlier. These were executed to support more
10 time to give our partners additional work -- to finish the
11 work caused by the disruption of the pandemic. So that
12 ends my summary of -- of that item, and I will turn Item 5
13 back over to the chair.

14 SUPERVISOR KUEHL: All right. Thank you very
15 much.

16 I have no questions or comments from my
17 commissioners.

18 Is there any public comment to Item 5?

19 SECRETARY: There are no public comments.

20 SUPERVISOR KUEHL: All right. Then it would be
21 appropriate at this time to take a motion to approve the --
22 to ratify these actions.

23 Do I have a motion? You can simply say so.

24 COMMISSIONER ABDO: This is Judy. I would make
25 that motion.

1 SUPERVISOR KUEHL: Thank you, Judy.

2 Is there a second?

3 COMMISSIONER ZEPEDA: This is Marlene. I second.

4 SUPERVISOR KUEHL: Okay. I have a motion and a
5 second. Please proceed with the roll call vote.

6 SECRETARY: Judy Abdo?

7 COMMISSIONER ABDO: Yes.

8 SECRETARY: Linda Aragon?

9 Astrid Heger?

10 COMMISSIONER HEGER: Yes.

11 SECRETARY: Yvette Martinez?

12 COMMISSIONER MARTINEZ: Yes.

13 SECRETARY: Jonathan Sherin?

14 Romalis Taylor?

15 COMMISSIONER TAYLOR: Yes.

16 SECRETARY: Keesha Woods?

17 COMMISSIONER WOODS: Yes.

18 SECRETARY: Marlene Zepeda?

19 COMMISSIONER ZEPEDA: Yes.

20 Can you hear me?

21 SECRETARY: Yes.

22 COMMISSIONER SHERIN: Yes. John Sherin. I said
23 yes. I don't think you heard me.

24 SECRETARY: Thank you.

25 Sheila Kuehl?

1 SUPERVISOR KUEHL: Yes.

2 SECRETARY: Motion passed.

3 SUPERVISOR KUEHL: All right. Thank you very
4 much.

5 Let us move, then, to Item 6. This is an
6 informational item, but a very, very important one. In
7 essence, how we're responding to the pandemic.

8 And we're -- it's kind of in our strategic plan.
9 Christina, are you taking the first bite on this?

10 MS. ALTMAYER: Thank you. As you heard Kim
11 introduce, and I know we spoke about this at last month's
12 board meeting, we -- staff has been working closely with
13 our partners to respond to these unprecedented times and
14 the pandemic.

15 Our response to Covid has been consistent with our
16 strategic plan and consistent with the values, including
17 our commitment to diverse equity and inclusion, our
18 investment guidelines, and the strategic priorities that
19 have been identified and articulated in the strategic plan
20 that was approved by the board in November.

21 And this work has focused on three major
22 priorities. One is protecting and supporting our staff; so
23 that we can effectively and safely do the work of First 5
24 LA; supporting our grantees, our partners, vendors, and
25 contractors that we work so closely with that are critical

1 to us executing on our mission; and then most
2 fundamentally, supporting young children and their
3 families, especially those that are most vulnerable.

4 So we have highlighted in both the Executive
5 Director Report and in the attachment to Agenda Item 6 how
6 we are executing on this response to Covid, and we've given
7 you highlights and examples of that work.

8 Over the next couple of minutes, I'd like to
9 welcome and introduce our staff, beginning with Carl, who
10 will talk through how we are addressing the first two
11 buckets of that work, both protective and supporting our
12 staff, as well as you heard from John how we have been
13 working to expedite contracts and renewals to support the
14 work of our contractors and our grantees.

15 And then we've invited several staff to highlight
16 examples of our work together, working very closely with
17 partners. And speaking of examples both in terms of our
18 early care and education work, our policy work related to
19 child care, our work in home visiting, and our work in our
20 14 Best Start communities.

21 So with that, let me introduce Carl, who will walk
22 you through the first aspect of this work.

23 MR. GAYDEN: Thank you, Christina. And good
24 afternoon commissioners.

25 I will be providing a brief overview of some of

1 the efforts that are underway, and some that are being
2 implemented soon to focus on protecting and supporting the
3 health of First 5 LA and its staff. As Kim references in
4 her Executive Report on Page 125 in your board book, we
5 continue to support our staff remotely during this pandemic
6 by using the County's recommendations to support how we
7 conduct our remote work and how to support our contracted
8 partners.

9 We continue to institute a mandatory
10 work-from-home policy, and we're very fortunate that the
11 majority of First 5 LA staff and work can be done remotely.
12 This has allowed us to follow the County's health guidance
13 to implement our remote work policies whenever possible.
14 And when we're ready to make a decision to reenter the
15 facility, our leadership will implement thoughtful, phased
16 approach to ensure our staff coming back is coming to a
17 clean and safe environment.

18 This approach was diligently devised with our
19 Executive Director's leadership and direction. And for
20 planning purposes, we're assuming we'll continue to work
21 remotely with no return to the office being before July and
22 likely past August or even beyond.

23 In the meantime, for the limited circumstances we
24 needed to allow staff access to the building, this is
25 generally for staff to pick up essential equipment or

1 process our accounts payable and payroll checks on a weekly
2 or biweekly basis. We continue so enforce a strict process
3 that supports physical distancing and a clean and safe
4 facility when staff need to enter the building on a very
5 limited basis.

6 We have also engaged our staff and completed an
7 all-staff survey, in which we received a 95 percent
8 participation rate to help gauge how staff are learning
9 from our remote work and to better inform our current and
10 future support needs. Included in this survey included
11 questions exploring what policies, procedures, and other
12 operational updates would be needed to be made before and
13 how we can move towards expanding our phased approach for
14 access back to our building.

15 We are currently digging into this feedback we
16 received in order to support staff efficiencies and really
17 work on our work -- our work remotely as we continue to
18 explore what it would take to expand access back to the
19 building in this phased and methodical approach.

20 Currently, our Covid-19 response strike team,
21 consisting of executive team and other key staff
22 stakeholders is working with an internal work group led by
23 our business unit leads who are compiling and gathering
24 information to develop this phased approach for reentry, as
25 well as defining roles and responsibilities of the involved

1 parties.

2 Some examples of this good work to date by this
3 internal work group that we've gathered and prepared
4 include researching and collecting data supported from
5 vendors through webinars and articles on work -- on
6 return-to-work best practices, gathering cost for
7 additional security and janitorial needs -- that would
8 consist of additional supplies and equipment when we would
9 return. Identifying policy, procedures, guidelines in need
10 of revision and/or creation from a human resources
11 prospective, as well as estimating the time that it would
12 require to create and update these policies, such as social
13 distancing policies, employee hygiene protocols, symptom
14 self-monitoring, exposure reporting procedures, et cetera.

15 We're identifying potential information technology
16 needs to return to the office, as well as identifying
17 internal and external communications that will be needed
18 once we're ready to return. So as John Wag- -- John Wagner
19 -- sorry, John -- mentioned earlier, staff and our
20 executive team will also be engaging with our current space
21 plan and design firm, Klawiter and Associates -- some of
22 you might remember them for assisting us in our capitol
23 improvement plan -- really to help us provide planning and
24 interior design services related to our reentry. These
25 services include providing consulting services including

1 industry best practices and design recommendations to allow
2 for the safe reentering of our building.

3 We will also look to connect this interim work in
4 terms of the phased return to the office to inform and
5 support our long-term vision for our capitol improvement
6 plan.

7 So a lot of good work being performed by staff to
8 illustrate our ongoing commitment to our employees and
9 their safety as we prepare the building for a phased return
10 when the decisions is made by our executive team to
11 proceed.

12 So I know that was a lot of information and you
13 may have some questions related to my remarks, but we're
14 asking if you could please hold your questions to the very
15 end of the entire presentation, and we'll answer any
16 questions that you may have.

17 I'm now going to pass the baton over to Becca,
18 who's going to do -- really is going to help discuss some
19 important work, our early education -- our early care and
20 education department are supporting LA County's young
21 children and their families.

22 MS. PATTON: Thank you so much, Carl, and good
23 afternoon, commissioners.

24 As Carl mentioned, I'm Becca Patton, Director of
25 Early Care and Education. I'm thrilled to be talking to

1 you today about all the good work the LA County's EC
2 response team has been doing over the past three months.

3 The response team came together quickly to solve
4 the dire need of child care for the essential workforce
5 during the Covid pandemic. As usual, First 5 LA was not
6 alone in our work. So the response team also includes
7 representatives from LACOE, Office for the Advancement of
8 Early Care and Education, The Child Care Alliance of
9 Los Angeles, The Child Care Resource Center, Pomona Unified
10 School District, LAUSD, The Greater Los Angeles Education
11 Foundation, Child 360, the Office of Mayor Eric Garcetti,
12 and The Center for Strategic Partnerships.

13 This response team has been focused on the two
14 following objectives: One, ensuring access to childcare
15 for the essential workforce; and, two, supporting childcare
16 providers to remain open and operating under the new health
17 and safety guidance due to Covid-19.

18 So far the response team to date has, with the
19 lead of the resource referral agencies, launched an
20 enhanced referral service for the essential workforce; we
21 have coordinated with the Department of Public Health on
22 updated physical distance and safe health practices for
23 providers as they ensure the safety of their children and
24 families; we have broadly communicated this new guidance
25 and the support we have for providers through a new website

1 that we stood up and biweekly community briefing webinars.
2 We have also identified and distributed needed supplies to
3 the childcare providers, including over 1.5 million
4 diapers, 57,000 face masks, 46,000 hand sanitizers, and
5 28,000 bottles of hand soap. And, finally, we've put
6 together a data infrastructure to monitor not only the
7 effectiveness of the response team, but to be able to
8 monitor the current supply and capacity of our childcare
9 system.

10 So while the response team has been effective in
11 supporting our childcare providers, the data that we're
12 gathering and looking at on a biweekly basis paints a
13 fairly bleak picture of an already starved system. As our
14 economy begins to reopen, we have actually lost over
15 100,000 child care spaces in LA County. And as of the end
16 of May, over 70 percent of our centers and 35 percent of
17 our family childcare providers remain closed in LA County.

18 In addition to providers closing due to Covid-19,
19 the pandemic does require that providers enroll less
20 children in their classrooms and in their centers, and they
21 also faced increased cost for sanitation, cleaning, and
22 staffing. Because of this, we have worked very closely
23 with our policy partners to elevate the concerns and needs
24 of the LA County childcare system.

25 I'm now going to hand it over to Ofelia, who's our

1 Senior Policy Strategist in the policy department who is
2 going to be talking about the policy work we've been
3 engaging in over the past few months.

4 Ofelia?

5 MS. MEDINA: Thank you, Becca, and good afternoon,
6 commissioners.

7 As Becca mentioned, Covid highlighted the
8 desperate need for stronger early childhood, but also in
9 our family support systems, and especially in childcare.
10 So in our ECE state advocacy work, the ECE Coalition
11 quickly pivoted to focus on the immediate relief and
12 resources that our families and chapter providers needed to
13 operate during our Covid response.

14 The governor acknowledged childcare as vital and
15 essential early in the stay at home orders, as it allowed
16 the essential workforce to continue working. But we also
17 knew that childcare providers were already operating with
18 long wait lists and razor-thin financial margins. The ECE
19 Coalition quickly held strategy calls to decide what our
20 ask would be, with the goal of expanding childcare to the
21 essential workforce and funding to both meet the new
22 childcare demand, but also for providers to operate safely
23 within Covid.

24 We worked in partnership with LA members of the
25 ECE Coalition as well as the ECE Department to coordinate

1 meetings with the LA State elected members and their staff
2 via phone or Zoom, which, to be honest, was a new format
3 for all of us; so we engaged state members in robust
4 conversations on not only how important childcare is in
5 addressing Covid, but also on the vital role that it plays
6 as an economic recovery strategy by allowing our families
7 to return back to work.

8 Part of our goal was also to highlight who our
9 essential workforce is. We typically think of our doctors
10 and first responders, but our essential workers also
11 include grocery workers, lab technicians, nurses, delivery
12 truck drivers, and others who many were on top of the wait
13 list already, and depended on child care before the
14 pandemic.

15 We now are currently in the midst of finalizing
16 the state budget, right now; so over the last couple of
17 weeks and days, we've held conversations with the
18 governor's administration, coordinated response for budget
19 hearing, and conducted follow-up conversations with the
20 elected members and others as we continue to advocate for
21 adequate childcare investment to meet the needs of our
22 working families, essential workforce, and childcare
23 providers.

24 Becca and I welcome any questions on the ECE work,
25 but I'll now turn it over to Diana Careaga, our Senior

1 Program Officer in the family supports department.

2 MS. CAREAGA: Thank you Ofelia and Becca, so much.
3 And good afternoon, commissioners. I'm glad to be able to
4 highlight some examples of our work in learnings and home
5 visiting, given the incredible pivot that the home visiting
6 system has had to make from providing in-home visits to
7 virtual home visits in an incredibly short amount of time.

8 And as we all know that due to the pandemic,
9 families continue to face incredible needs with more
10 isolation at home and stressors such as unemployment,
11 financial insecurity, or lack of childcare as you noted
12 from Becca and Ofelia's comments, in a situation that is
13 exacerbating the existing inequities including access to
14 basic necessities.

15 We also know that home visiting services play a
16 central role in this time. They serve as a direct
17 connection to families, providing not only emotional
18 support, but serving as a link to help families navigate a
19 changing field of resources and connecting them to needed
20 services.

21 So the first learning I want to highlight is that
22 technical assistance has been critical to transitioning
23 they system of providers from in-home to virtual visits.
24 And in supporting our providers, we have worked with the
25 national home visiting programs to ensure the programs

1 adhere to their model's fidelity. We're also identifying
2 local needs and providing technical assistance on how to
3 conduct virtual home visits.

4 This has included elevating national webinars on
5 virtual visits to contracting with experts on virtual home
6 visiting to provide weekly technical assistance time for
7 our providers to call in with questions.

8 We've also funded providers or allowed them to use
9 funding to strengthen their capacity to deliver televisits.
10 They have been able to purchase access to virtual platforms
11 and equipment to support remote work for their staff.

12 And at this point, more than two and a half months
13 after starting these transitions, we also have data coming
14 in about this pivot. And what we've learned is that going
15 virtual is not so easy. When providers had to stop their
16 in-home visits in March, they first transitioned to phone
17 calls. And during that time, providers had to figure out
18 new protocols for virtual visits including remote access
19 for their staff, confidential space for staff to work from
20 home, how they would monitor their productivity, in
21 addition to assessing whether the families had sufficient
22 Internet access, if at all, and then teaching families how
23 to use virtual platforms and so much more.

24 So our data tells us that the number of virtual
25 visits is increasing, but we're learning that it is a

1 process. We know right now that families and home visiting
2 staff are not ready for in-home visits, yet we also know
3 virtual visits are not the best practice, especially when
4 home visiting relies on observing interaction between the
5 parent and child.

6 So we have introduced benchmarks to ensure all
7 sites are steadily progressing to provide more virtual
8 access versus phone calls during this time that in-home
9 visits are not possible so the families can benefit from
10 the best available options.

11 We've also been elevating stories and family
12 needs. We have worked with our communication department to
13 connect them to providers for interviews, to shadow virtual
14 visits, and to tell the story of the prospective home
15 visitors and families. And hopefully you've seen some of
16 those great stories.

17 And we've also maintained a constant communication
18 with the providers, including finding new surveys to help
19 identify their needs, from training to technical assistance
20 to family needs. And this is how we know families are
21 still identifying three top needs -- diapers, wipes, and
22 food.

23 So we know coordinating such resources has always
24 been critical. What we've learned now is that it's even
25 more so today. We know providers have been relying on home

1 visitors and their outreach staff to drop off needed
2 resources at the front door of clients. However, access to
3 basic necessities is still a challenge for many families.

4 And one success I wanted to highlight is we were
5 able to respond to an unexpected opportunity to distribute
6 diapers to families in need. An intense effort with key
7 partners, including our community staff and our RNG's, our
8 family support staff and home visiting providers, our
9 Department of Public Health programs like Black Infant
10 Health and Nurse Family Partnership to help distribute over
11 1.5 million diapers from WIC and Baby2Baby. And this
12 endeavor has been challenging logistically, but so needed
13 and welcomed by families.

14 At the policy level, we supported and saw success
15 at the federal level to include emergency assistance for
16 families through home visiting, which also allowed for
17 virtual visits to be counted as a home visit through the
18 rest of the year. In addition, we continue to support
19 investments in home visiting such as the continuation of
20 the waiver to allow Medi-Cal reimbursement for virtual
21 visit, but continue to pay support for home visiting.

22 And finally, I wanted to end with a coming
23 highlight. Every year, we have held an annual
24 family-strengthening summit. This is a celebratory event
25 with over 600 participants from home visitors and their

1 managers and supervisors to agency leadership and parent
2 speakers. We cannot gather in person this year, but we
3 didn't want to miss the opportunity to celebrate this
4 year's accomplishments. So we will be holding a virtual
5 summit in July with an array of speakers to really inspire,
6 inform, and acknowledge the accomplishments of the home
7 visitors in LA County.

8 I think at this moment in time, we don't want to
9 miss an opportunity to motivate and celebrate our
10 home-visiting providers, particularly when the need for
11 them is so great and their impact is that much more
12 powerful.

13 So with those highlights, I'm going to pass on the
14 baton to Antoinette Andrews-Bush to speak about
15 communities.

16 Thank you.

17 MS. ANDREWS-BUSH: Thank you, Diana. Good
18 afternoon, commissioners.

19 I'd like to touch on four key points here. The
20 first is related to what Diana shared around the
21 coordination and distribution of diapers, as well as the
22 coordination and distribution of food and other supplies.

23 And what I want to share with you is first some
24 reflections from our grantees and parents. Now, these
25 reflections are based on what we were able to do in

1 collaboration with the Los Angeles County Metropolitan
2 Transportation Authority through their VF pilot to address
3 gaps in the supply chain.

4 So as you know, we were able to coordinate the
5 diapers, but there is -- there was -- there are the
6 diapers, and then there is the question of how you actually
7 get the diapers and the food to the families. One grantee
8 said to us, "We're really lucky to work alongside a funder
9 where we've been able to grow and learn and evolve over the
10 years."

11 A parent said, "Thank you all for leaving the
12 diapers on my doorstep. I didn't have to expose my family
13 nor myself. My boy was very happy, and our entire family
14 thanks you for the efforts that you are making for the
15 community in this time of need."

16 Another parent said, "I want to thank you -- I
17 want to thank the agency for helping us in times like this.
18 I am grateful to the promotora for helping me too. We're
19 going to get through this with prosperity and positivity."

20 And, finally, we heard a story from a grantee who
21 was working with a local organization that works with local
22 farmers. And because that grantee worked with the farmer,
23 the farmer said, because of our partnership, we didn't have
24 to throw food away or layoff our workers.

25 So I wanted to start with those remarks because,

1 you know, we -- we talk a lot of very high level about the
2 things that we're doing, but this is actually having impact
3 with families and communities. And although we're working
4 and the grantees are working towards meeting direct needs,
5 this has also been coupled with continued advocacy around
6 food security. And our grantees have been playing a key
7 role in convening virtual listening sessions with the
8 Department of Public Social Services and First 5 LA related
9 to food security.

10 The coordination and collaboration between First 5
11 LA and LA Metro is also happening with other County
12 agencies. And those are things to be applauded,
13 absolutely, because it -- it speaks to our systems change
14 orientation. But one thing that I want to lift up which is
15 also a systems change issue is the coordination and
16 collaboration that's happening across the Best Start
17 networks.

18 The -- all five of the Best Start regional network
19 grantees submitted a joint application to the Child Abuse
20 Prevention and California Family Resource Association for
21 emergency funding to address the added stressors posed by
22 Covid-19. And they were awarded approximately 140,000 to
23 support about 1,700 families across the five Best Start
24 regions.

25 So this is just one example of how this

1 coordination and collaboration is happening within and
2 across Best Start networks, but -- and at a County level,
3 at a systems level, and at a community level.

4 The second thing I want to highlight is the issue
5 of social connections and programming using technology.
6 The grantees have been conducting wellness calls, they've
7 been conducting surveys to stay connected to community
8 members, and to really understand their needs as well as
9 opportunities for engagement. They've been hosting
10 Facebook Live classes on topics such as family activities,
11 cooking, exercise. They're providing early learning
12 education materials to families and classes online. And
13 the organizations, as well as the Best Start partnerships,
14 have been adjusting to continue providing social connection
15 and resources and services using virtual platforms such as
16 Facebook Live and Zoom. And while these platforms have
17 helped to maintain some momentum within Best Start, they're
18 also shedding light on disparities related to access to
19 technology and lack of infrastructure within communities.

20 The third area that I would like to cover is
21 around advocacy. Our built environment policy advocacy
22 fund was officially launched with a selection of seven
23 grantees that will work in collaboration with parents and
24 community members to advance systems change strategies that
25 improve access to high-quality parks, to safe and reliable

1 transportation and other forms of mobility as well as food
2 security. The board may recall that the Prevention
3 Institute is functioning as the intermediary for this
4 investment, and we were very pleased that we were able to
5 move forward with the selection of seven grantees to do
6 this work.

7 Now, as part of First 5 LA's Covid response, we're
8 supporting these grantees to elevate early childhood
9 considerations as State, County, and local government
10 leaders make decisions about the reopening of LA County.
11 We really want to mitigate the possibility that previous
12 focus on built environment improvements may be diverted as
13 decision-makers grapple with hard budget decisions. in
14 this context, the ability of advocacy organizations to
15 mobilize communities and respond in real time become even
16 more important; so things like opening streets for safe
17 physical distancing, guarding against drastic reductions in
18 County and City park budgets, maintain or expanding transit
19 service to support the mobility of people and goods and
20 services, advocating for emergency food assistance,
21 advocating to address infrastructure and access issues to
22 close the digital divide.

23 So these are some of the things that organizations
24 who work in the built environment arena are really paying
25 attention to in response to Covid. But built environment

1 policy advocacy organizations are not the only ones that
2 are thinking about their role in advocacy. We've heard
3 from service providers who are considering their role in
4 advocacy in the wake of the pandemic and national attention
5 on racial injustice and disparities, and wanting to find
6 ways to connect with other organizations to really elevate
7 the issues that are impacting families and to address those
8 issues.

9 And finally, I just want to say a word about
10 staff. Our staff's commitment to supporting young children
11 and their families as well as our grantees and partners is
12 very strong. We continue to work to build bridges between
13 County and community partners. We're working to leverage
14 resources and create opportunities for grantees and
15 partners to elevate the work that they're doing to new
16 partners to expand the network of partners working together
17 to achieve results for children and families now within
18 this context, and for the long term.

19 We're in regular communication with our grantees
20 and partners through virtual meetings and technology
21 platforms, and we are listening intently to our grantees,
22 our partners, and communities in exploring ways to maximize
23 First 5 LA's system change approaches based on our
24 learnings.

25 We recognize that what we do now individually and

1 collectively sets the course for First 5 LA and our
2 partners to have the greatest impact for children and
3 families within the Best Start geographies and across all
4 of Los Angeles County.

5 And with that, I'd like to now turn it back over
6 to Christina.

7 MS. ALTMAYER: Thank you. And I hope that those
8 presentations, commissioners, gave you a window into the
9 work that we have been doing over the past month. And we
10 are happy to take any question about our overall work, or
11 any specific examples that were raised during this
12 discussion.

13 SUPERVISOR KUEHL: Thank you very much, Christina
14 and Carl and Becca, Ofelia, Diana, Antoinette. I thank all
15 of you for the report. It makes me feel very proud of our
16 response and the way, each in their own way and together,
17 have stepped up.

18 I have a question from Romalis.

19 Go ahead, Romalis.

20 COMMISSIONER TAYLOR: My question is to the whole
21 group about infrastructure and access to technology. Some
22 of our communities have -- you know, when you are trying to
23 provide virtual services and connections and get them
24 involved in it, have struggles with the infrastructure
25 since they can't seem to access it well or the -- the

1 service is slow. And, therefore, it's -- kind of causes
2 the providers to provide services in different ways, which
3 are not as effective as the virtual service. So I hope
4 that we are working on that. And especially in the areas
5 of Antelope Valley, which is really hurting for that.
6 Certain areas in South Central LA that are hurting for that
7 so that we can be more effective in the good work that you
8 are doing.

9 And the other question that I have is about making
10 sure that we continue to have a talk in the dialogue about
11 race that is respectful, inclusive, and appropriate as it
12 -- as the need from the community arises. Don't shut them
13 down. Hear what they say. And then have a dialogue that
14 elevates that and deals with the subject in an effective
15 way. Because if we don't, it's going to be another ugly
16 situation in the future. So I just wanted to say that.

17 But with all of those comments, I want to thank
18 you for the excellent work you're doing and see if anybody
19 can address my concern about this infrastructure.

20 MS. ALTMAYER: Yes. Thank you. Let me make a
21 comment, and then I'll also invite Antoinette to comment.

22 So we appreciate your comments and really
23 acknowledge -- I think you're giving voice to this issue of
24 the digital divide and the recognition that some
25 communities do not have, you know, as much of a robust

1 opportunity to access services because of board
2 infrastructure that exists.

3 So in the short term, this is an issue that we
4 share your appreciation for. In the short term, we have
5 made adjustments in funding to our home visitors' budgets
6 to provide them with additional technology upgrades from
7 the organizational side. One of the issue that -- one of
8 the issues that we're monitoring from the family side is to
9 understand what are the challenges that families have in
10 accessing those. So it's very much something that we're
11 looking at and addressing. I know it's also an issue
12 within the childcare settings; so it is pervasive, and
13 there are certainly communities that are more impacted than
14 others.

15 This is likely to be an issue that will come up as
16 we think about our built environment issues. And we will
17 -- we are part of some regional conversations that have
18 been convened around what do we need to do to build up
19 infrastructure.

20 So let me ask Antoinette if she has any additional
21 comments on that, and how it relates to our built
22 environment policy and advocacy fund.

23 MS. ANDREWS-BUSH: Thank you, Christina.

24 So as Christina mentioned, we are doing two
25 things. We are looking at what can First 5 LA do to

1 listing investments. And then there is what are the
2 conversations that we can contribute to to ensure that, as
3 others are addressing these issues, that we are uplifting
4 and communities are uplifting early childhood
5 considerations. So those are the two tracks we're on.
6 We're just beginning this as we've been hearing from our
7 communities what the various issues are.

8 And, you know, there's the issue of the actual
9 infrastructure, like, what actually goes into the ground
10 that makes technology accessible to families; and then
11 there's the issue of the devices themselves. We have heard
12 from some of our grantees that there are families that
13 may be sharing the device that the student in the -- in the
14 family received in order to access the services that they
15 need.

16 So we are not thinking that we are now going to be
17 a funder or a -- the lead in terms of digital divide, but
18 we do think that they're -- that communities have a voice,
19 and that we can play a role in advocating for solutions
20 that keep children and families at the center.

21 SUPERVISOR KUEHL: Okay. Thank you very much.

22 I have a question or comment from Karla.

23 COMMISSIONER PLEITEZ HOWELL: Thank you,
24 Supervisor. And thank you to all who presented. Really
25 appreciated the thoroughness of all of the information

1 shared.

2 Two follow-up questions. I was really struck by
3 the data that was being shared by Becca, and the specifics
4 of the closures locally and what this is going to mean.

5 So one question around that is are we making that
6 data available, like, elected officials, the folks running
7 programs like local districts should have this information
8 because solving the problem of reopening is going to fall
9 on all of us.

10 And then the second piece, we heard a lot of the
11 rapid response of what our -- what we are doing as First 5
12 LA. And what I -- I really hear from a lot of what you all
13 are sharing is that the system has really been shaken --
14 the early care and education system. And we're seeing sort
15 of more where there are some equity issues exacerbated, as
16 we talk about the digital divide, as we talk about what
17 sort of services some families are able to get and others
18 are not. I think about our children of color and families
19 of color. I think about dual language learners and having
20 any sort of, like, digital device might not always suffice.
21 I think about young black kids in South LA that one device
22 isn't addressing it being shared by more folks.

23 So as we think about the rapid response, how are
24 we taking the evaluation of the learning to think about
25 proposals as we emerge out of Covid for these young

1 children and families of color and sort of what
2 conversations are being had within First 5 LA and then what
3 partners are being brought in to think about the long term
4 addressing of some of those issues?

5 ALTMYER: Thank you, Karla. Really appreciate
6 those thoughtful comments.

7 Let me -- you know, I think you're raising up
8 issues that we are still unpacking and exploring. I'm not
9 sure that we have a comprehensive answer to your question
10 around the broader implications for these inequities,
11 although it's absolutely something we are looking to
12 understand better.

13 I think that, you know, our work in our 14 Best
14 Start communities, our partnerships that we have with
15 coalitions on the advocacy side are going to be critical to
16 mobilizing as we unpack these issues and the significant
17 impact, as you point out, that is on communication of
18 color.

19 Let me point back first to the question and ask
20 Becca if you can comment on Commissioner's question related
21 to the availability of data, and how we're capturing that
22 data and synthesizing it.

23 Becca?

24 MS. PATTON: Yeah. Thank you. And thank you,
25 Karla, for your questions. Yes.

1 So we are gathering this data. The data's coming
2 in piecemeal, as you can imagine, because it's a shifting
3 number. So we are looking at it on a bimonthly basis. We
4 are trying to get as much updated data through the end of
5 May to then actually be able to publish, like, an
6 external-facing piece that can be distributed.

7 We are also, as we're monitoring this data, we
8 have put together sort of internal data dashboards. We're
9 trying to figure out how to make that available in a
10 public-facing way, but then also our -- the response team;
11 so everyone on that team is looking and monitoring this
12 data on a regular basis.

13 The other piece of that is, you know, those were
14 -- numbers were updated through the end of May. But like I
15 said, that number does keep shifting. We do see more
16 providers coming online. And we're planning on monitoring
17 this through the summer into the fall so we can have a true
18 picture of which providers are closed due to the pandemic,
19 but then also which providers may -- we might have lost
20 from the system entirely.

21 So that's that piece, because that's going to
22 require, as you said, a lot of advocacy as we're walking
23 into next year, particularly as we're thinking about how to
24 rebuild the system and ensure that we have enough capacity
25 in the system.

1 The other piece around the data that I think goes
2 to your second question, and then I'll spend a little bit
3 more time on your second question, is we're looking at just
4 sort of not raw numbers, but where are these providers and
5 where are the providers coming back online and where are
6 they staying offline, and being able to map that
7 geographically. We're not quite to that point yet, of
8 being able to do that on a bimonthly basis. But that is
9 the next thing we're going to try to tackle as a response
10 team so that we're making sure that we're monitoring sort
11 of community by community how the supply is changing.

12 I will say that most providers, even if they were
13 offline or sort of not currently serving children in their
14 family childcare or their center are maintaining contact
15 with families. And we are, through the response team,
16 offering support and guidance about how to keep in touch
17 with families and ensure that families are still connected
18 to, that children are still supported as much as possible.

19 We're also providing resources for distance
20 learning. But as you know, that -- that is challenging, I
21 mean, even just the idea of a child under the age of five
22 sort of using screens and what's appropriate; so we're also
23 trying to support guidance around there about what's the
24 most appropriate. But then we also do have the challenge
25 of the digital divide and who has access to that resource

1 and who does not.

2 We are also looking to, as we prepare for the
3 future, think about how do we further support and engage
4 family, friend, and neighbor care. A lot of the centers
5 that aren't coming back online and the family childcare
6 providers that aren't coming back online -- we know those
7 children are probably being cared for somewhere. And may
8 not always be in their home, because families -- not all
9 families are able to work from home.

10 So trying to monitor the capacity of the family,
11 friend, and neighbor care system both to see if that
12 capacity is increasing and then how do we provide
13 appropriate supports there as well, and envisioning that
14 we're going to be partnering pretty closely with our
15 communities team as we look at that work going forward.

16 SUPERVISOR KUEHL: Okay. I have a question from
17 Marlene.

18 COMMISSIONER ZEPEDA: Yes. Thank you.

19 First of all, I just want to comment that I think
20 the staff -- staff is doing an incredible job stepping up
21 to the plate during this very difficult time, and we're in
22 very uncharted territory. And so we're all trying to
23 figure out what -- what is the best thing to do.

24 But I do -- Becca, I resonate with the questions
25 that Karla brought up because the data that I'm seeing,

1 more from a national perspective on the ECE workforce, is
2 that we may lose up to 50 percent of our capacity going
3 forward. And -- and family child care appears to be
4 holding in LA County. But center-based care is where we're
5 really concerned.

6 And given the CDC guidance and the public health
7 guidance for what you're supposed to be doing for social
8 distancing and you can't have circle time, and you can only
9 sing when you're outside, and the kids have to wear masks
10 and take temperatures and all of the things that -- that
11 caregivers and early educators are being asked to do,
12 really kind of go against all the early childhood best
13 practices.

14 So we've got to kind of figure out best practices
15 in the Covid situation so that we can get that information
16 out. And I know people are trying to do that.

17 But in terms of inequity, I just want to go on the
18 record that the K through 12 teachers were not considered
19 essential workers. And they went to social distancing
20 automatically. Whereas, the 0 to 5 educators were told
21 that they had to take care of kids.

22 And most of this workforce, they're women of
23 color, they're low-income women, and they're immigrant
24 women. And they're being asked to shoulder a very
25 significant portion of the load. And so that's not -- we

1 have to think about that, and the fair treatment of -- of
2 that population of -- of -- of educators.

3 And I know there's now a national conversation
4 about that, but I wanted just to make sure that we're aware
5 of that. I know a lot of these caregivers and educators
6 are doing it because they're very committed and they want
7 to help, but they're also putting their own health and
8 safety at risk when they do this. So -- so we have to be
9 vigilant as we go forward, because I think we're going to
10 be in this situation for a -- the next 18 to 24 month. I
11 just don't think this is, like, going to go away, like,
12 within the next six months.

13 So I think that we've got to learn what's working
14 best right now, and then -- and then try to disseminate
15 that information as we go forward; so I'm really happy to
16 hear that you're working with all your partners in LA
17 County to try to figure out what is the best way to go
18 forward.

19 SUPERVISOR KUEHL: Thank you. I have no further
20 comments or questions.

21 Linda, was there any request for public comment on
22 Item 6?

23 SECRETARY: There are no public comments.

24 SUPERVISOR KUEHL: All right. Thank you.

25 We're a little bit over the time allotted for our

1 items, but I think conversation is always welcome in the
2 commission.

3 Let's move to Item 7. Raoul will bring us up to
4 date on the budget development process.

5 MR. ORTEGA: Good afternoon, commissioners. And
6 thank you, Madam Chair.

7 The memo that is before you, to provide context
8 for the time frame of the fiscal year 2020-2021 budget time
9 line, and the changes in the time line due to the pandemic.

10 This information is similar to the information
11 that was provided to all of the commissioners via e-mail in
12 late April. And in addition, it was discussed at the May
13 14th commission meeting, and earlier today during the
14 consent items.

15 And just to remind everyone, at the May 14th
16 commission meeting, the board did ratify the actions of the
17 Executive Director, executed with her emergency
18 authorities, extending the budget development time line by
19 one month.

20 And in addition, the emergency authority allows us
21 to waive the governance guidelines related to the board
22 sequencing and approval of items formally requiring two
23 meetings, thus streamlining the board touch points and
24 budget touch points and time frame.

25 The revised fiscal year 2020-2021 touch points

1 with the board will now include two meetings. We did
2 combine a meeting on June 17th of the Budget and Finance
3 Committee and the executive committee team which we've
4 invited and extended the invite to all board members and to
5 the public to attend. This is a special meeting.

6 And at this meeting, the finance staff will review
7 the budget in much greater detail and to provide the
8 opportunity for board members ample time to have an
9 in-depth conversation on the resources that are included in
10 the budget and on the long-term financial plan.

11 In addition, just like Commissioner Martinez
12 brought up, just like in the PPC, the executive team and
13 director will be available; so it would allow us greater
14 time to go into great details into the program.

15 From the 17th, we will then go to July 9th, where
16 the board -- the commission will hear a presentation
17 overview along -- on the budget, and on the long-term
18 financial plan for your approval.

19 And just to remind everyone, included in this
20 budget and the new budget time line and -- and with our
21 commitment to working with our partners and grantees who
22 have encountered interruptions to services in the current
23 fiscal year due to Covid-19 pandemic, staff has included
24 and adjusted the proposed budget to include resources to
25 support the three strategies that are really called out in

1 the memo. And the memo, again, is available for you guys
2 in your packet. And it is an information item.

3 So I know -- I went through this really quickly.
4 If there's any questions, I will be more than happy to take
5 any. And I will pass it back to you, Madam Chair.

6 SUPERVISOR KUEHL: All right. Thank you very
7 much. I don't have any questions sent to me. So that was
8 an information item.

9 Linda, are there any public comments on this item?

10 SECRETARY: There are no public comments on this
11 item.

12 MR. ORTEGA: Thank you.

13 SUPERVISOR KUEHL: All right. Thank you very
14 much.

15 Let us then move to Item 8. It's a public
16 hearing. And then we -- we're essentially required by law
17 to indicate by our vote that we have received and filed
18 First 5 California's annual report.

19 So do we need to open a public hearing on a more
20 formal basis? Or do we simply request public comment? Do
21 you know, Linda or Kim?

22 MR. STEELE: We do need to open a public hearing.

23 SUPERVISOR KUEHL: All right. Counsel, would you
24 give me any formal language I need to use for that?

25 MR. STEELE: Certainly. This is a public hearing

1 as required by Prop 10, the annual review of First 5
2 California's annual report and public hearing is open for
3 any input that the public might want to provide.

4 SUPERVISOR KUEHL: All right.

5 Linda, are there any requests for public comment
6 on Item 8?

7 SECRETARY: There are no public comments on Item
8 8.

9 SUPERVISOR KUEHL: All right. I have no comments
10 from commissioners either; so I would entertain a motion to
11 receive and file First 5 California's Annual Report.

12 COMMISSIONER HEGER: This is Dr. Heger. I move to
13 receive it.

14 SUPERVISOR KUEHL: Thank you. Okay. Thank you.
15 Is there a second?

16 COMMISSIONER ABDO: Second.

17 SUPERVISOR KUEHL: Thank you. We need a roll call
18 on this item. So I -- I do -- do I need to close the
19 public hearing and then take the roll call?

20 MR. STEELE: Yes. The public hearing is now
21 closed.

22 SUPERVISOR KUEHL: All right. Thank you. So i
23 have a motion and a second to receive and file the report.

24 Linda, please proceed with the roll call vote.

25 SECRETARY: Judy Abdo?

1 COMMISSIONER ABDO: Yes.

2 SECRETARY: Linda Aragon?

3 Astrid Heger?

4 COMMISSIONER HEGER: Yes.

5 SECRETARY: Yvette Martinez?

6 COMMISSIONER MARTINEZ: Yes.

7 SECRETARY: Jonathan Sherin?

8 COMMISSIONER SHERIN: Yes.

9 SECRETARY: Romalis Taylor?

10 COMMISSIONER TAYLOR: Yes.

11 SECRETARY: Keesha Woods?

12 COMMISSIONER WOODS: Yes.

13 SECRETARY: Marlene Zepeda?

14 COMMISSIONER ZEPEDA: Yes.

15 SECRETARY: And Sheila Kuehl?

16 SUPERVISOR KUEHL: Yes.

17 SECRETARY: Motion's passed.

18 SUPERVISOR KUEHL: All right. We have received
19 and filed that item.

20 Item 9 is also a public hearing related to the
21 annual review of the First 5 LA strategic plan. The public
22 hearing is now open.

23 Linda, is there any public comment on this item?

24 SECRETARY: There is are no public comments on
25 this item.

1 SUPERVISOR KUEHL: Okay. I see no requests from
2 commissioners to comment on this item. I think we reviewed
3 this pretty thoroughly in the past and currently; so I
4 declare the public hearing closed.

5 Do I have -- this is an information item; so we
6 don't need a vote, simply to have the public hearing.

7 So given that, let us move down to Item 10. This
8 is a written item, but I believe Executive Director Belshe
9 wanted to clarify something in the item.

10 MS. BELSHE: Yeah, thank you, Sheila.

11 Item 10 is a written-only item. It relates to
12 work that First 5 LA's excited to be undertaking with the
13 County of Department Health Services. We learned yesterday
14 that DHS is going to be using a fiscal sponsor for this
15 work -- Olive View, UCLA. So while this is a written-only
16 item, I do want to clarify for the board and for the record
17 that the recipient will be Olive View UCLA. When we come
18 back to the board for formal action in July, the agenda
19 memo and approval action will identify UCLA as the fiscal
20 sponsor.

21 This is consistent with house practices when we've
22 had discrepancies in posted information that had already
23 been posted. And we regret the last-minute change, but do
24 want to clarify for the record. And this will be all
25 cleaned up for the board's consideration in July.

1 Happy to take any questions.

2 SUPERVISOR KUEHL: Okay. Thank you very much. I
3 show no questions on this item. So that is simply for your
4 information in written form.

5 And I believe that is the last item on the agenda
6 except for public comment. Is there any request for
7 general public comment?

8 SECRETARY: There are no requests for general
9 public comments.

10 SUPERVISOR KUEHL: All right. Well, I thank you
11 very much for this get-together. I do miss seeing all of
12 you, I really do. Who knew that we wouldn't see each other
13 for months and months and months? But thank you very much
14 for your participation. I know that many, many of you will
15 be at the June 17th joint meeting. And thanks to the staff
16 for all the work that they've done and are going to do.

17 And this meeting is adjourned.

18 (At 3:03 PM, the meeting was adjourned.)

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C E R T I F I C A T E

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

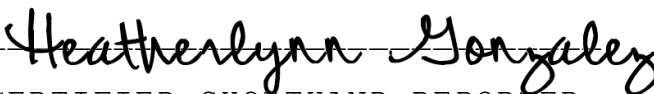
The preceding is a true and accurate transcription of the meeting of the organization named herein;

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

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

Attested to on this 26th day of June 2020.

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FOR THE STATE OF CALIFORNIA

SUMMARY ACTION MINUTES

FIRST 5 LA
June 11, 2020
Meeting of the Board of Commissioners
1:30-3:00 pm

COMMISSIONERS PRESENT:

Commissioners:

Judy Abdo (Vice Chair)
Linda Aragon
Astrid Heger
Sheila Kuehl (Chair)
Yvette Martinez
Jonathan Sherin
Romalis Taylor
Keesha Woods
Marlene Zepeda

Ex-Officio Commissioners:

Helen Berberian (Alternate)
Wendy Garen
Deanne Tilton
Karla Pleitez Howell

COMMISSIONERS ABSENT:

Bobby Cagle [Excused]
Barbara Ferrer [Excused]

STAFF PRESENT:

Christina Altmayer, Vice President of Programs
Peter Barth, Interim Chief of Staff
Kim Belshé, Executive Director
Linda Vo, Board Relations Manager
John Wagner, Executive Vice President

LEGAL COUNSEL:

Craig Steele, Attorney-at-Law

CALL TO ORDER / ROLL CALL: (Item 1)

1. Commission Chair Kuehl called the meeting to order at 1:30 pm. Quorum was present.

COMMISSION: (Items 2– 12)

2. Consent
 - A. Approve Special Commission Meeting Summary Action Minutes and Transcript - Thursday, May 14, 2020
 - B. Approve Monthly Financial Statements for the Month Ending April 30, 2020
 - C. Approve Amendments to 27 Strategic Partnerships for a Total Amount of \$34,561,299 to Support the Implementation of the 2020-2028 Strategic Plan
 - D. Contracts: Approve One New Agreement, 62 Renewals, and Two Amendments and Authorize First 5 LA Staff to Complete Final Contract Execution Upon Approval from the Board
 - E. Approve a Strategic Partnership with the California Community Foundation Community Initiatives Fund, Fiscal Sponsor for the Los Angeles Partnership for Early Childhood Investment Baby Futures Fund, in the Amount of \$300,000 for a Period of 36 months to Reduce the Gap in Infant Mortality Rates Between White and Black/African American Babies in LA County

M/S (Romalis Taylor/Astrid Heger)

Roll Call:

Judy Abdo – Aye
Linda Aragon – Aye
Astrid Heger – Aye
Sheila Kuehl – Aye
Yvette Martinez – Aye
Jonathan Sherin – Aye
Romalis Taylor – Aye
Keesha Woods – Aye

SUMMARY ACTION MINUTES

Marlene Zepeda – Aye

Abstentions: Keesha Woods on Items 2C and 2D

THE ITEMS WERE APPROVED

3. **Remarks by the Commission Chair**
4. **Executive Director's Report**
5. **Emergency Authority Actions Due to the COVID-19 Pandemic**
 - Approve Board Resolution 2020-02

M/S (Judy Abdo/Marlene Zepeda)

Roll Call:

**Judy Abdo – Aye
Linda Aragon – Aye
Astrid Heger – Aye
Sheila Kuehl – Aye
Yvette Martinez – Aye
Jonathan Sherin – Aye
Romalis Taylor – Aye
Keesha Woods – Aye
Marlene Zepeda – Aye**

THE ITEM WAS UNANIMOUSLY APPROVED

There is no further discussion on this item.

6. **COVID-19: A Path Forward, Together; First 5 LA's Framework for Responding to the COVID-19 Pandemic**

A verbal presentation was delivered by First 5 LA staff on First 5 LA's framework for responding to the COVID-19 pandemic.

First 5 LA's response to COVID-19 has focused on three primary objectives:

1. Protecting and supporting the health of our staff
2. Supporting our contracted partners (grantees, vendors, contractors)
3. Supporting LA County's young children and their families, with a particular focus on those most vulnerable during this pandemic

Mr. Gayden briefly talked about how First 5 LA has been protecting and supporting its staff and how we are working to expedite contracts and renewals to support the work of our contractors and our grantees.

Other staff (Ms. Careaga, Ms. Patton and Ms. Andrews-Bush) talked about how First 5 LA is working very closely with its partners during this time of pandemic. They presented examples both in terms of our Early Care and Education work, our policy work related to childcare, our work in home visiting, and our work in our 14 Best Start communities.

SUMMARY ACTION MINUTES

There is no further discussion on this item.

7. **Finance Update: FY 20-21 Budget Development Process**

Mr. Ortega informed the Commission of First 5 LA's plans to present the upcoming proposed budget for FY20-21 and Long Term Financial Plan at an upcoming joint meeting of the Budget & Finance and Executive Committees on June 17. All Board members would be welcome to attend. Following this touch point, the Finance Department would come back to the Board in July to request action on both these items.

There was no further discussion on this item.

8. **PUBLIC HEARING**

Receive and File First 5 CA's Annual Report

Mr. Steele, First 5 LA's legal counsel, announced to the public and Board members that a public hearing was being conducted, as required by Prop 10, on the annual review of First 5 California's annual report. He also informed the public and Board members that the public hearing was open for any input that the public might want to provide. Given there were no public comments or further input received from the Board, the public hearing was closed and the report would be formally received and filed.

There was no further discussion on this item.

9. **PUBLIC HEARING**

Annual Review of the First 5 LA Strategic Plan

As required by Prop 10, a public hearing was conducted on the annual review of First 5 LA's Strategic Plan. Given no public or Board input, the hearing was formally closed by Supervisor Kuehl.

There was no further discussion on this item.

10. Establish a Strategic Partnership with the Los Angeles County Department of Health Services for an amount not to exceed \$310,500 to support the expansion of pediatric and mental health services for the Strong, Healthy and Resilient Kids (SHARK) Program for a period of three (3) years **(WRITTEN ONLY)**

Ms. Belshé informed the public and Board members that this was a written only item and that since posting the agenda, there was a change to the fiscal sponsor, which is now UCLA, for this contract. She also announced that at the July Board meeting, the updated information would be reflected in the materials and agenda. This is consistent with past practices when there was a discrepancy of current information received versus what was already posted on an agenda

There was no further discussion on this item.

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

There were no public comments.

ADJOURNMENT:

SUMMARY ACTION MINUTES

The Commission adjourned at 3:03 pm.

NEXT MEETING:

The next Commission meeting will take place on Thursday, July 9, 2020 at 1:30 pm.

VIRTUAL BOARD MEETING

Meeting details will be posted per Brown Act Requirements

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

FIRST 5 LA

SUBJECT:

Monthly Financial Reports

RECOMMENDATION:

Approval of the monthly financial statements for the month ending May 31, 2020.

BACKGROUND:

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

DISCUSSION:

First 5 LA began the month of May with a cash balance of \$363.0 million. During the month of May 2020, we received \$4.7 million in revenues. We had \$5.8 million in program expenditures, \$73,834 in pass-through expenditures, and \$1.6 million in operating expenditures. As a result, First 5 LA ended the month with a cash balance of \$360.3 million.

This report includes detailed financial information for the month ending May 31, 2020. The financial statements are unaudited and reported as a "soft close." All materials in this packet and check registers are available online. Statements in this report include the following:

- Revenue and Expense Statement: Summarizes financial statements to highlight the starting cash balance, revenues received, program and operating expenses, and the ending cash balance for the month.
- Balance Sheet: Provides a "snapshot" view of the Commission's assets, liabilities and fund balance as of May 31, 2020.
- Detailed operating and program expenditures: Shows expenses against the FY 2019-20 Budget approved on June 13, 2019, and adjusted on May 14, 2020 as well as a report of expenditures related to programs functioning as pass-through agreements.

**Los Angeles County Children and Family First -
Proposition 10 Commission (aka) First 5 LA
Revenue and Expense Statement
May 31, 2020, Unaudited**

	REVENUES AND EXPENDITURES	
Cash Balance as of April 30, 2020	\$ 363,029,177	
Revenue		
Monthly State Allotments	\$ 4,194,299	(1)
Medi-Cal Administrative Activities (MAA)	-	
State Commission - Other Program Funds	33,189	
Interest Income - Unreserved	494,663	
Investment Income - Other	-	
Rental Revenue - La Petite	-	
Total Revenue	\$ 4,722,151	
Expenses		
Program Budget (Attachment A)		
2015-2020 Strategic Plan: Focusing For The Future	\$ 5,315,959	
Legacy Investments	455,655	
Total Initiative/Program Expenses	\$ 5,771,614	
Pass-Through (Attachment B)		
Medi-Cal Administrative Activities (MAA)	\$ 73,834	
Total Pass-Through Expenses	\$ 73,834	
Operation and Administration (Attachment C)		
Personnel	\$ 1,282,019	
General Operating	159,967	
Consultant Services	153,753	
Professional Services	2,114	
Travel Expenses	(437)	
Professional Development	1,344	
Capital Improvements	4,871	
Total Operation and Administration	\$ 1,603,632	
Total Expenses	\$ 7,449,080	
Variance (Revenue - Expenses)	\$ (2,726,930)	
Cash Balance as of May 31, 2020	\$ 360,302,247	(2)

NOTE:

- 1) Tobacco Tax Revenue for May 2020.
- 2) Cash Balance excludes fixed assets and liabilities.

LOS ANGELES COUNTY CHILDREN AND FAMILY FIRST - PROPOSITION 10 COMMISSION (AKA FIRST 5 LA)
PROGRAM EXPENDITURES BY FY 2019-20 BUDGET
MAY 31, 2020, UNAUDITED

INITIATIVE/PROGRAM	FY 2019-20 BUDGET	MAY EXPENDITURES	FISCAL YTD EXPENDITURES	BALANCE REMAINING
2015-2020 STRATEGIC PLAN: FOCUSING FOR THE FUTURE				
Strategic Plan Priority Outcome Areas				
Families	39,133,000	2,618,714	28,230,639	10,902,361
Communities	21,631,000	1,104,045	8,964,528	12,666,472
Early Care & Education Systems	26,655,000	655,734	15,632,440	11,022,560
Health-Related Systems	4,651,000	67,952	1,543,508	3,107,492
Strategic Plan Policy & Strategy Support				
Policy Agenda/Advocacy	2,370,000	2,528	1,627,404	742,596
Communications & Marketing	5,866,000	124,465	4,268,868	1,597,132
Communications - Conference Funding	250,000	5,000	121,500	128,500
Strategic Partnership-Cross-Cutting Funder Partnership	557,000	1,840	117,340	439,660
Strategic Partnership-Grantmaking Memberships	41,000	1,500	37,230	3,770
Strategic Partnership-Partnership Development	120,000	-	6,882	113,118
Community Engagement and Advocacy	323,000	-	3,986	319,014
Policy & Strategy - Emerging Opportunities	50,000	8,300	40,410	9,590
County Partnerships	315,000	-	87,500	227,500
Integration & Learning				
Communities of Practice	63,000	-	-	63,000
Data Development and Integration	770,000	266,918	389,313	380,687
Data Partnership with Funders	850,000	-	-	850,000
Grantee Assessment	40,000	-	36,175	3,825
Impact Framework	400,000	3,345	3,345	396,655
Knowledge Management	178,000	-	-	178,000
Learning Plan Development	200,000	110,441	158,282	41,718
Program Evaluation	2,806,000	345,177	1,599,695	1,206,305
Subtotal 2015-2020 Strategic Plan	107,269,000	5,315,959	62,869,044	44,399,956
LEGACY INVESTMENTS				
Baby Friendly Hospitals	102,000	16,713	45,108	56,892
Black Infant Health	982,000	-	275,970	706,030
Little by Little/One Step Ahead	3,100,000	438,942	1,743,601	1,356,399
Parent Child Interaction Therapy	35,000			35,000
Subtotal Legacy Investments	4,219,000	455,655	2,064,679	2,154,321
TOTAL	111,488,000	5,771,614	64,933,723	46,554,277

The FY 2019-20 budget reflects the mid-year budget adjustments approved on May 14, 2020.

NOTES:

Journal entries for FY 2018-19 accrued expenses were reversed in July 2019. The amounts reported are the actual program expenditures for May 2020.

LOS ANGELES COUNTY CHILDREN AND FAMILY FIRST - PROPOSITION 10 COMMISSION (AKA FIRST 5 LA)
EXPENDITURES - PASS-THROUGH
MAY 31, 2020, UNAUDITED

Attachment B

INITIATIVE/PROGRAM - PASS-THROUGH	MAY EXPENDITURES	YEAR TO DATE EXPENDITURES
Medi-Cal Administrative Activities (MAA) - LA County Charges	7,442	7,442
Medi-Cal Administrative Activities (MAA) - Participation Payment	66,392	66,392
TOTAL	73,834	73,834

**Los Angeles County Children and Family First -
Proposition 10 Commission (aka) First 5 LA
Operating & Administrative Budget Update
MAY 31, 2020, UNAUDITED**

OPERATION AND ADMINISTRATION EXPENSE	MAY ACTUAL	FISCAL YTD ACTUAL	FY 2019-20 BUDGET	FISCAL YTD VARIANCE
Personnel Services				
Salaries & Wages	978,459	11,679,403	13,791,911	2,112,508
Fringe Benefits	303,560	3,457,270	3,919,170	461,900
Total Personnel Services	1,282,019	15,136,673	17,711,081	2,574,408
General Operating Expenses				
ADP Payroll Charges	4,329	33,143	38,000	4,857
Workers Compensation Insurance	-	67,984	68,000	16
Utilities	-	114,490	138,000	23,510
Corporate Insurance	-	87,132	84,300	(2,832)
Mileage, Parking and Other Transportation	356	26,349	50,980	24,631
Telephones	6,011	41,725	55,800	14,075
Cell Phones & Mobile Devices	11,075	47,074	50,800	3,726
Outside Printing & Publishing	-	5,335	20,500	15,165
Other Supplies	174	174	20,250	20,076
Postage & Delivery	-	2,409	13,200	10,791
Educational Supplies	-	2,734	3,900	1,166
Office Supplies	2,305	45,122	80,570	35,448
Subscriptions & Publication	568	21,313	20,905	(408)
Equipment-Rents & Leases	1,219	35,361	55,000	19,639
Building Repair & Maintenance	-	89,517	182,000	92,483
Equipment Repair & Maintenance	-	-	13,000	13,000
Offsite Storage	1,394	21,051	35,152	14,101
Hardware & Software Maintenance	132,535	244,828	452,480	207,652
Miscellaneous/Contingency	-	-	70,000	70,000
Stipend/Honorarium	-	(900)	-	900
Internal Meeting	-	92,874	126,900	34,026
Divisional Capacity Building	-	2,503	100,000	97,497
Total General Operating Expenses	159,967	980,217	1,679,737	699,520
Consultant Services				
Consultant Fees	144,873	756,681	1,479,862	723,181
Other Professional Fees	8,880	232,958	342,000	109,042
External Reviewers	-	5,560	3,700	(1,860)
Total Consultant Services	153,753	995,199	1,825,562	830,363
Professional Services				
Audit	-	41,646	80,000	38,354
Legal Fees	-	53,811	169,000	115,189
Professional Dues	1,064	85,453	126,740	41,287
Staff Recruitment	-	5,811	10,000	4,189
Commission Stipends	1,050	13,200	30,000	16,800
Web-Based Services	-	20,687	48,000	27,313
Bank & Other Service Charges	-	17,581	42,700	25,119
Total Professional Services	2,114	238,188	506,440	268,252
Travel Expenses				
Airfare	(569)	84,130	174,500	90,370
Lodging	-	86,138	163,900	77,762
Per Diem	132	33,608	79,500	45,892
Other Travel Expense	-	20,733	32,021	11,288
Total Travel Expenses	(437)	224,609	449,921	225,312
Professional Development				
Training Material & Supplies	-	2,587	24,467	21,880
Internal Training	-	16,275	131,000	114,725
Leadership Programs	-	26,980	50,000	23,020
Conference Registrations	1,344	75,982	205,950	129,968
External Education/Training	-	50,428	109,700	59,272
Total Professional Development	1,344	172,252	521,117	348,865
Capital Improvements				
Capital Outlay (Equipment Purchases)	4,871	105,510	134,500	28,990
Total Capital Improvements	4,871	105,510	134,500	28,990
TOTAL OPERATING EXPENSES	1,603,632	17,852,648	22,828,358	4,975,710

NOTES - OPERATING & ADMINISTRATIVE BUDGET UPDATE:

The administrative expenses are within the maximum authorized under ~~81~~ Board policy.

The FY 2019-20 budget reflects the mid-year budget adjustments approved on May 14, 2020.

**Los Angeles County Children and Families First -
Proposition 10 Commission
Statement of Net Assets
May 31, 2020 Unaudited**

Current Assets:

Cash	\$ 6,361,526
Cash- Morlin Mgmt Corp	27,000
Investment:	
Operating and Allocated funds	339,073,652
Advance - Regional Network (RN)	2,022,450
Advance - Various	4,593,269
Other Receivables	210,693
Total Current Assets	\$ 352,288,591

Fixed Assets:

Land	\$ 2,039,000
Building & Improvements	12,076,512
Furniture & Fixtures	627,671
Computer, Software & Accessories	1,952,690
Office Equipment	331,033
Accumulated Depreciation	(6,185,527)
Total Fixed Assets	\$ 10,841,379

Total Assets	\$ 363,129,970

Liabilities and Net Assets

Current liabilities:

Other Liabilities	\$ 494,839	(1)
Total Current Liabilities	\$ 494,839	

Net Assets:

Investment in capital assets	\$ 10,841,379
Restricted	351,793,751
Total Net Assets	\$ 362,635,130

Total Liabilities and Net Assets	\$ 363,129,970

NOTES:

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

First 5 LA

SUBJECT:

Contracts for approval

RECOMMENDATION:

Approve one new agreement and one renewal and authorize staff to complete final execution of the agreements upon approval from the Board.

BACKGROUND:

First 5 LA's approved programmatic budget for FY 2020-21 totals \$101,459,000 and the approved operating budget totals \$22,797,493. Funding for the new agreement and renewal was included in the budget which was provided as information at Budget and Finance/Executive Committee meeting on June 17, 2020 and provided for approval at this July 9, 2020 meeting under agenda item #6. For contracts that span fiscal years, the estimated spending amount for each fiscal year will be included in First 5 LA's annual budgets for approval. Pursuant to contract terms, if the Commission does not appropriate funds for the agreement in future fiscal years, First 5 LA may terminate the agreement. Upon approval of the agreements presented below, staff will complete final execution.

There is **one agreement** for approval with Engage R +D. The Contractor was selected through First 5 LA's Regional Network Grantee's' Community of Practice Request for Proposals. The Community of Practice (CoP) is a collection of collaborative reflection and learning sessions (face-to-face meetings, retreats, and web-based tools) that enable the Best Start Regional Network Grantees (RNGs) and First 5 LA staff to regularly interact, provide updates, share practices, and create a sense of community that inspires ongoing reflection, adaptation, and practice improvements. The Contractor will co-design, plan, facilitate, and support continuous improvement of the CoP for representatives of the five RNGs and First 5 LA Communities Department. Through the CoP, the RNGs and First 5 LA will learn together, assess progress, foster collective accountability, and inform approaches to address critical issues and opportunities emerging in the work. Communities of Practice provide regular spaces and convening structures that allow for the development and implementation of a full arc of discussion items over the series each year. This project supports alignment, efficacy and sustainability of community capacity building investments and efforts in Best Start geographies to support and promote the safety, healthy development and well-being of children prenatal to age 5 and their families.

There is **one renewal** for approval with St. Mary Medical Center. The grantee is one of the 13 partners in First 5 LA's Welcome Baby program. Welcome Baby is a voluntary and universally provided hospital and home-based intervention program for women in LA County during pregnancy and postpartum. The primary objective of the program is to work with families to maximize the health, safety and security of the newborn babies, strengthen the parent-child bond and facilitate access to support services when needed. The contract renewal was approved at the June 11, 2020 Board meeting for \$4,177,115. Due to a reporting error in the contract amount, staff is bringing forth the contract for approval at this July 9, 2020 meeting for a corrected amount of \$5,516,968.

DISCUSSION:

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

Attachment A
July 2020

	NEW									
	DEPARTMENT	OUTCOME AREA / INITIATIVE/STRATEGY / PROGRAM	CONTRACT (PROJECT) INFORMATION	PROCUREMENT METHOD	PROJECT LENGTH	ESTIMATED TOTAL PROJECT COST	CONTRACT AMOUNT	ANTICIPATED CONTRACT START DATE	ANTICIPATED CONTRACT END DATE	ANTICIPATED PROJECT END DATE
1	Communities	Best Start Networks/Network Capacity Building/ Communities of Practice	<u>ENGAGE R&D, Inc. (#10239)</u> The Community of Practice (CoP) is a collection of collaborative reflection and learning sessions (face-to-face meetings, retreats, and web-based tools) that enable the Best Start Regional Network Grantees (RNGs) and First 5 LA staff to regularly interact, provide updates, share practices, and create a sense of community that inspires ongoing reflection, adaptation, and practice improvements. The Contractor will co-design, plan, facilitate, and support continuous improvement of the CoP for representatives of the five RNGs and First 5 LA Communities Department. Through the CoP, the RNGs and First 5 LA will learn together, assess progress, foster collective accountability, and inform approaches to address critical issues and opportunities emerging in the work. Communities of Practice provide regular spaces and convening structures that allow for the development and implementation of a full arc of discussion items over the collaborative reflection and learning series each year. This project supports alignment, efficacy and sustainability of community capacity building investments and efforts in Best Start geographies to support and promote the safety, healthy development and well-being of children prenatal to age 5 and their families. The funds for this contract were included in the FY 20-21 budget, approved by the Board on July 9, 2020.	RFP	3 years	\$525,000	\$174,915 <i>Assigned for FY 20-21</i>	7/9/2020	6/30/2021	7/8/2023

Attachment A
July 2020

	RENEWALS										
	DEPARTMENT	OUTCOME AREA / INITIATIVE/STRATEGY / PROGRAM	CONTRACT (PROJECT) INFORMATION	PROCUREMENT METHOD	PROJECT LENGTH	ESTIMATED TOTAL PROJECT COST	CONTRACT AMOUNT	ANTICIPATED CONTRACT START DATE	ANTICIPATED CONTRACT END DATE	ANTICIPATED PROJECT END DATE	*SATISFACTORY PROGRESS ACHIEVED BY CONTRACTOR?
2	Family Supports	Families \ Home Visiting \ Welcome Baby Hospitals	<u>ST. MARY MEDICAL CENTER (#00803)</u> The Grantee is one of the 13 program partners in First 5 LA's Welcome Baby program. Welcome Baby is a voluntary and universally provided hospital and home-based intervention program for women in LA County during pregnancy and postpartum. The primary objective of the program is to work with families to maximize the health, safety and security of the newborn babies, strengthen the parent-child bond and facilitate access to support services when needed. In fiscal year 19-20, the grantee provided program services which included up to nine engagement points - prenatal, hospital and postpartum – and a risk assessment with referral to appropriate services, as needed. In fiscal year 20-21, staff will continue to serve clients with a focus on increasing enrollment and participation, as well as participate in the Welcome Baby Impact Study conducted by the First 5 LA to determine impact and effectiveness of the program. The contract renewal was approved at the June 11, 2020 Board meeting for \$4,177,115. Due to a reporting error in the contract amount, staff is bringing forth the contract for approval at this July 9, 2020 meeting for a corrected amount of \$5,516,968. The funds for this contract were included in the FY 20-21 budget, approved by the Board on July 9, 2020.	Strategic Partnership	10 years, 5 months	\$17,283,548	\$5,516,968 Estimated FY 20-21 Spending \$1,733,661 <i>Assigned for FY 20-21</i> Impact to FY 21-22 Budget \$1,856,101 <i>Assigned for FY 21-22</i> Impact to FY 22-23 Budget \$1,927,206 <i>Assigned for FY 22-23</i>	7/1/2020	6/30/2023	6/30/2023	Yes

FIRST 5 LA

SUBJECT:

1. Establish a Strategic Partnership with Olive View-UCLA Education & Research Institute, Inc., fiscal sponsor for Los Angeles County Department of Health Services, for an amount not to exceed \$310,500 to support the expansion of pediatric and mental health services for the Strong, Healthy and Resilient Kids (SHARK) Program for a period of three (3) years and
2. Authorize staff to Execute an Agreement with Olive View-UCLA Education and Research Institute, Inc. for an amount not to exceed \$94,875 with an anticipated contract period of August 1, 2020 to June 30, 2021 (Fund Balance Category: Assigned).

RECOMMENDATION (PROVIDED AS INFORMATION):

This memo is provided as information for the Board's consideration at the June 11, 2020 Board of Commissioners Meeting. At the July 9, 2020 Commission meeting, First 5 LA staff recommends that the Board approve the establishment of a Strategic Partnership with Olive View-UCLA Education & Research Institute, Inc. ("ERI") fiscal sponsor for Los Angeles County Department of Health Services (DHS) research and educational activities based out of Olive View-UCLA Medical Center and affiliated DHS sites, for an amount not to exceed \$310,500 for the period of three years and authorize staff to execute a contract with the ERI starting August 1, 2020 to June 30, 2021 for \$94,875. Subsequent agreements will be presented to the Board for consideration as part of Contract Consent. Funds for Year 1 have been included in the FY 2020-2021 Programmatic Budget under Health Systems -Trauma Informed Approaches, which is to be approved by the Board of Commissioners in July 2020. Beyond FY 2020-21, funds will be pulled from the assigned fund balance which will be brought to the Board of Commissioners for approval in June of the corresponding fiscal year. At the time of budget approval, requested resources will shift from the Assigned resource category of the fund balance, dedicated for broad Strategic Plan purposes, to the Committed category, amounts dedicated for a more specified purpose. This Strategic Partnership is contingent upon Board approval of the FY 20-21 budget on July 9, 2020.

BACKGROUND:

First 5 LA proposes to support expansion of pediatric and mental health services at Rancho Los Amigos National Rehabilitation Center (Rancho) to better serve young children and their families through the Strong, Healthy and Resilient Kids (SHARK) Program.

First 5 LA proposes to fund a Data Management position with the Los Angeles County Department of Health Services (DHS) to support data collection and referral pathways. This program addresses the needs of children and youth who are affected by developmental and behavioral delays as well as toxic stress. This program will serve as a resource offered to children and youth served by DHS who screen positive on validated screens for developmental delays (via the Ages and Stages Questionnaire) and who have increased exposure to stress (via identification of Adverse Childhood Experiences [ACEs]) and who would benefit from early intervention services.

This Strategic Partnership with Olive View-UCLA Education & Research Institute, Inc. highlights the relationship between developmental delays and trauma and represents a significant milestone for both Health Systems Department strategies of trauma-informed approaches and early identification and intervention. Historically First 5 LA has collaborated minimally with DHS. This partnership opens an opportunity to further strengthen County system partnerships through DHS' interest in pediatric expansion and reach as the second largest municipal health system in the nation. This program provides the added benefit of being able to further learn about the relationship between trauma and development. The expansion of services at Rancho will also provide an opportunity to test referral pathways based on screening results to pediatric and mental health services both internally at DHS and externally to local resources and services within the families' communities. These learnings and testing, specifically on what

makes a quality referral, will inform other First 5 LA investments, such as Help Me Grow Los Angeles (HMG LA) – in particular, the Centralized Access Point that the Los Angeles County Department of Public Health is developing and the start of HMG LA Pathways in which community collaboratives will identify, test and refine approaches to strengthen and expand referral pathways.

First 5 LA proposes to fund a Data Management position with the Los Angeles County Department of Health Services (DHS) to support data collection and referral pathways. This program addresses the needs of children and youth who are affected by developmental and behavioral delays as well as toxic stress. This program will serve as a resource offered to children and youth served by DHS who screen positive on validated screens for developmental delays (via the Ages and Stages Questionnaire) and who have increased exposure to stress (via identification of Adverse Childhood Experiences [ACEs]) and who would benefit from early intervention services.

Currently the SHARK Program has begun utilizing an existing DHS e-consult system and existing staff provide consultation and some coordination needs. Additional support is needed to fund a staff position to support data management systems and the build out of referral pathways. First 5 LA proposes to fund a Data Management Specialist to establish and roll out data collection workflow and management and to develop referral pathways and make community connections; these two categories of work are detailed below.

- **Data Collection Workflow and Management:**
 - Support SHARK clinicians in establishing data collection workflows
 - Participate in planning meetings related to training and implementation of SHARK Program services
 - Interface with DHS Information Technologies (IT) and other technology supports to manage data
 - Prepare data for submission to DHS and funders
 - Prepare quarterly reports for DHS and funders
- **Referral Pathways Development / Community Connection:**
 - Assist in development of linkages to regional programs for those SHARK patients who need referrals – health plan resources, One Degree (online portal for community resources), regional center referrals, etc.
 - Interface with the DHS ACEs implementation team to ensure bi-directional communication pathway is established
 - Interface with First 5 LA and local health plans to ensure synergy with HMG LA and other existing and related programs
 - Facilitate SHARK team community outreach efforts

First 5 LA funding will be used to meet the following four key objectives:

- **Practice Change:** Support families in optimizing their child's development by adopting a multi-screening approach that screens for developmental delays using the Ages and Stages Questionnaire (ASQ-3) and trauma using the using the Pediatric ACEs Screening and Related Life-events Screener (PEARLS).¹ Both screening tools are reimbursable through the California

¹ A developmental delay means a child does not meet age-appropriate developmental milestones regarding physical, cognitive, communication, social-emotional and adaptive areas, that most children can do at an age. The literature shows that approximately 1 in 4 children ages 0-6 are at risk for developmental delays with 12-16% of children having at least one delay. ACEs reflect childhood abuse, neglect and other adverse experiences, including: physical, sexual, or emotional abuse; physical or emotional neglect; a family member who is: depressed or diagnosed with other mental illness, addicted to alcohol or another substance, or in

Department of Health Care Services (DHCS). DHS is unique in that few programs have this multi-screening approach embedded in their systems, and DHS has been intentional in their approach from the onset given the comorbidity between developmental challenges, mental health challenges, and ACEs.

- **System Change:** Support the DHS public system to strengthen and expand their referral pathways. In addition to providing direct services, the SHARK Program will: 1) develop linkages to regional programs for those SHARK patients who need referrals; 2) interface with the DHS ACEs implementation team to establish bi-directional communication pathway; 3) interface with First 5 LA and local health plans to ensure synergy with HMG LA and other existing and related programs; and 4) facilitate SHARK team community outreach efforts.
- **System Change:** Strengthen prevention efforts in the DHS public system by expanding services and referral pathways for children identified with mild to moderate delays, sometimes referenced as in the “gray zone”² range, who may not meet eligibility requirements for Regional Center or School Districts but would still benefit from supports to ensure that they will enter kindergarten ready to succeed in school and life, First 5 LA’s north star. HMG LA is committed to cross-sector collaboration among key partners to improve access to services and supports, including prevention supports for children who are considered at-risk and fall in the gray zone. Evidence indicates there is a dearth of prevention supports available for children at risk for developmental and behavioral delays. The SHARK Program provides an opportunity to test an innovative approach to address this need.
- **Will Building:** Foster evidence and innovation to demonstrate program effectiveness and continuous quality improvement. The funding will be used to demonstrate the effectiveness of an integrated screening, consultation, and referral process for the possibility of further expansion of the program and continuation of the position by DHS. In addition to supporting SHARK clinicians in establishing data collection workflows and coordinating with DHS IT and other technology supports to manage data, data and quarterly reports will be submitted to DHS and funders. This investment will generate learnings on integrated screening and referral to inform HMG LA and Medi-Cal provider engagement, and inform partnerships with Medi-Cal Managed Care Health Plans.

Pursuant to the Procurement Policy, Strategic Partnerships of \$75,000 or more in a fiscal year must be presented to the Board for approval. Staff is requesting to establish a Strategic Partnership for an amount not to exceed \$310,500 over three years to comply with this policy. Section IV.5 of the Procurement Policy also states that contracts of \$75,000 or more requires Board approval prior to execution. Staff is seeking approval to execute a contract for the period of August 1, 2020 to June 30, 2021 for \$94,875.

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

Sustainability:

- A trauma and resiliency informed L.A. County needs to have service delivery systems providing care that recognize the impact and signs of trauma and help clients access needed services across county agencies and across public and private sectors. First 5 LA’s support of the SHARK Program contributes to building countywide cross-sector and systems partnerships that ensure successful referral pathways to services and supports for children and families, which is essential to long-term sustainability of a trauma and resiliency informed L.A. County.

prison; witnessing a mother being abused; and losing a parent to separation, divorce, or other reason. National prevalence rates show that almost half of youth report having at least one ACE with almost one quarter having 2 or more ACEs.

² “Gray zone” refers to children whose screening result for a developmental or behavioral delay falls within the “at-risk” or middle scoring range suggesting the child may be at greater risk of experiencing delays in one or more developmental categories.

- The vision of HMG LA is to improve the early identification and intervention systems through the support of broad countywide cross-sector and system partnerships across county agencies and across public and private sectors as part of long-term sustainability. Through referral pathways development and outreach, DHS will contribute to the improvement of early identification and intervention systems.
- As part of the Scope of Work, DHS will be responsible for developing a sustainability plan to identify ongoing sources of funding to support the Data Management Specialist position that supports data collection and referral pathways beyond the 3-year period. The workflows and referral pathways established through this Strategic Partnership will be integrated into the SHARK Program, and thus will be sustainable after funding concludes.
- DHS will explore how, supported by the data collected from this investment, existing funding streams and funded efforts and services can be leveraged to ensure the sustainability of the program. This includes the new 2020 Medi-Cal reimbursement for trauma and developmental screenings now available to providers.³ Note that approximately 90% of DHS patients are on Medi-Cal.

Leveraged Resources:

- This Strategic Partnership will build upon the investments and resources DHS has already dedicated to this program, including a full-time nurse practitioner, part-time pediatrician, and rehabilitation staff at Rancho. By leveraging the existing infrastructure for rehabilitating adults, DHS will build out services for young children at the SHARK Program to provide family-centered assessment services, diagnosis, service linkage, short-term intervention and case management to children and families in need for formal assessment for suspected or actual developmental delay or behavioral concerns.

JUSTIFICATION:

This Strategic Partnership meets the criteria below:

- ☒ The Strategic Partnership can provide specific resources needed by First 5 LA to implement an approved program or initiative in a manner or on a scale that makes the Strategic Partnership more cost effective than resources provided through a competitive solicitation; or
- ☒ The Strategic Partnership can implement an approved program or initiative more expeditiously than resources provided through a competitive solicitation; or
- ☐ The Strategic Partnership can provide a demonstrated level of ability or expertise that is only available in the community through the proposed Strategic Partnership; or
- ☐ The Strategic Partnership provides an opportunity to leverage First 5 LA funds to produce additional funding for the program or initiative or service.

AND

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

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

The Strategic Partnership with Olive View-UCLA Education & Research Institute, Inc. will build upon the investments, infrastructure and momentum already underway within DHS. Any DHS provider in the County will have the ability to refer patients to the SHARK Program. The infrastructure and countywide reach

³ The Governor's May Revise proposes shifting Proposition 56 funding reserved for screenings. First 5 LA will continue to monitor State budget decisions, and explore how to leverage other billing options and funding.

available via the SHARK program would be challenging for First 5 LA to attain elsewhere at this cost. This scale ensures that the program will have a large reach to vulnerable populations that would otherwise fall through service gaps. This aligns to the mission of First 5 LA's investment in HMG LA to support all families. For instance, the SHARK Program targets those children in the gray zone that are not eligible for Regional Center or school district services but are at-risk and would greatly benefit from support and linkages to community resources this program will offer. Currently the families of these children have difficulty accessing needed services and supports for their children.

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

DHS is dedicating resources to building out and supporting the SHARK Program that includes leveraging infrastructure and expertise that already exists at Rancho for adult patients to expand to pediatric patients. DHS has already established much of the infrastructure for the SHARK Program, to implement the program more expeditiously. For instance, DHS is currently hiring for the program, already using the ASQ-3 and PEARLS screening tools, and are in the process of establishing protocols including embedding tools in their electronic health record (EHR) to ensure Medi-Cal reimbursement. Thus, DHS has much of the capacity, infrastructure and expertise in place at Rancho to implement this multi-level developmental delay and trauma screening approach at a large scale.

The proposed Strategic Partnership is aligned with the adopted Strategic Plan

The proposed Strategic Partnership also aligns to Strategic Priority #1 to Strengthen Public and Community Systems of the 2020-2028 Strategic Plan. It has the potential to contribute to two of four Results: Families optimizing their child's development; and Children are safe from abuse, neglect, and other trauma through its screening of and linkages to resources for developmental concerns and trauma.

In addition, this project supports two Strategic Plan implementation planning areas: 1.2 and 1.6. Objective 1.6 focuses on supporting the adoption of trauma-informed approaches in systems serving children and families. This project supports innovation and early adopters of trauma informed approaches. Objective 1.2 includes advocating for transformative practices to ensure public systems provide early identification and intervention services. This project will screen for developmental delays and will use these findings to link to appropriate early identification and intervention services. The Health Systems Team has an interest in the implementation of several screenings, including screenings for trauma, developmental delays, maternal health, and behavioral health. The SHARK Program is an early adopter of this multi-screening approach and helps bridge families to connect to services in their community.

Lastly, this investment meets several of our investment guidelines. This project has a foundation for sustainability. There is a heavy focus and funding for the implementation of trauma screening as demonstrated by the rollout of the ACEs Aware initiative in California by the Office of the California Surgeon General. In alignment with this focus, California Department of Health Care Services (DHCS) will provide Medi-Cal providers reimbursement for trauma screening. Similarly, DHCS will also provide Medi-Cal providers reimbursement for developmental screenings. Also, the data collected for this innovative project will be used to advocate for permanent DHS funding by demonstrating the positive impact on patients. As outlined above, project objectives reflect the investment guidelines of Prevention, Systems Change, and Evidence and Innovation.

NEXT STEPS:

First 5 LA staff recommends that at the July 9, 2020 Board of Commissioners Meeting, the Board approve the establishment of a three-year Strategic Partnership with Olive View-UCLA Education & Research Institute, Inc. to support data collection and referral pathways at the DHS SHARK Program and authorize staff to execute a contract with Olive View-UCLA Education & Research Institute, Inc. starting August 1, 2020. The FY 20-21 contract and subsequent contracts for this Strategic Partnership, will be brought to the Board for approval as a consent item. The funds to support this Strategic Partnership will come from First 5 LA's Programmatic Budget under Health-Trauma Informed Approaches. The proposed work of the Strategic Partnership will serve to advance the demonstration and scaling of systems change efforts as it relates to Trauma Informed Care and will also inform our countywide efforts in Early Identification and Intervention.

FIRST 5 LA

SUBJECT:

Authorize First 5 LA to Receive Funds from Aurrera Health Group, LLC, in support of the California Department of Health Care Services and the Office of the California Surgeon General for the ACEs Aware Provider Engagement Grant, Approve Resolution # 2020-03, and Authorize First 5 LA Staff to Execute Agreement in the Amount of \$225,000

RECOMMENDATION (PROVIDED AS INFORMATION AND ACTION):

The following recommendations are being presented as written information for the Board's consideration and request for action. First 5 LA staff recommends that at the July 9, 2020 Board of Commissioners meeting, the Board approve the following related to the ACEs Aware Provider Engagement Grant:

1. Approve a Budget Resolution # 2020-03 to approve receipt of funds in the amount of \$225,000 through June 29, 2021 from Aurrera Health Group, LLC, in support of the California Department of Health Care Services and the Office of the California Surgeon General to implement the ACEs Aware Provider Engagement Grant.
2. Authorize the Executive Director to complete execution of agreement with Aurrera Health Group, LLC, upon approval from the Board at the July 9, 2020 Board of Commissioners meeting to receive funds through June 29, 2021.

BACKGROUND:

ACEs Aware

ACEs Aware is an initiative launched by the California Department of Health Care Services (DHCS) and the Office of the California Surgeon General with the goal to reduce adverse childhood experiences (ACEs) by half in one generation. This is a first-in-the-nation effort to train Medi-Cal providers to recognize and respond to the ways the experiences of trauma and adversity increase Californian's risk for chronic disease and early death.

ACEs are stressful or traumatic events like physical and emotional abuse, neglect, caregiver mental illness and household violence experienced by age 18. A child or adolescent who experiences ACEs without the buffering protections of trusted, nurturing caregivers and safe, stable environments can develop a toxic stress response, which can impact brain development, hormone and immune systems, and genetic regulatory systems. The more ACEs a child experiences, the more likely he or she will develop a chronic disease, mental illness and risky health behavior in adulthood. ACEs are strongly associated, in a dose-response fashion, with some of the most common and serious health conditions facing our society today, including at least 9 of the 10 leading causes of death in the United States. Identifying a history of trauma in children and adults and responding with trauma-informed care can improve the health and well-being of individuals and families and lower long-term health costs.

In January 2019, Governor Newsom appointed Dr. Nadine Burke Harris, a national leader in pediatric medicine, research scientist, and a national voice elevating the issues around ACEs and toxic stress, as California's first-ever Surgeon General. In addition, on January 1, 2020, DHCS launched a new program to reimburse Medi-Cal providers for conducting ACE screenings for children and adults up to age 65 with full-scope Medi-Cal. The screening expansion to promote universal ACEs screening of the state's 13 million adults and children in the Medi-Cal program represents a significant opportunity to better serve communities by harnessing ACEs science to address health, social, and behavioral struggles that patients face.

Receipt of Funds from ACEs Aware Request for Proposals

In response to the State of California's commitment to addressing ACEs through the reimbursement of trauma screenings and the ACEs Aware Initiative, the State released a Request for Proposals (RFP) for Medi-Cal Provider Training, Provider Engagement, and Communications in December 2019. First 5 LA,

in collaboration with multiple partners, responded to the RFP and applied for the Provider Engagement Grant in February 2020 to convene regional learning sessions with cross-sector providers to enhance system capacity to implement trauma screenings in alignment with other maternal and pediatric screenings as well as a supportive integrated payment structure. First 5 LA received notification on June 9, 2020 that we were awarded the ACEs Aware Provider Engagement Grant in the amount of \$225,000. Funding for the ACEs Aware initiative comes from Proposition 56 and is part of Governor Gavin Newsom's "California for All" initiative, which aims to improve health and bolster early interventions for the state's youngest Californians. Note that due to the impact of the COVID-19 emergency on the state budget, the award is subject to finalization of the FY 2020-21 California state budget.

The project aligns to Strategic Priority #1 to Strengthen Public and Community Systems of the 2020-2028 Strategic Plan. It has the potential to contribute to two of four Results: Families optimizing their child's development; and Children are safe from abuse, neglect, and other trauma through its screening of and linkages to resources for trauma, developmental and behavioral concerns. In addition, this project supports two Strategic Plan implementation planning areas: 1.2 and 1.6. Objective 1.6 focuses on supporting the adoption of trauma-informed approaches in systems serving children and families. This project supports innovation and early adopters of trauma informed approaches. Objective 1.2 includes advocating for policies and transformative practices to ensure public systems provide early identification and intervention services. This project will explore aligning trauma and other screenings into practice and investigate integrating a payment structure for trauma, developmental, behavioral and maternal screenings.

First 5 LA requests to execute an agreement to receive funds in the amount of \$225,000 from Aurrera Health Group, LLC, in support of the California Department of Health Care Services and the Office of the California Surgeon General. The received funds will be directed to First 5 LA's FY 2020-21 Programmatic Budget under Health – Trauma-Informed Approaches. This budget was developed in anticipation of receiving this grant from ACEs Aware to implement our Trauma-Informed Approaches strategy. First 5 LA budgeted supplemental funds to hire subject matter experts to inform the planning process and to offset any additional venue costs. Given the deficit and cuts in the state budget due to the COVID emergency, First 5 LA was awarded a lower amount than requested. A Mid-Year Adjustment of the FY 2020-21 Programmatic Health – Trauma-Informed Approaches budget will be done to increase First 5 LA's contribution to the ACEs Aware project if needed.

Proposed Activities

Through the ACEs Aware Provider Engagement Grant, First 5 LA will support the adoption of trauma-informed approaches through generation of learnings from regional convenings and pilot projects into reports and white papers for distribution to cross-sector providers and decision makers. We will convene providers and stakeholders to identify and lift best practices and barriers of effective implementation of various health screenings, including trauma, developmental behavioral and maternal screenings. Best practices and policy recommendations will be disseminated 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.

Specifically, First 5 LA will partner with key stakeholders in Los Angeles County to implement three Provider Engagement activities: 1) Network of Care Activities (NOC) for multiple types of providers; 2) Peer-to-Peer Learning amongst primary care physicians; and 3) White Paper Development to influence large scale systems change for screening alignment, treatment and referrals/care coordination.

1. **Network of Care Activities (NOC):** First 5 LA, with joint applicants, the American Academy of Pediatrics – California Chapter 2 (AAP-CA2) and the DMH-UCLA Prevention Center of Excellence (COE), will convene a cross-sector advisory and planning group to co-design and deliver the NOC. Planning group members include representation from the following organizations: AAP-CA2; DMH-UCLA COE; L.A. Care Health Plan; Health Net; Los Angeles County Department of Health Services; Goldfinger Health; Community Clinic Association of Los Angeles County (CCLAC); and Los Angeles Unified School District, School Mental Health, Student Health and Human Services (LAUSD SMH).

The NOC will be a series of cross-sector convenings that include but is not limited to the participation of primary care providers, managed care plans and professional affiliations; behavioral health providers; nurse home visitors and paraprofessionals; and social service and child-serving agencies such as regional centers, early childhood education, child welfare, etc. at the county system and community-based levels. There will be 4 main sessions convened on a bimonthly basis with up to two videoconferences following main session meetings. Given the COVID-19 emergency, practically all meetings will be on a virtual platform. A consultant will be contracted to facilitate meetings, synthesize findings and develop proceedings reports. Speakers and subject matter experts will be secured as needed. Proposed main session focus areas will include:

- Session 1 – Aligning Trauma and Other Screenings: Embedding Screenings into Practice
- Session 2 – Integrated Payment Structure for Trauma, Developmental and Behavioral, and Maternal Screenings
- Session 3 – After Screening: Strengthening Referral Pathways
- Session 4 – Leveraging Lessons from Leaders in the L.A. Landscape

The following partners have committed to outreach to their respective networks to disseminate ACEs Aware materials and participate in the Network of Care Activities: Los Angeles County Department of Public Health (DPH), Children's Health Disability Prevention Program (CHDP); California Leadership Education in Neurodevelopment Disabilities (CA-LEND) at Children's Hospital Los Angeles; Los Angeles County Department of Mental Health (DMH), Prevention Bureau; and Anthem Blue Cross.

2. **Peer-to-Peer Learning:** First 5 LA and joint applicant, American Academy of Pediatrics – California Chapter 2 (AAP-CA2), will co-design and implement peer-to-peer sessions using AAP-CA2's existing "Town Hall" infrastructure to conduct ACEs-focused learning with health providers. Given the traumatic effects of the COVID-19 Safer at Home orders, children have elevated exposure to stress with domestic violence also on the rise. AAP-CA2 will incorporate these new dynamics with families as they address trauma during this emergency. The Peer-to-Peer Learning sessions will target primary care providers serving children including Pediatrics and Family Medicine. There will be 4 main sessions and up to two videoconferences following main session meetings. Similar to NOC, given COVID-19, practically all meetings will be on a virtual platform. AAP-CA2 subcontracted for staff time, member speakers and facilitators. A consultant will also be secured to generate proceedings reports. The proposed Peer-to-Peer Learning focus areas include:

- Session 1 – Aligning Screenings and Embedding into the Pediatric Practice Workflow
- Session 2 – Creating an Integrated Payment Structure for Trauma, Developmental, and Behavioral Screenings
- Session 3 – After Screening: Overcoming Barriers to Referrals
- Session 4 – Beyond the Screen: What does it mean to be trauma-informed?

3. **White Paper Development:** Partners engaged in NOC and Peer-to-Peer activities will be potential subject matter experts to inform content and disseminate final product to their respective networks. A consultant will be brought on to conduct literature review and key informant interviews with subject matter experts. The primary audience will be state departments (e.g., California Department of Health Care Services and the Office of the California Surgeon General), managed care plans and primary care providers. The White Paper will build off NOC and Peer-to-Peer activities on lessons learned, best practices, and recommendations for large scale systems change for: Aligned Screening; Informing Treatment; Navigating Referral Pathways and Care Coordination; and Establishing an Integrated Payment Structure for Aligned Screenings.

NEXT STEPS:

Upon Commission approval, the Executive Director will complete execution of agreement with Aurrera Health Group, LLC, to receive funds in the amount of \$225,000 through June 29, 2021 for the ACEs Aware Provider Engagement Grant.

RESOLUTION NO. 2020-03

**A RESOLUTION OF THE LOS ANGELES COUNTY CHILDREN
AND FAMILIES FIRST PROPOSITION 10 COMMISSION:
APPROVAL OF RECEIPT OF ACES AWARE PROVIDER ENGAGEMENT GRANT FUNDS
FROM AURRERA HEALTH GROUP, LLC**

The Board of Commissioners of Los Angeles County Children and Families First Proposition 10 Commission ("the Commission") hereby finds and resolves as follows:

Whereas, pursuant to the Fund Balance Policy approved on October 13, 2016, the Commission is required to approve via Resolution the receipt of restricted funds, thus formally acknowledging and reflecting externally imposed constraints placed on the use of these resources; and

Whereas, Aurrera Health Group, LLC awarded First 5 LA an award for the ACEs initiative launched by the California Department of Health Care Services (DHCS) and the Office of the California Surgeon General with the goal to reduce adverse childhood experiences (ACEs) by half in one generation. Under this grant, First 5 LA will partner with key stakeholders in Los Angeles County to implement three Provider Engagement activities: 1) Network of Care Activities (NOC) for multiple types of providers; 2) Peer-to-Peer Learning amongst primary care physicians; and 3) White Paper Development to influence large scale systems change for screening alignment, treatment and referrals/care coordination.

NOW, THEREFORE, BE IT RESOLVED THAT:

1. Funding received from Aurrera Health Group, LLC, in the amount of \$225,000, invoiced quarterly through June 29, 2021, will be considered restricted for fund balance purposes; and
2. The executed copy of this Resolution shall be retained on file as evidence of the Commission's actions herein.

PASSED, APPROVED AND ADOPTED THIS 9TH DAY OF JULY 2020, BY THE FOLLOWING VOTE:

AYES: Commissioners _____

NOES: Commissioners _____

ABSTAIN: Commissioners _____

Sheila Kuehl
Chair, First 5 LA

Kim Belshé
Executive Director

FIRST 5 LA

SUBJECT:

Authorize First 5 LA to Receive Funds from First 5 CA for COVID-19 Early Care and Education provider relief and IMPACT 2020 in support of Quality Counts California (QCC) and Quality Start Los Angeles (QSLA) Regional Efforts and Approve Resolution # 2020-04

RECOMMENDATION:

First 5 LA staff recommends that at the July 9, 2020 Commission meeting, the Board approve the following actions related to the First 5 CA IMPACT 2020 initiative:

1. Approve a Budget Resolution # 2020-04 for receipt of funds in the amount of \$9,054,135 through June 30, 2023 to implement initiatives of Quality Counts California (QCC), including Improve and Maximize Programs So All Children Thrive 2020 (IMPACT 2020) and IMPACT incentive layer funds (\$777,000) for COVID-19 relief for ECE providers.
2. Authorize the Executive Director to execute contracts with First 5 CA in the amount of \$9,054,135 to receive funds through June 30, 2023.
3. Authorize Executive Director to accept additional funding from First 5 CA should additional funding for Quality Counts California (QCC) and/or Quality Start Los Angeles (QSLA) regional efforts continue.

BACKGROUND:

In September 2015, First 5 LA staff and VIVA Strategy + Communication presented to the First 5 LA Board of Commissioners Program and Planning Committee both on Quality Rating and Improvement Systems (QRIS) and First 5 CA's new funding initiative entitled Improve and Maximize Programs so All Children Thrive (IMPACT). First 5 LA staff briefed Commissioners on the purpose of QRIS and provided a national, state, and local overview of QRIS efforts. As First 5 CA's IMPACT investment sunsets on June 30, 2020, the work will continue to evolve under First 5 CA's IMPACT 2020 initiative, which seeks to build upon the work of the last five years, with an explicit focus on providing quality improvement services to underserved early care and education settings, such as Family Child Care Homes (FCCs/FCCHs); Family, Friend, and Neighbor Care (FFN); and center-based settings without state preschool funding. This evolution in the statewide work of quality improvement rightfully places less emphasis on a rating, and more on meeting provider needs and providing an array of quality improvement services across settings to meet the diverse needs of a mixed delivery ECE system. In First 5 CA's Request for Applications (RFA) for IMPACT, it established a discretionary fund of \$9M intended to "help support ambitious achievement and those associated costs." Regions that exceeded programmatic targets established by the state would be eligible for a portion of these funds based upon total sites served and the number of regions exceeding targets. Quality Start Los Angeles (QSLA) has consistently exceeded its service targets through its blending and braiding of available quality improvement funds. Consequently, in May 2020, First 5 CA informed First 5 LA that it was eligible for \$777,000 in IMPACT funds, with a contingency that they must be spent to meet needs related to COVID-19 by the final IMPACT expenditure submission on September 30, 2020. First 5 LA is proposing to contribute these funds toward the California Community Foundation's (CCF) LA County COVID-19 Response Fund (Item 2G).

On May 15, 2020, Quality Start Los Angeles (QSLA), submitted its application for funding to Quality Counts California (QCC) under the first ever Local Consortia and Partnership Grants funding opportunity. QSLA is a consortium of partners that include: First 5 LA, the Los Angeles County Office of Education (LACOE), Child360, the Child Care Alliance of Los Angeles (CCALA), Partnerships for Education, Articulation, and Coordination through Higher Education (PEACH), the Child Care Planning Committee, and the Office for the Advancement of Early Care and Education (OAECE). This joint funding opportunity is representative of the State's continued effort to align and simplify its ECE quality improvement funding by bringing several previous funding opportunities under a single funding announcement. In doing so, it simplifies the local work and reporting of QSLA to the state, allowing our county to focus more of its efforts on meeting the

needs of providers, rather than spending valuable time on responding to a litany of funding opportunities and requirements.

The evolution of this funding merges the following funding streams:

- First 5 CA Improve and Maximize Funding so All Children Thrive (IMPACT & IMPACT 2020)
- California Department of Education (CDE) QCC Block Grant
- CDE California State Preschool Program (CSPP) Quality Rating and Improvement System (QRIS) Block Grant, and
- The federal Preschool Development Grant Birth through Five (B-5) Renewal

This funding opportunity comes at a unique and exciting time in California's Early Learning and Care (ELC) system. With new funding building on our last five years of partnerships and lessons learned under QSLA, and a comprehensive vision from the state, this collaborative funding opportunity represents the state's next phase in building a more effective statewide quality improvement system utilizing QCC as the unifying framework. Under this funding opportunity, QSLA will continue to do the work of quality improvement in a variety of settings to help meet First 5 LA's goal of increasing access to quality early learning experiences.

In July 2019, the California Children and Families Commission approved \$103 million for IMPACT 2020, representing a renewed commitment to the innovative First 5 IMPACT approach to quality improvement and professional development systems for ELC providers. IMPACT 2020 is meant to work in cooperation with all other ELC quality improvement efforts and investments in California to support the implementation of the QCC Framework.

Region 8, Los Angeles County, is funded at \$8,277,135 over a period of three years and requires a 1:1 match from First 5 CA, which may be fulfilled by programs aligning with QCC and may come from Proposition 10 county tax revenue, federal funding, state funding, local government, in-kind matches, and more. Funding from IMPACT 2020 will flow through Quality Counts California and First 5 LA via the Quality Counts California Local Consortia and Partnership Grants and will be contracted to conduct work that advances the plan that was submitted to the state on May 15, 2020. Remaining funds released under the same RFA will be administered by the Los Angeles County Office of Education (LACOE). This RFA combines what was previous numerous grant opportunities (e.g., California State Preschool Program QRIS Block Grant and QCC Block Grant). This represents a continuity with the way state quality improvement dollars have been administered in recent years. Activities under IMPACT 2020 include, but are not limited to, the creation of a low intensity quality improvement model for non-traditional care settings, conducting a landscape analysis of LA County's FFN providers to better understand how to develop programming to improve the quality of care provided by this population, and continuing with programmatic refinements to the QSLA model to reflect best practice and fiscal realities.

First 5 LA's 2020-2028 Strategic Plan identifies high-quality early care and education as a desired result of First 5 LA's funding initiatives. This is a natural extension of First 5 LA's 2015-2020 Strategic Plan. In providing an array of quality improvement supports, ranging from very low-intensity to high-intensity, First 5 LA is working to develop the capacity of early learning settings, both licensed and unlicensed, to provide quality early learning experiences for young children by providing a combination of classroom materials, technical assistance, coaching, professional development opportunities, and more.

NEXT STEPS:

Upon Commission approval, authorize the Executive Director to execute contracts with First 5 CA in the amount of \$9,054,135 through June 30, 2023, and Authorize Executive Director to accept additional funding if funding for the same purpose continues.

RESOLUTION NO. 2020-04

**A RESOLUTION OF THE LOS ANGELES COUNTY CHILDREN
AND FAMILIES FIRST PROPOSITION 10 COMMISSION:
APPROVAL OF RECEIPT OF IMPACT 2020 FUNDS**

The Board of Commissioners of Los Angeles County Children and Families First Proposition 10 Commission ("the Commission") hereby finds and resolves as follows:

Whereas, pursuant to the Fund Balance Policy approved on October 13, 2016, the Commission is required to approve via Resolution the receipt of restricted funds, thus formally acknowledging and reflecting externally imposed constraints placed on the use of these resources; and

Whereas, First 5 CA awarded First 5 LA grants to be used to advance Quality Counts California (QCC), including First 5 CA's IMPACT and IMPACT 2020 initiatives. Activities under IMPACT and IMPACT 2020 include, but are not limited to, the creation of a low intensity quality improvement model for non-traditional care settings, conducting a landscape analysis of LA County's FFN providers to better understand how to develop programming to improve the quality of care provided by this population, and continuing with programmatic refinements to the Quality Start Los Angeles (QSLA) model to reflect best practice and fiscal realities.

NOW, THEREFORE, BE IT RESOLVED THAT:

1. Up-front funding received from First 5 CA in the amount of \$8,277,135 over a period of three years (IMPACT 2020) will be considered restricted for fund balance purposes; and
2. Funding received from First 5 CA in the amount of \$777,000 (IMPACT Incentive Layer Funds) will be considered restricted for fund balance purposes; and
3. The Executive Director, on behalf of First 5 LA, is authorized to accept additional funding from First 5 CA should additional funding for Quality Counts California (QCC) and/or Quality Start Los Angeles (QSLA) regional efforts continue.
4. The executed copy of this Resolution shall be retained on file as evidence of the Commission's actions herein.

PASSED, APPROVED AND ADOPTED THIS 9TH DAY OF JULY 2020, BY THE FOLLOWING VOTE:

AYES: Commissioners _____

NOES: Commissioners _____

ABSTAIN: Commissioners _____

Sheila Kuehl
Chair, First 5 LA

Kim Belshé
Executive Director

FIRST 5 LA

SUBJECT:

1. Approve Strategic Partnership with the California Community Foundation in the Amount of \$777,000 for the period of 11 months to address COVID-19 impacts on the early learning sector and support access to quality early learning services for the most vulnerable children birth to age five and
2. Authorize First 5 LA Staff to Execute an Agreement for an amount not to exceed \$777,000 with an anticipated contract period of July 17, 2020 to June 30, 2021. (Fund Balance Category: Assigned)

RECOMMENDATION (PROVIDED FOR ACTION):

This memo is provided for action for the Board's consideration at the July 9, 2020 Board of Commissioners Meeting. At today's July 9, 2020 Commission meeting, First 5 LA staff recommends that the Board approve the establishment of a Strategic Partnership with the California Community Foundation for an amount not to exceed \$777,000 for the period of 11 months and authorize staff to execute a contract from July 17, 2020 to June 30, 2021. Funds for FY 2020-21 were made available from First 5 California following the development of the FY 2020-21 budget. As such, proposed expenditures are not yet included in the FY 2020-21 program budget, however, funding for this partnership will be drawn down following approval from the Board at today's Commission meeting. The corresponding expenditures will be included within the FY 2020-21 First 5 LA Programmatic Budget under Quality Improvement Systems: Impact 2020 at mid-year as part of the annual mid-year adjustment process which is our opportunity to update and align the proposed budget with actual anticipated costs for the year grounded in actual expenditure data and updated information. Board approval of the mid-year adjustments is scheduled for February 2021.

BACKGROUND:

To address the ongoing child care crisis highlighted by COVID-19, First 5 LA through the ECE department is partnering with the Los Angeles County Office of Education (LACOE) and the County Office for the Advancement of Early Care and Education (OAECE) to convene the L.A. County Early Childhood Education COVID-19 Response Team (Response Team) which includes, among other partners, the Los Angeles Unified School District (LAUSD), Child Care Alliance of Los Angeles, Greater Los Angeles Education Foundation, Office of LA City Mayor Eric Garcetti, Child 360, and the County's Center for Strategic Public Private Partnerships. The Response Team continues to host information sessions for providers, support data integration for more seamless referral services, and coordinate funding opportunities to support the county's ECE system.

First 5 LA was awarded, on behalf of the Quality Start Los Angeles (QSLA) consortium, \$777,000 in Improve and Maximize Programs so All Children Thrive (IMPACT) incentive layer funding as it exceeded its programmatic targets in the previous fiscal year. In contrast to previous incentive layer funds, in order to access the \$777,000 in incentive layer funding, the funding must be used in response to the COVID-19 pandemic. Incentive Layer awards are provided through a cost-reimbursement contract. Funding that is not regranted by September 30 to address the COVID-19 impacts to Los Angeles county early learning providers will not be eligible for reimbursement. First 5 LA staff recommend that this funding be used to strengthen the ECE system for the most vulnerable communities by contributing to the **California Community Foundation (CCF) COVID-19 LA County Response Fund.**

Project Overview

In partnership with OAECE, the Center for Strategic Public Private Partnerships, LACOE, and the LA Partnership for Early Childhood Investment (PECI), First 5 LA convened a funder briefing on April 17, 2020. Partners shared priority needs for the ECE system and coordinated a response to stabilize and strengthen the system by setting an initial \$1 million fundraising goal and directing these funds to the CCF COVID-19 LA County Response Fund.

The CCF COVID-19 LA County Response Fund is a pooled fund that addresses the immediate and mid- to long-term needs of the region's most vulnerable residents. This fund supports community needs identified by partners in health, housing, education and immigration. As of May 4, this fund has granted \$11,922,500 million in total to address the immediate needs of the most vulnerable. Within this fund, philanthropic organizations have contributed \$550,000 to stop gap funding for voucher stipends for low-income workers who need subsidized care, Resource & Referral technology needs, and supplies for ECE providers to date. The original fundraising goal included estimates for 1,000 short-term vouchers to help families access care before state emergency funds materialized, however, the revised need for these funds is to support longer-term family needs that are not eligible for state funding, such as in-home care or care for older children.

Based on our continued engagement with county and philanthropic partners, staff proposes that First 5 LA regrant the IMPACT incentive layer funding of \$777,000 to the **CCF COVID-19 LA County Response Fund**. CCF will make grants through the pooled fund to meet the following near term and long-term needs to strengthen the early learning system, including:

1. Increasing the supply distribution and strengthening the supply chain to child care sites to ensure healthy and nurturing care in the context of the Covid-19 health and educational environment.
2. Developing and disseminating ECE provider training materials outlining new and evolving COVID-19 health guidelines (videos, one-pagers, vignettes, etc.) and management of a centralized data dashboard to guide the countywide response. The dashboard is a centralized database housing information regarding open and closed early learning providers by Resource and Referral agency, the number of enhanced referrals and requests for financial assistance (including vouchers provided), communications data (e.g., community call attendance, visits to laoe.edu/childcare), and funding and supplies disseminated to providers. The data will be used to identify gaps in the response and guide investments to strengthen the ECE system for the most vulnerable communities.
3. Supporting changes to ECE facilities to accommodate social distancing and other public health guidelines. Examples may include furniture, removable wall dividers, etc.
4. Funding for temporary vouchers that fill identified gaps in child care options to meet the needs of low-income families seeking subsidized services

Funding in each of the four areas will follow the guidelines from First 5 CA.

The CCF COVID-19 LA County Response Fund, has been identified as the administrator and collaborative decisionmaker for how the pooled resources supporting early learning providers will be re-granted. First 5 LA will maintain the role of strategy partner, build connections to support the pooled fund, and assist in tracking the impact of the evolving environment. The First 5 LA ECE team will review potential funding applicants and offer input prior to re-granting funds.

Pursuant to the Procurement Policy, Strategic Partners of \$75,000 or more in a fiscal year must be presented to the Board for approval. Staff is requesting an establishment of a Strategic Partnership for an amount not to exceed \$777,000 to comply with this policy. Section IV.5 of the Procurement Policy also states that contracts of \$75,000 or more requires Board approval prior to execution. Staff is seeking approval to execute a contract for the period of July 17, 2020 to June 30, 2021 for \$777,000.

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

Sustainability: First 5 LA's contribution to the pooled fund supports ECE providers that have remained open and those that plan to reopen; only 59% of family child care and 25% of center-based providers have remained open during the pandemic in LA County. The pandemic has dramatically increased the need to expedite the provision of supplies and technical assistance to implement cleaning, sanitation, and social distancing protocols. Additionally, existing facilities in the network are limited to providing early care and education to stable groups of 10 or fewer, whereas previously, some preschools provided services to up to 24 young children. Working closely with county partners, First 5 LA is coordinating the advocacy and philanthropic response to build the system capacity to be responsive to health guidelines while maintaining access to quality early learning services for the most vulnerable children birth to age five.

Additionally, the proposed funding will strengthen the supply chain and distribution network which will have lasting impact and increases the number of providers able to safely serve children throughout the County. Investments in data coordination will also help to ensure that the ongoing response is effective and targeted towards vulnerable populations.

Leveraging: The effort leverages \$550,000 in philanthropic funding focused on the Los Angeles County ECE system, including contributions from the Parsons Foundation, the Carl & Roberta Deutsch Foundation, Amgen, the Mayor's Fund for Los Angeles, Gene & Mindy Stein Foundation, and an anonymous donor.

JUSTIFICATION:

This Strategic Partnership meets the criteria below:

- ☐ The Strategic Partnership can provide specific resources needed by First 5 LA to implement an approved program or initiative in a manner or on a scale that makes the Strategic Partnership more cost effective than resources provided through a competitive solicitation; or
- ☐ The Strategic Partnership can implement an approved program or initiative more expeditiously than resources provided through a competitive solicitation; or
- ☐ The Strategic Partnership can provide a demonstrated level of ability or expertise that is only available in the community through the proposed Strategic Partnership; or
- ☒ The Strategic Partnership provides an opportunity to leverage First 5 LA funds to produce additional funding for the program or initiative or service.

AND

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

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

The Strategic Partnership provides an opportunity to leverage First 5 LA funds to produce additional philanthropic and public funding to address the child care crisis heightened by the pandemic. First 5 LA's proposed contribution of \$777,000 will leverage \$550,000 in philanthropic funds, bringing the total funding to strengthen the ECE system to \$1,327,000.

Governor Newsom temporarily expanded access to ECE services with a one-time infusion of funding as part of the state's response to COVID-19, but also proposed significant cuts to ECE services in his revised budget proposal for FY 2021. First 5 LA has joined the state ECE Coalition's push to maintain and expand access to ECE services as a critical component of the state's economic recovery in addition to its ongoing response to COVID-19.

First 5 LA will continue to work with the Center for Strategic Public Private Partnerships, supporting cross-sector collaborations that transform County systems, to secure additional philanthropic funding to address the evolving needs of the ECE system.

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

- Strategic Priority 1: Strengthen Public and Community Systems
1.3 Advocate for policy change in the early learning reimbursement rate structure to incentivize quality and competitively compensate the early childhood workforce.
- Strategic Priority 2: Advance and Build on Community Experience

2.2 Pilot strategies to strengthen the delivery of Family Child Care and Family, Friends, and Neighbor.

A First 5 LA contribution to the CCF COVID-19 LA County Response Fund presents an opportunity to preserve the ECE infrastructure until state dollars flow to LA County based on the advocacy efforts underway. At the same time, the support for strengthening the supply chain and data infrastructure will support the overall ECE system in the long term. This funding is also testing new strategies for strengthening the early learning delivery system by providing technical assistance and guidance on how to continue or how to reopen and operate during the pandemic. Current data shows that a majority of available child care spaces are in Family Child Care homes, so interventions will necessarily address strategies to support these providers.

NEXT STEPS:

First 5 LA staff will execute a contract with California Community Foundation for the period July 17, 2020 to June 30, 2021 for \$777,000 upon Board Approval of the receipt of funds and establishment of the Strategic Partnership with the California Community Foundation at this July 9, 2020 Board meeting.

Memo

To: Board of Commissioners

From: Kim Belshé, Executive Director

Date: July 9, 2020

Subject: **EXECUTIVE DIRECTOR'S REPORT**

EXECUTIVE DIRECTOR HIGHLIGHTS

We come together this month at an extraordinary moment in time:

- The continuing and growing threat posed by COVID-19, which has disproportionately killed and sickened Black people and people of color;
- A deep financial crisis and recession, with Black communities bearing the brunt; and
- A growing national community reeling from police violence and the deaths of George Floyd, Breonna Taylor, Rayshard Brooks and so many others.

As I've shared with the First 5 LA team, these are not three separate story lines, but one; our context has laid bear the structural racism that embeds inequities in our health, economic and social systems.

We all have a role to play in addressing racial injustice and inequality and a responsibility to take action – and that includes First 5 LA.

As First 5 LA's leader and as a white leader, I'm committed to stepping up, looking inward, and taking action. I recognize I'm responsible for my own learning to examine structural racism, white supremacy, and how we are complicit in the spread of this virus.

There is a quote that this moment in time lifts up for me – perhaps for us all – “The need for change bulldozed a road down the center of my mind.” Strong, pointed and relevant – the hallmarks of author and poet Maya Angelou.

As an organization, this moment calls on us to reflect on the type of society we want to help shape and build to strengthen children and families.

First 5 LA cannot reach our North Star if we don't do our part to close the gaps in equity and opportunity, particularly for young Black children and children of color.

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I bring a sense of urgency for us to dig into the long-standing inequities in our health, economic and education systems that hold back Black children and families and communities of color. Towards that end, we are deepening our Strategic Plan implementation work underway to make explicit where and how we are applying equity and an anti-racist lens. At today's Board meeting, staff will highlight examples of how we are living into our diversity, equity and inclusion values and investment guideline and applying an equity lens to our work.

I also recognize that we must look inward at ourselves and come ready for the solutions to be built together across our diversity, equity and inclusion (DEI) efforts in the context of structural racism.

On June 24, the First 5 LA team began an organization-wide dialogue that engaged staff around DEI. We were fortunate to be joined by Dr. Cheryl Grills of Loyola Marymount University and John Kim of the Advancement Project to help lead and inform our discussion. In addition, building upon the work we began in 2019 with Dr. Bryant Marks of Morehouse College, we released a Request for Proposal (RFP) in early June to select a consultant with specific expertise in diversity, equity, and inclusion to support First 5 LA's work as we implement our strategic plan.

Our June 24 virtual All Staff dialogue commits us to an effort that will yield important insights to and concrete action regarding how we do our work together - our internal norms, practices, behaviors – and what we do alongside our partners to address racial disparities and improve results for children and families.

I've asked the team to examine tangibly equity within our work – what it feels like, sounds like, looks like; and how - with attention, intention, and individual and collective action - it will manifest in the culture of our organization and our work.

This effort – this journey – is organizational, it's personal, and it will be ongoing.

As James Baldwin said, "Not everything that is faced can be changed, but nothing can be changed until it is faced."

We will be guided in this work by our 2020-28 Strategic Plan, which officially launched this month. Consistent with First 5 LA's strategic direction and approach, we will face the root causes that hold inequities in place, particularly for young Black children and children of color.

The fact is, we cannot achieve our organizational mission if we don't address systemic racism. Addressing the root causes that keep inequities in place is not just mission critical, it is the essence of our mission.

IMPLEMENTING OUR STRATEGIC PLAN IN THE CONTEXT OF COVID-19

I. PROTECTING AND SUPPORTING THE HEALTH OF STAFF AND SUPPORTING OUR CONTRACTED PARTNERS

Continuing our work remotely

As previously shared with the Board, since March 17 First 5 LA has implemented a mandatory work from home order to protect staff health, safety, and well-being through the COVID-19 pandemic. With few

exceptions informed by essential business needs, First 5 LA's offices have been closed to staff and visitors.

Given the continued growth in COVID-19 cases in LA County, the ability of First 5 LA staff to complete work remotely, and the uncertainty of the pandemic's impact on systems of care, education, health, and safety, on June 30 I announced that First 5 LA staff will not be required to return to the building to work through the remainder of 2020. While I envision that more staff will voluntarily be allowed to return to the building to work on a phased, case-by-case basis, that decision will be made based on First 5 LA's business needs and our ability to provide a safe and healthy work environment.

To support the ability of staff to continue to work in safe and productive home environments through the balance of the year, First 5 LA's **Human Resources and Talent Management (HR)** and **Information Technology (IT)** departments have been working to provide additional resources to meet staff needs, informed by a recent staff survey and best practices. Over the coming weeks, First 5 LA will implement a process to allow staff to safely retrieve essential IT equipment from the office (monitors, keyboards), and will implement a modest new work from home benefit to help cover the cost of ergonomic supports like chairs.

As First 5 LA continues to implement remote work, I remain focused on promoting connectivity across the organization. With support from the **Communications** department, I continue to share daily messages with staff, delivering more than 80 daily reports since March in order to:

- Address safe behavior guidelines from state and county public health departments
- Support the ongoing implementation of our new strategic plan
- Announce updated policies, procedures, and guidance
- Share examples of how First 5 LA continues to advance our priorities
- Reflect on racial injustice and inequality and the role we all have to play, including First 5 LA

To capture stories for my daily messages, the **Communications** department launched a "Connecting the Dots" series to spotlight how staff are responding to the COVID-19 pandemic, supporting themselves and their loved ones while working from home, and continuing to implement First 5 LA's strategic plan. Here are a few examples of stories that have been shared with staff through this new series:

- [Fiscal Planning in a Pandemic: How Gov. Newsom's May Revise Impacts Early Childhood Support Systems in CA](#)
- [First 5 LA plays linchpin role to deliver diapers to needy families](#)
- [Supporting Families Virtually Yet Tangibly](#)
- [Q&A with Human Resources Generalist Zoyla Cruz](#)
- [I&L Department Always on the Lookout for Learning Opportunities Q&A](#)

Accelerating our focus on Diversity, Equity, and Inclusion (DEI)

As I shared in my last message to the Board, while COVID-19 remains a critical contextual factor for First 5 LA's work, so too is the growing reminder that First 5 LA must accelerate adoption of the newest value included in our strategic plan: diversity, equity, and inclusion. As our strategic plan acknowledges, First 5 LA must do more to combat systemic racism, promote more equitable outcomes for children of color throughout LA County, and more explicitly embrace principles of diversity, equity, and inclusion in all of our work, including our role as an employer.

As noted above, over the past month First 5 LA has accelerated our work focused on living and embracing our DEI values, a process we initially planned to launch more formally later in the summer as part of our strategic plan implementation planning work. I know that truly living diversity, equity, and inclusion will take time, and will require learning, reflection, and action.

II. SUPPORTING LA COUNTY'S YOUNG CHILDREN AND THEIR FAMILIES

Result 1: Families have the resources, opportunities, and relationships to optimize their child's development

Meeting the basic needs of families with young children

Continuing to ensure families with young children in LA County have access to basic needs – food, diapers, hygiene kits – needed during the pandemic continues to be a focus for First 5 LA and its partners. The following examples highlight how First 5 LA has continued to contribute to this county-wide priority over the past month:

- Through the leadership of the **Communities** department and Best Start RNGs, more than \$2 million in funding and in-kind resources have been leveraged between March and June to support families with young children in LA County's Best Start geographies.
- On June 25, the Los Angeles County Metropolitan Transportation Authority (LA Metro) agreed to expand its Mobility on Demand program, a project focused on improving family access to emergency food and essential goods. With leadership from the **Communities** department, the program was initially piloted through a partnership between LA Metro, Para Los Niños (the Best Start Metro LA RNG), and Via (a transportation solutions organization). This expansion of a proof of concept developed in a single Best Start geography will allow the project to deliver an additional 750 packages of food and other essential supplies to families across all 14 Best Start geographies.
- Through the leadership of the **Family Supports** department in partnership with others internally and more than 40 organizations externally, more than 1 million diapers have been distributed to families throughout LA County. Key partners in this effort have included the Los Angeles County Department of Public Health (LAC DPH), Los Angeles County Office of Education (LACOE) Baby2Baby, Best Start Regional Network Grantees (RNGs) and home visiting providers, LA Best Babies Network, LA n Sync, Black Infant Health providers, Women Infants and Children (WIC) providers, and Paramount Studios. First 5 LA continues to work with Baby2Baby and other partners to distribute emergency supplies to families throughout LA County.

An increased focus on food security

Especially during the COVID-19 pandemic, food security is a significant concern for families with young children throughout LA County. In April, First 5 LA was invited to join the newly created Los Angeles County Food Security Task Force, a county coordinating body comprised of county agencies and leading regional organizations focused on increasing participation in federally-funded food security programs and ensuring the emergency food system can meet immediate countywide needs. On June 23, the County Board of Supervisors approved a motion directing the Task Force to identify lessons learned during the COVID-19 crisis to develop a plan for sustained collaboration across the county's food security system.

One First 5 LA-supported effort that will contribute to the county's vision for countywide food security strategy is the **Communities** department's partnership with the LA County Department of Public Social Services (DPSS) and Los Angeles Food Policy Council to support community focus groups across the five Best Start regions. Initially launched in April 2019 to inform the development of a family-responsive long-term food security strategy in LA County, most of the focus groups were completed in-person prior to the COVID-19 pandemic. Over the past month, however, the remaining focus groups for Best Start Region 1 (Metro LA) and Region 5 (Antelope Valley) transitioned to virtual engagement opportunities. A final findings and recommendations report for the county will be completed by August 2020.

Building community power to advocate for investments in parks and open space

With the Board's approval in September 2019, First 5 LA through the **Communities** department entered into a strategic partnership to contribute to a pooled fund managed by the Resources Legacy Fund (RLF) to support the Link Governments, Advocates, Families, and Parks (Link) project. The project, focused on

building the capacity of parents and residents to advocate for safe parks and open space in under-resourced communities, is now launching in two Best Start geographies: El Monte and Southeast Los Angeles (SELA). On June 18, the El Monte project launched as a partnership between ActiveSGV, Trust for Public Land, and the City of El Monte. First 5 LA and RLF continue to build relationships in SELA, and anticipate launching the SELA-focused work later this month. In addition to First 5 LA, the Link project is supported by the Rosalinde and Arthur Gilbert Foundation, Water Foundation, Enterprise Community Partners, and the Los Angeles County Regional Parks and Open Space District.

Building more early childhood champions and advocating for critical services

Through the **Community Relations** department, First 5 LA is working to build more local champions for early childhood development. The success of projects like Link rely on the willingness of policymakers to understand their role in supporting families with young children in their communities. Through a partnership with the UCLA Center for Healthier Children, Families, and Communities, the **Community Relations** department is hosting a City Leader Learning Community to explore opportunities for cities to more proactively support early childhood. The Learning Community includes 19 leaders – mayors, city councilmembers, and staff – from nine cities across LA County. UCLA and First 5 LA launched the learning series on June 18, and plans to host monthly meetings through December 2020. Topics discussed by participants included preventing child abuse, expanding access to child care, closing the digital divide, addressing food insecurity, and plans for opening critical service points for communities including schools.

In addition to First 5 LA's work with local policymakers, the **Public Policy and Government Affairs** department, in partnership with the First 5 Association, First 5 California, and other statewide early childhood advocacy partners, worked to ensure that the state's 2020-2021 state budget, signed by Governor Newsom on June 29, protected funding for critical early childhood services. In response to the economic recession triggered by the COVID-19 pandemic, Governor Newsom proposed significant cuts to early childhood development programs in his revised budget. Thanks to the hard work of the **Policy** team in partnership with our early childhood advocacy partners, the state Legislature rejected the majority of the Governor's proposals and agreed to continue funding critical services including child care and home visiting. For more information regarding the recently enacted state budget and the latest copy of First 5 LA's state and federal advocacy agenda, see Item 7.

In partnership with the **Policy** team, the **Communications** department promoted a number of opportunities to elevate early childhood priorities through outreach to media. In partnership with the First 5 Association and First 5 California, First 5 LA contributed to a [joint statement](#) highlighting First 5 support for the budget proposed by the state Legislature. In addition, the **Communications** team connected **Policy** staff with KPCC/LAist reporter Marianna Dale to inform the local national public radio affiliate's [coverage of the state budget](#).

Communicating directly with parents and partners serving families in the community

First 5 LA invests in a number of efforts to communicate directly with parents and partners, and the **Communications** team has worked quickly to pivot communications efforts like the First 5 LA Parenting Guide to digital platforms, and reframed content to address family experiences in LA County. The theme of the recent parenting guide is *Parenting in Times of Pandemic and Protest*, and the June issue of the *Strong Families, Strong Kids* newsletter focused on issues of racial equity, including tips for how to have conversations around race and inequality with young children. Additional resources for parents can be found on First 5 LA's [parenting website](#). In addition to these efforts, the **Communications** team continues to urge parents of young children to participate in the 2020 census. Many thanks to Commissioners for your contributions to these resources.

Results 2 and 3: Children receive early and timely developmental supports and services, and are safe from child abuse and neglect.

Strengthening LA County's home visiting system virtually

As previously shared with the Board, First 5 LA has worked with county agencies to transition critical services like home visiting to virtual platforms to ensure families can continue to benefit from programs like Welcome Baby during the pandemic. Every year in June, First 5 LA holds a Family Strengthening Summit to celebrate and strengthen the work of LA County's network of home visiting providers with more than 600 people participating last year. Though First 5 LA could not host the event in-person as intended last month, the **Family Supports** department has worked with the Los Angeles Best Babies Network to transition the event to a virtual summit for 750 participants on July 23, continuing to ensure First 5 LA is strengthening the home visiting system despite the need to serve families remotely.

Elevating the needs of families with young children in discussions focused on the digital divide

As critical services like home visiting and opportunities for community engagement transition to virtual platforms, First 5 LA through the **Communities** and **Strategic Partnerships** departments has joined countywide partners to explore issues related to the "digital divide," or the disparities between those in LA County who have access to technology like computers and reliable internet and those who do not. First 5 LA participated in a regional convening of multi-sector leaders hosted by the Southern California Association of Governments (SCAG) to address this issue which is exacerbated by the COVID-19 pandemic and the need for residents to access critical services through technology. First 5 LA joined the meeting to elevate the perspective of the unique needs of families with young children.

Ensuring access to critical health services

As most non-emergency healthcare services have transitioned to telehealth platforms, there is a growing concern that young children are not receiving essential services which may require in-person visits, like immunizations and developmental assessments and interventions. The **Health Systems** and **Policy** departments have started engaging with health provider and advocacy partners to elevate specific concerns and opportunities to promote outreach to families and access to essential services.

One growing concern in the context of COVID-19 is the potential for an increase in adverse childhood experiences (ACEs) and toxic stress. To help increase awareness of ACEs, elevate strategies to build more trauma-informed systems of care, and engage critical partners throughout California, the state Department of Health Care Services (DHCS) and Office of the Surgeon General (OSG) launched the ACEs Aware initiative earlier this year. As part of the initiative, DHCS launched a competitive grant opportunity to award more than \$14 million to local and regional organizations working to reduce the incidence of ACEs in communities throughout California. In June, DHCS announced 100 grant recipients from a pool of more than 300 applicants. I am pleased to share that First 5 LA through the **Health Systems** department was selected as an ACEs Aware grantee, and with the Board's approval will be able to receive \$225,000 to support regional learning sessions to enhance system capacity to implement trauma screenings through June 2021. The grant will allow First 5 LA, in partnership with the local chapter of the American Academy of Pediatrics, to engage with a range of stakeholders including health plans, county departments, school districts, health providers, and universities. More information regarding this opportunity is included in Item 2E.

Result 4: Children have high-quality early care and education experiences.

Continuing to co-lead the LA County Early Care and Education (ECE) COVID-19 Response Team

To address the ongoing child care crisis highlighted by COVID-19, First 5 LA through the **Early Care and Education** department continues to partner with LACOE and the County Office for the Advancement of Early Care and Education (OAECE) to convene the L.A. County Early Childhood Education COVID-19 Response Team (Response Team) which includes, among other partners, the Los Angeles Unified School District (LAUSD), Child Care Alliance of Los Angeles, Greater Los Angeles Education Foundation, Office of LA City Mayor Eric Garcetti, Child 360, and the County's Center for Strategic Public Private Partnerships. The Response Team has worked closely with the philanthropic community to support coordination and learning regarding the ECE needs for emergency responders and essential workers and the systemic needs to keep the sector thriving. Convenings to educate the philanthropic

community were organized by the LA Partnership for Investment in Early Childhood and Southern California Grantmakers with support from First 5 LA and several public and private partners.

Contributing funds to support LA County's ECE system

The **Strategic Partnerships** department has been tracking COVID-19 response funding from the broader philanthropic community in LA County, and continues to identify potential opportunities to partner with philanthropy to minimize the pandemic's impact on young children. One result of the partnership between the **ECE** and **Strategic Partnerships** departments is the proposed action on today's agenda outlined in Items 2F and 2G. Combined, these actions will allow First 5 LA to direct a portion of First 5 CA incentive funds earned by First 5 LA to the LA County COVID-19 ECE Response Fund managed by the California Community Foundation (CCF). First 5 LA was awarded these funds by First 5 CA as a reward for exceeding program targets set by First 5 CA's Improve and Maximize Programs so All Children Thrive (IMPACT) initiative. First 5 LA's contribution to the CCF fund will leverage additional philanthropic support already contributed to the fund. To date, \$550,000 has been raised for the CCF fund including contributions from the Parsons Foundation, the Carl & Roberta Deutsch Foundation, Amgen, the Mayor's Fund for Los Angeles, Gene & Mindy Stein Foundation, and an anonymous donor. For more information regarding this opportunity, please see the information included in Item 2F and 2G.

Elevating ECE as a priority for state funding

A signature advocacy effort established and co-funded by First 5 LA through the **Policy** department in partnership with the **ECE** department is the California Early Care and Education Coalition (ECE Coalition), a group of state advocacy organizations which agree to prioritize increased access to quality, affordable early care and education in the state budget. As previously reported, with support from First 5 LA the ECE Coalition mobilized quickly to elevate the needs of ECE providers during the COVID-19 pandemic. Over the past month, the Coalition quickly pivoted yet again to respond to the Governor's proposed cuts to child care services and provider rates, working with legislative champions to prioritize child care funding in the final budget compromise.

As part of the effort to elevate the importance of early care and education, the **Communications** department coordinated opportunities for First 5 LA staff in the **ECE** and **Policy** departments to inform the development of media coverage focused on child care. As a result of these efforts, the Los Angeles Times published an [opinion piece](#) highlighting child care as an essential component of re-opening the economy. The Los Angeles Times additionally published an [Editorial Board opinion](#) calling for government to prioritize "bailing out" child care as a critical step to help the economy.

CONTRACTS EXECUTED BETWEEN \$25K-\$75K

Procurement Update

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

The following contracts were executed on June 1, 2020. Copies of the executed contracts can be found here: https://www.first5la.org/uploads/files/july-ed-report-contracts_36.pdf

#10241 FOUNDATION FOR CALIFORNIA COMMUNITY COLLEGES – Contract Amount: \$70,000 Contract Period: 6/1/2020 – 6/30/2021

The Contractor is the fiscal sponsor for Early Care & Education Pathways to Success (ECEPTS). The Contractor will provide the necessary funding for ECEPTS to subcontract for an implementation evaluation of the Home Visitors Apprenticeship at Antelope Valley College.

#10242 JENNIFER KENT CONSULTING – Contract Amount: \$50,000

Contract Period: 6/1/2020 – 12/1/2020

Contractor will provide technical assistance and recommendations on methodology and approach to ensure that First 5 LA's methodology for calculating a proposed case rate or a per member per month rate for home visiting is accurate, comprehensive, and consistent with accepted MediCal practices.

Staff Contact: Andrea Abeleda (aabeleda@first5la.org)

First 5 LA

SUBJECT:

Approve Resolution No. 2020-05 ratifying specified acts taken by the Executive Director during the declared state and local COVID-19 public health emergency.

RECOMMENDATION:

Approve Resolution No. 2020-05 by a roll call vote at the July 9, 2020 Board meeting.

BACKGROUND:

After consulting with First 5 LA's Chair, Vice Chair, and legal counsel, on March 17, 2020 Executive Director Kim Belshé communicated to the Board of Commissioners her need to take emergency actions in order to protect the health and well-being of First 5 LA employees and our external contractor and grantee partners. In this communication, Executive Director Belshé outlined eight areas of actions needed to maintain critical functions, including authority to:

1. Waive the Governance Guidelines related to Board sequencing and approval of items
2. Exercise emergency provisions provided in our existing procurement policy
3. Extend contracts scheduled to expire by 6/30/20 for up to 90 additional days, with expected Board action by 9/30/20 on those contracts recommended for renewal
4. Continue to pay invoices and contracted amounts as they come due, even if work associated with those invoices is different than originally anticipated
5. Purchase necessary goods and services needed in response to COVID-19...including entering into strategic partnerships with partners focused on a COVID-19 response, in some cases in excess of the Board-delegated authority of \$75,000 but no greater than \$150,000
6. Assure conference organizers with whom F5LA has a paid sponsorship agreement that F5LA will not seek return of funds if the event has been or will be cancelled
7. Affirm the mid-year FY19/20 budget adjustment recommendations brought to the March meetings of the Finance Committee and the Board as approved for the remainder of the current budget year and for purposes of the FY20/21 budget development, and
8. Adjust F5LA's employee personnel policies and implementation of these policies, including paid time off, as deemed necessary.

In exercising these authorities, the Executive Director also communicated her intent to disclose these actions to the Board and to seek ratification by the Board at the next regular Board meeting. This action occurred at May Board meeting in compliance with the requirements set forth in that communication. Since that date, this memo, Resolution No. 2020-05, and the accompanying exhibit continue to keep the Board apprised of emergency actions taken since the last meeting of the Board.

Attachments:

- Board Resolution No. 2020-05
- Exhibit A — List of F5LA Actions Related to Management of Covid-19

Exhibit A

List of F5LA Actions Related to Management of Covid-19

Per the 3/17/20 Communication with the Board and earlier communication with the Chair and Vice Chair, the Executive Director was given emergency authority in 8 areas to ensure the protection and safety of our staff and external partners. These 8 areas are:

1. Ability to waive the Governance Guidelines related to Board sequencing and approval of items coming to the Board
2. Exercising emergency provisions and provided in our existing procurement policy
3. Ability to extend contracts scheduled to expire by 6/30/20 for up to 90 additional days, with expected Board action by 9/30/20 on those contracts recommended for renewal
4. Ability to continue to pay invoices and contracted amounts as they come due, even if work associated with those invoices is different than originally anticipated
5. Purchase necessary goods and services needed in response to COVID-19...including entering into strategic partnerships (SPs) with partners focused on a COVID-19 response, in some cases in excess of the Board-delegated authority of \$75,000 but no greater than \$150,000
6. Ability to assure conference organizers with whom F5LA has a paid sponsorship agreement that F5LA will not seek return of funds if the event has been or will be cancelled
7. Affirm the mid-year FY19/20 budget adjustment recommendations brought to the March meetings of the Finance Committee and the Board as approved for the remainder of the current budget year and for purposes of the FY20/21 budget development, and
8. Ability to adjust F5LA's employee personnel policies and implementation of these policies, including paid time off, as deemed necessary

The table below provides an inventory of authorities exercised to date and will be brought forward for ratification by the Board, per the attached resolution 2020-05:

Emergency Authorities (EAs) Executed Typically Requiring Board Action				
Item No.	Dept. Functional Area	Description of EA Executed	Area(s) of EA (from above list)	Description/List of Items
1	Contract Administration and Purchasing	Purchase necessary goods and services needed to respond to the COVID-19 virus pandemic and associated issues affecting young children and families	#5	Contract amendment with the Prevention Institute for up to \$125,000 for COVID-19 response funding to deploy resources to existing Built Environment Policy Advocacy Fund grantees. This amendment will enable the subgrantees to elevate early

				childhood considerations and address the impacts of COVID-19 on the built environment in Best Start geographies.
2		Waived GG #1 on sequencing of items for information/action	#1	Waive Governance Guideline #1 to receive Funds from First 5 CA in the amount of \$9,054,135 through June 2023 for COVID-19 Early Care and Education provider relief and IMPACT 2020 in support of Quality Counts California (QCC) and Quality Start Los Angeles (QSLA) Regional Efforts and approve resolution # 2020-04. Refer to Agenda Item 2 for approval of this item.
3		Waived GG #1 on sequencing of items for information/action	#1	Waive Governance Guideline #1 to approve a Strategic Partnership with California Community Foundation in the amount of \$777,000 for the period of 11 months to address COVID-19 impacts on the early learning sector and maintain access to quality early learning services for the most vulnerable children birth to age five and authorize First 5 LA staff to execute agreement in the amount of \$777,000. Refer to Agenda Item 2 for approval of this item.
		Waived GG #1 on sequencing of items for information/action	#1	Waive Governance Guideline #1 to receive Funds from Aurrera Health Group, LLC, in Support of the California

				Department of Health Care Services and the Office of the California Surgeon General for the ACEs Aware Provider Engagement Grant, approve resolution # 2020-03, and authorize First 5 LA staff to execute the agreement in the amount of \$225,000. Refer to Agenda Item 2 for approval of this item.
Emergency Authorities Executed Typically <u>NOT</u> Requiring Board Action				
Item No.	Functional Area	Description	Area(s) of Emergency Authority (from above list)	Description/List of Items
1	Information Technology Department (ITD)	Authorize a contract amendment	#2	Amend the contract with DocuSign for an additional \$4,854 for a total of \$9,800. The initial contract for \$4,946 was under the Executive Director's existing authority and was reported to the Board in May 2020 under Item 5, Exhibit A as an item that does not require board action. The additional \$4,854 is also under the Executive Director's existing authority and will be added to increase the limit of allowable electronic signatures to support renewing and amending contracts through October of 2020.
2	Human Resources (HR)	Adjust F5LA's employee personnel policies and implementation of these policies, including paid time off, as deemed necessary	#8	Provided three personal days as an employee benefit to be used by 12/31/2020 .

RESOLUTION NO. 2020-05

**A RESOLUTION OF THE LOS ANGELES COUNTY CHILDREN
AND FAMILIES FIRST PROPOSITION 10 COMMISSION RATIFYING SPECIFIED ACTS TAKEN BY THE
EXECUTIVE DIRECTOR DURING THE DECLARED STATE AND LOCAL COVID-19 PUBLIC HEALTH
EMERGENCY**

The Board of Commissioners of the Los Angeles County Children and Families First Proposition 10 Commission ("the Commission") hereby finds as follows:

Whereas, on March 4, 2020 the Governor of California declared a state of emergency to enable the State to prepare for the broad spread of the Covid-19 virus in California; and

Whereas, on March 13, 2020 the Los Angeles County Health Officer issued a Public Health Order, updated on April 10, 2020, that requires many residents to stay at home or their place of residence, with certain exceptions, and ordered many "non-essential" businesses to be closed; and

Whereas, on March 13, 2020 First 5 LA Executive Director Kim Belshé, to protect the health and safety of staff and to assist with the efforts of public health officials, directed First 5 LA staff to begin working from home as of March 17, 2020; and

Whereas, on March 17, 2020 Executive Director Belshé notified the Board of Commissioners in writing that, with the concurrence of the Board Chair and Vice Chair, she intended to assert certain emergency authorities for the continuity of operations of First 5 LA subject to disclosure to, and ratification by, the Board of Commissioners; and

Whereas, on March 19, 2020 Los Angeles Mayor Eric Garcetti issued a "Safer at Home" Public Order, also ordering Angelenos to remain at home or at their place of residence in order to slow the spread of the COVID-19 virus, except for essential workers; and

Whereas, the Board of Commissioners has received and reviewed the list of Executive Director actions taken under her emergency authority.

NOW, THEREFORE, BE IT RESOLVED THAT:

1. Each of the Executive Director actions set forth on Exhibit A attached to this Resolution, incorporated herein by this reference, is ratified by the Board of Commissioners.
2. The executed copy of this Resolution shall be retained on file as evidence of the Commission's action herein.

PASSED, APPROVED AND ADOPTED THIS 9TH DAY OF JULY, 2020 BY THE FOLLOWING VOTE:

AYES: Commissioners _____

NOES: Commissioners _____

ABSTAIN: Commissioners _____

Sheila James Kuehl
Chair, First 5 LA

ATTEST

Kim Belshé
Executive Director

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 (est)		REVISED BUDGET 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		
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 (June 30, 2018)	Estimated Program Demands (by Fiscal Year)																				
		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 (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 2020-2028 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 6.42%.
- 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) Includes an internal 2% downward revenue adjustment to account for historical trends reflecting inconsistent payments and State revenue shortfalls.
- d) Emerging Opportunities/Threats is being reflected in FY 2020-21 and represented through FY 2027-28 for \$3M.
- e) 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.
- f) Revenue estimates are based on projections provided in June 2019 by F5CA and CDTFA
- g) 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 Board of Commissioners for action informed by a discussion and feedback from the combined Budget and Finance and Executive Committees in June 2020.

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 current 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 “programmatic” 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%**

The increase to the reserve is contingent on Board approval of changes to Policy #A-2301 at the July 9, 2020 Meeting of the Board of Commissioners, included for approval within Resolution #2020-06.

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

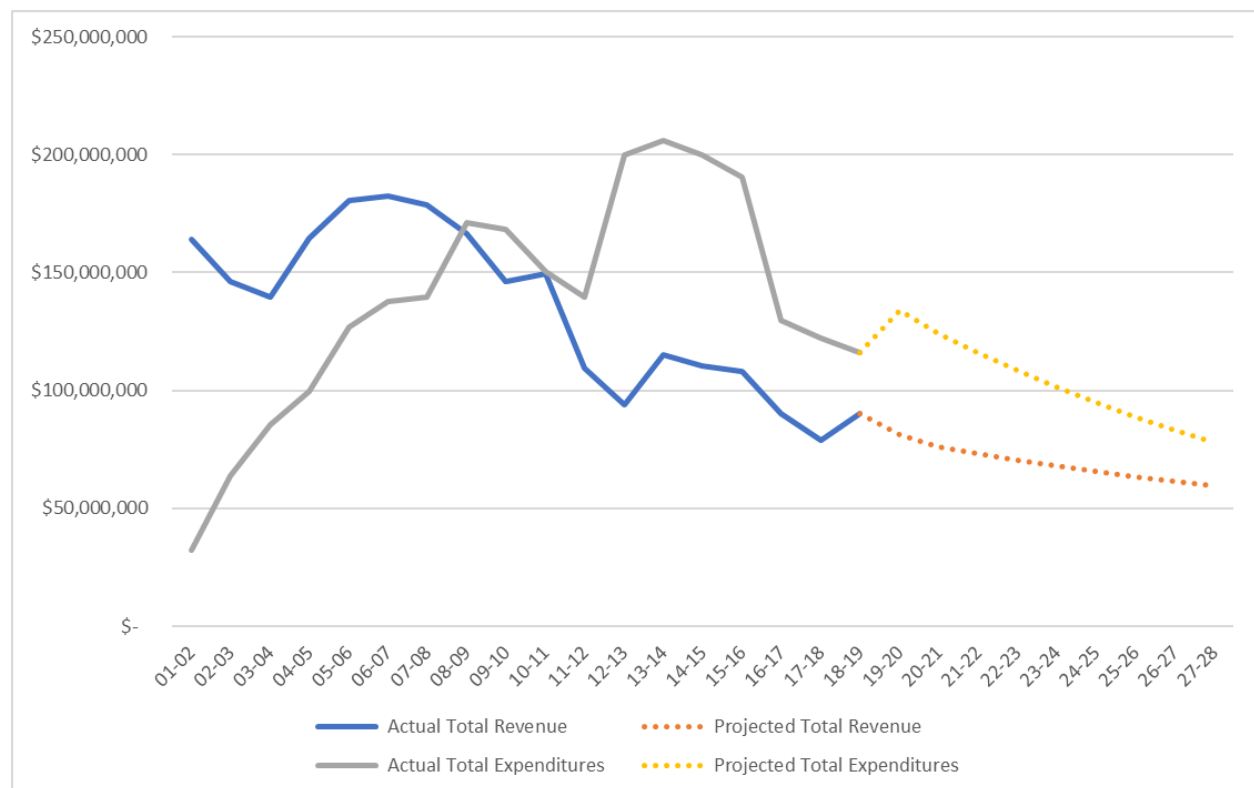
will provide the agency with a clearer system to track administrative versus programmatic expenses and also help us “live within our means.”

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.

DRAFT FY 2020-21 BUDGET



Meeting of the Board of Commissioners
July 9, 2020

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FY 2020-21 BUDGET:

TRANSMITTAL MEMO

Memo

To: Board of Commissioners

From: Kim Belshé, Executive Director

Date: July 9, 2020

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

Honorable Chair and Members of the Commission,

We are pleased to share with you a draft budget for fiscal year (FY) 2020-2021, which reflects the draft budget presented at the June 17, 2020 joint meeting of the Budget & Finance and Executive Committees. This meeting was convened as a Special Meeting of the Board of Commissioners to enable non-Committee members to attend as well.

The proposed 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 10 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 have 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 lift up a number of critical aspects of the First 5 LA story that speak to this moment in time and to our enduring commitment - across all of our work - to our strategic direction, to sustainability, to our staff as "impact multipliers", and to our values, including diversity, equity and inclusion.

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

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A PUBLIC ENTITY

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, 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, and work that is more developmental, such as early care and education Family, Friends and Neighbors.

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.

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 – a recognition by the board of the predicted and real decline in Proposition 10 revenue. The updated Investment Guidelines approved as part of the Strategic Plan include a new guideline specifically on Sustainability, defined as "SUSTAINABILITY: Embed sustainability strategies within all of our work". What this means is that First 5 LA will plan and operate within our fiscal reality, create new revenue and fund leveraging strategies, and maximize opportunities to co-invest with partners. First LA's experience in doing this work has demonstrated that our approach must be tailored to the nature and context of the work and the associated opportunities.

Through all of our work – and throughout the budget – is a focus on maximizing all available revenue from federal, state and local revenue, working with our partners, particularly County departments,

and doing this work in parallel with advocacy efforts to expand and secure these resources for the long-term. Our work to expand and sustain home visiting, for example, has been a multi-faceted approach leveraging and maximizing all available state revenue, such as expanded CalWorks, California Home Visiting Program, and First 5 California funding while pursuing new partnerships with Medi-Cal managed care partners that see the value of home visiting aligned with desired outcomes for their members.

Similarly, we are working closing with Medi-Cal managed care partners to ensure that families can access benefits for which they are entitled to support early identification and intervention of childrens' developmental delays. Our work to improve access to quality early care and education has focused on better integrating and blending funding sources to achieve greater efficiencies and better utilization. Our work with our Best Start community partners has focused on strengthening their capacity to work with both philanthropic and public funders, as witnessed by the recent success of the Regional Network Grantees as recipients of funding related to family resource centers. All of this work and our related learnings demonstrate the importance of First 5 LA developing nuanced strategies that maximize opportunities to strengthen funding for children and families across the targeted results for children and families.

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.

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.

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								
2020-2028 Strategic Plan								
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%
Total 2020-2028 Strategic Plan	\$ 106,660,000	80%	\$ 107,049,000	80%	\$ 95,306,000	77%	\$ (11,743,000)	-11.0%
Legacy Investments	4,229,000	3%	4,219,000	3%	3,153,000	3%	(1,066,000)	-25.3%
Emerging Opportunities	-	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.



ATTACHMENT A:

FY 2020-21 BUDGET – HIGHLIGHTS

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).

As an organization, we will endeavor to continue to filter our investments through a diversity, equity and inclusion lens to ensure we are engaging and operating in a manner that is reflective and responsive to the needs of our communities. 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								
2020-2028 Strategic Plan								
a. SP Priority Outcome Areas	\$ 90,556,000		91,965,000		\$ 82,390,000		\$ (9,575,000)	-10.4%
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c. Integration & Learning	6,212,000		5,307,000		4,398,000		(909,000)	-17.1%
Total 2020-2028 Strategic Plan	\$ 106,660,000	80%	\$ 107,049,000	80%	\$ 95,306,000	77%	\$ (11,743,000)	-11.0%
Legacy Investments	4,229,000	3%	4,219,000	3%	3,153,000	3%	(1,066,000)	-25.3%
Emerging Opportunities	-	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 budget framework established during the 2015-2020 Strategic Plan, whose priority outcome area activities align with the revised Strategic Plan. A long-term emphasis on sustainability continues to undergird the investment decisions to advance results for children and families in our communities.

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.

As one of the largest investments, it is helpful to note that the First 5 LA funded home visiting programs continue to meet and exceed established objectives, with an enrollment of over 16,000

families a year. Collectively, the three program models provide over 8,000 referrals a year that successfully link clients to needed services. As mental health is critical, the programs are achieving a depression screening rate of over 93% of mothers screened by 3 months postpartum. Welcome Baby data indicates 95% of children are up to date with immunizations at 9 months; the Select Home Visiting programs are at 83% at 12 months. All three program models continue to have a high completion rate – above 80% of mother's completing their postpartum well-visits, surpassing the rates of commercial HMOs, PPOs and Medi-caid.

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. A few of the estimated resources comprising the total Communities budget are highlighted below:

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.

The above represents some examples of the budgets and costs included within the FY 2020-21 Communities budget.

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 include 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). These represent some examples of the budgets and costs included within the total FY 2020-21 Quality Improvement Systems initiative budget. The remainder of the budgets can be found in the detailed budget.

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 area 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 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%

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.



ATTACHMENT B:

FY 2020-21 BUDGET

- Budget Summary
- Budget Summary for Programs by Strategy/Project
- Operating Costs Summary
- Administrative Limit Calculation
- Schedule of Authorized Positions

BUDGET COMPONENT			FY 2019-20		FY 2020-21		VARIANCE		
			REVISED 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			2,806,000		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%

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%
Family Engagement	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 Learning Community Support		40,000		40,000		-	0%
		\$	39,133,000	\$	37,631,000	\$	(1,502,000)	-3.8%
155	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%
Public Infrastructure	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%
		\$	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
Quality Improvement System	IMPACT 2020		-		2,760,000		2,760,000	N/A
	QCC Certification Grant		-		-		-	N/A
	QSLA Expansion		-		2,100,000		2,100,000	N/A
	Shared Services Support		100,000		3,000		(97,000)	-97%

INITIATIVE / STRATEGY NAME	PROJECT NAME	FY 2019-20		FY 2020-21		VARIANCE	
		REVISED 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%
	Emerging Opportunities - ECE Outcome Area	127,000		-		(127,000)	-100%
Sub-total ECE		\$ 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	697,000		289,000		(408,000)	-59%
AAIMM Birth Outcomes and Disparities – Policy and Systems Change	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%
	Strategic Plan Advocacy Strategies	1,800,000		975,000		(825,000)	-46%
Communications & Marketing	Strategic Communications	2,875,000		2,700,000		(175,000)	-6%
	Strategic Communications Partnerships	861,000		800,000		(61,000)	-7%
	Strategic Marketing	2,130,000		2,248,000		118,000	6%
Communications - Conference Funding	Conference Funding	215,000		-		(215,000)	-100%
	Bold Vision	150,000		150,000		-	0%
	County Partnership Fund	165,000		165,000		-	0%
County Partnerships	LA Funders Collaborative	25,000		25,000		-	0%
	LA-N-Sync	25,000		25,000		-	0%
	Los Angeles Area Chamber of Commerce	30,000		30,000		-	0%
Strategic Partnership - Cross-Cutting Funder Partnership	Los Angeles Partnership for Early Childhood Investment	30,000		30,000		-	0%
	Sector Partnership Development	380,000		470,000		90,000	24%
	Southern California Grantmakers (SCG)	67,000		112,000		45,000	67%
Strategic Partnership - Grantmaking Memberships	Grantmaking Memberships	41,000		41,000		-	0%
Strategic Partnership - Partnership Development	Consulting	80,000		-		(80,000)	-100%
	Convenings	-		-		-	N/A
	Municipalities Engagement	130,000		130,000		-	0%
Community Engagement and Advocacy	Parent Advocacy and Engagement	153,000		77,000		(76,000)	-50%
Policy & Strategy - Emerging Opportunities	Emerging Opportunities - Policy & Strategy	50,000		-		(50,000)	-100%
Sub-Total: Policy & Strategy Support		\$ 9,777,000	\$	8,518,000	\$	(1,259,000)	-12.9%
INTEGRATION & LEARNING							
Communities of Practice	External Partner Learning	47,000	\$	-	\$	(47,000)	-100%
	Family and Community Engagement Best Practices	-		100,000		100,000	N/A
	Learning Advisory Committee	5,000		-		(5,000)	-100%
Data Development and Integration	Organization-wide Learning	11,000		14,000		3,000	27%
	Data Analytics	25,000		25,000		(25,000)	-100%
	Data Policies & Practices	90,000		25,000		(65,000)	-72%
	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%
	Children's Data Network (CDN)	850,000		850,000		-	0%

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

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

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									
Total 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	(69,111)
Total Employee Benefits	3,919,170	3,593,653	385,517	281,687	909,831	1,545,524	971,969	372,884	162,725
Total Personnel Services	17,711,081	15,310,149	2,400,932	1,316,739	3,923,925	6,503,466	4,221,027	1,839,539	93,614
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	-	90,000	-	-	-	90,000
6225 Mileage, Parking and Other Transportation	50,980	21,569	29,411	5,000	2,150	15,820	18,500	1,900	7,610
6230 Telephone	55,800	57,621	(1,821)	-	70,000	-	-	-	70,000
6235 Cell Phone & Mobile Devices	50,800	33,332	17,468	6,000	54,900	-	-	4,200	116,100
6240 Outside Printing & Publishing	20,500	18,422	2,078	-	3,000	-	-	-	3,000
6245 Other Supplies	20,250	16,148	4,102	250	10,000	-	600	-	10,250
6250 Postage & Delivery	13,200	13,200	-	-	13,200	-	-	-	13,200
6255 Educational Supplies	3,900	1,903	1,997	-	1,000	1,000	900	-	2,900
6260 Office Supplies	81,070	62,848	18,222	7,000	44,000	10,920	11,450	4,500	77,870
6265 Subscriptions & Publications	20,905	4,158	16,747	-	2,700	4,540	16,000	2,200	25,440
6270 Capital Outlay	134,500	191,000	(56,500)	-	147,000	-	-	-	147,000
6275 Equipment-Rents & Leases	55,000	73,562	(18,562)	-	27,000	-	-	-	27,000
6280 Building Repair & Maintenance	182,000	192,000	(10,000)	-	150,000	-	-	-	150,000
6285 Equipment Repairs & Maintenance	13,000	20,000	(7,000)	-	1,000	1,000	-	-	12,000
6290 Offsite Storage	35,152	17,413	17,739	-	16,000	-	9,000	-	25,000
6295 Hardware & Software Maintenance	452,480	203,262	249,218	-	467,250	-	3,480	-	470,730
6300 Miscellaneous/Contingency	70,000	-	70,000	50,000	209,000	-	-	-	259,000
6305 Stipend/Honorarium	-	-	-	-	-	-	-	-	-
6310 Internal Meetings	127,600	86,612	40,988	20,000	18,800	36,500	33,500	17,000	125,800
6315 Divisional Capacity Building	100,000	100,000	-	25,000	10,000	15,000	75,000	-	(25,000)
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	-	-	-	-	-	-
6420 Other Professional Fees	342,000	315,000	27,000	170,000	999,500	200,725	15,000	50,500	1,435,725
6430 External Reviewers	2,500	450	2,050	-	350,000	-	500	-	350,500
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	-	-	-	-	-	-
6520 Legal Fees	169,000	78,392	90,608	-	90,000	-	-	-	90,000
6540 Professional Dues	126,740	21,665	105,076	150,000	-	-	-	-	150,000
6550 Staff Recruitment	10,000	5,060	4,940	75,000	26,050	7,040	6,028	12,600	126,718
6560 Commissioners Stipends	30,000	24,000	6,000	-	10,000	-	-	-	10,000
6570 Web-Based Services	48,000	14,482	33,518	25,000	-	-	-	-	25,000
6580 Bank & Other Service Charges	42,700	32,000	10,700	-	48,000	-	-	-	48,000
Total Professional Services	506,440	236,599	269,841	250,000	209,050	7,040	6,028	12,600	35,000
Travel Expenses									
6610 Airfare	174,500	108,517	65,983	-	-	-	-	-	-
6620 Lodging	163,900	61,082	102,818	6,000	9,200	29,750	70,600	11,800	127,350
6640 Per Diem	79,500	41,149	38,351	3,500	12,400	35,375	45,250	16,200	114,225
6650 Other Travel Expense	32,021	12,872	19,149	1,000	2,000	6,625	25,375	7,020	59,745
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	-	-	-	-	-	-
6820 Internal Training	131,000	10,000	121,000	-	9,000	1,300	1,000	-	11,300
6830 Leadership Programs	50,000	5,265	44,735	-	75,000	3,000	11,000	3,000	92,000
6840 Conference Registrations	205,950	88,246	117,704	6,000	43,500	50,050	-	-	48,500
6850 External Education/Training	109,700	34,333	75,367	-	15,000	21,000	53,500	12,700	158,750
Total Professional Development	521,117	143,236	377,881	6,000	179,000	80,350	94,200	25,300	387,850
Total OPERATING EXPENSES	22,828,358	18,408,149	4,420,209	1,871,489	7,256,225	7,015,611	4,629,610	2,021,559	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

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

Administrative Cost Percentage	11.47%

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		
	Authorized Positions ¹	Filled Positions as of March 2020	Baseline	Addition/Deletion	Total
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	2	4	0	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	115	148	0	148
1) Temporary employees are not included in the FTE count.					



ATTACHMENT C:

PROGRAMS – DETAIL BY PROGRAM AND OPERATING COSTS

PROGRAMS DIVISION SUMMARY FY 2020-21

	FY 2019-20		FY 2020-21				Variance from FY 2019-20
	Revised Budget	Programs Division	Communities	Early Care & Education	Family Supports	Health Systems	
Personnel Services							
Salaries							
Total Salaries	5,171,874	396,972	1,907,534	724,951	1,131,611	796,873	(213,933)
Total Employee Benefits	1,478,836	99,046	609,694	219,261	377,494	240,029	66,688
Total Personnel Services	6,650,710	496,018	2,517,228	944,212	1,509,106	1,036,902	(147,244)
Operating Services							
ADP-Payroll	-	-	-	-	-	-	-
Worker's Compensation Insurance	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
Corporate Insurance	-	-	-	-	-	-	-
Mileage, Parking and Other Transportation	22,980	500	8,000	2,880	3,000	1,440	(7,160)
Cell Phone & Mobile Devices	-	-	-	-	-	-	-
Telephone	-	-	-	-	-	-	-
Outside Printing & Publishing	27,900	3,300	18,000	9,000	13,800	10,800	27,000
Other Supplies	-	-	-	-	-	-	-
Postage & Delivery	-	-	-	-	-	-	-
Educational Supplies	2,000	-	1,000	-	-	-	(1,000)
Office Supplies	7,220	1,500	5,000	1,920	1,000	1,500	3,700
Subscriptions & Publications	1,755	250	3,500	240	50	500	2,785
Capital Outlay	-	-	-	-	-	-	-
Equipment-Rentals & Leases	-	-	-	-	-	-	-
Equipment Repair & Maintenance	-	-	-	-	-	-	-
Building Repairs & Maintenance	2,000	-	1,000	-	-	-	(1,000)
Offsite Storage	-	-	-	-	-	-	-
Hardware & Software Maintenance	-	-	-	-	-	-	-
Miscellaneous/Contingency	-	-	-	-	-	-	-
Stipend/Honorarium	-	-	-	-	-	-	-
6300	36,500	5,500	20,000	6,000	2,000	3,000	36,500
6305	-	10,000	-	-	-	-	10,000
6310	-	-	-	-	-	-	-
6315	-	-	-	-	-	-	-
Total Operating Services	100,355	21,050	56,500	20,040	19,850	17,210	134,580
Consultant Services							
Consultant Fees	245,912	139,000	20,000	35,000	-	5,000	(45,187)
Other Professional Fees	-	-	-	-	-	-	-
External Reviewers	-	-	-	-	-	-	-
Total Consultant Services	245,912	139,000	20,000	35,000	-	5,000	(45,187)
Professional Services							
Audit	-	-	-	-	-	-	-
6510	-	-	-	-	-	-	-
Legal Fees	-	-	-	-	-	-	-
6520	-	-	-	-	-	-	-
Professional Dues	7,040	-	2,000	2,040	2,000	1,000	7,040
6540	-	-	-	-	-	-	-
Staff Recruitment	-	-	-	-	-	-	-
6550	-	-	-	-	-	-	-
Commissioners Stipends	-	-	-	-	-	-	-
6560	-	-	-	-	-	-	-
Web-Based Services	-	-	-	-	-	-	-
6570	-	-	-	-	-	-	-
Bank & Other Service Charges	-	-	-	-	-	-	-
6580	-	-	-	-	-	-	-
Total Professional Services	7,040	-	2,000	2,040	2,000	1,000	7,040
Travel Expenses							
Airfare	43,700	3,125	3,000	14,000	7,000	2,625	(13,950)
6610	-	-	-	-	-	-	-
Lodging	47,500	3,125	6,000	8,000	13,000	5,250	(12,125)
6620	-	-	-	-	-	-	-
Per Diem	22,200	1,600	3,000	6,000	5,000	2,000	(4,600)
6640	-	-	-	-	-	-	-
Other Travel Expense	9,871	1,000	1,000	1,000	2,500	1,125	(3,246)
6650	-	-	-	-	-	-	-
Total Travel Expenses	123,271	8,850	13,000	29,000	27,500	11,000	(33,921)
Professional Development							
Training Materials & Supplies	779	-	-	500	800	-	521
6810	-	-	-	-	-	-	-
Internal Training	3,000	5,000	-	3,000	-	-	5,000
6820	-	-	-	-	-	-	-
Leadership Programs	-	-	-	-	-	-	-
6830	-	-	-	-	-	-	-
Conference Registrations	58,300	1,500	20,300	8,000	13,000	7,250	(6,250)
6840	-	-	-	-	-	-	-
External Education/Training	33,000	10,000	-	-	11,000	-	(2,000)
6850	-	-	-	-	-	-	-
Total Professional Development	95,079	16,500	20,300	11,500	24,800	7,250	(14,729)
Total OPERATING EXPENSES	7,222,367	681,418	2,629,028	1,041,792	1,583,256	1,078,392	(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

~Authorized positions are not necessarily guaranteed to be filled during the fiscal year.

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 represent 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, all staff with programmatic oversight will:

- 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.

Budget Fiscal Year: 2020 - 2021	Status: Proposed

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

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%

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%

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%

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%

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%

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%

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

External Education/Training	\$23,000.00	\$10,000.00	-56.52%

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.*

~Authorized positions are not necessarily guaranteed to be filled during the fiscal year.

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	6,600
6240	Outside Printing & Publishing			-		-
6245	Other Supplies			-		-
6250	Postage & Delivery			-		-
6255	Educational Supplies			-		-
6260	Office Supplies	1,000	500	420	1,000	500
6265	Subscriptions & Publications	500	250	728	50	(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	-	-	-	-	-
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	(3,000)
6620	Lodging	17,000	17,000	9,684	13,000	(4,000)
6640	Per Diem	5,000	6,000	4,370	5,000	(1,000)
6650	Other Travel Expense	1,000	3,071	382	2,500	(571)
	Total Travel Expenses	35,000	36,071	17,736	27,500	(8,571)
Professional Development						
6810	Training Materials & Supplies	400	279	-	800	521
6820	Internal Training					-
6830	Leadership Programs			500		-
6840	Conference Registrations	16,200	11,000	6,890	13,000	2,000
6850	External Education/Training	2,000	10,000		11,000	1,000
	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

Budget Fiscal Year: 2020 - 2021	Status: Proposed

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

Budget Fiscal Year: 2020 - 2021	Status: Proposed

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

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%

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

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

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%

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

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

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

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

Description
Provides for materials to support project design and implementation.

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

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%

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:

- a) Data from the Stronger Families database was utilized to identify the current number of active clients and the individual enrollment rate per provider for 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.
- b) 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.

- b) Program costs due to personnel and client enrollment, including space, telephone, supplies, and staff training.

- c) Analysis of expenditure trends from prior fiscal years to align the programmatic budget with anticipated expenditures rather than contract amount.

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

Initiative			Investment Category		
Families Strategy 1 - Home Visiting			2015-2020 Strategic Plan: Focusing for the Future		
Program Name	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
Families Strategy 1 - Home Visiting • 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. *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.	2015-2020 Strategic Plan: Focusing for the Future
Change from Prior Year (if >+-20%)	
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.	

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

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

Program Summary

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

Spending Plan and Funding Methodology

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

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		
Families Strategy 1 - Home Visiting			2015-2020 Strategic Plan: Focusing for the Future		
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		
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	2015-2020 Strategic Plan: Focusing for the Future
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.	

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		
Families Strategy 2 - Family Engagement			2015-2020 Strategic Plan: Focusing for the Future		
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/sunseting 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 sunseting 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
Families Strategy 2 - Family Engagement	2015-2020 Strategic Plan: Focusing for the Future
2 Family Specialist - Medical Champion - Mental Health Supervisor - Clinic Administrator - CQI lead (if different) - Project Manager (if different)	
* Contracted Services	
Medical Legal Partner: per clinic system (total of 2)	
* 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.	
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)	
3. Letter of agreement with CSSP to support 1 TCC DULCE clinic site \$25,000.00	

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 30, 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

~Authorized positions are not necessarily guaranteed to be filled during the fiscal year.

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.

Budget Fiscal Year: 2020 - 2021	Status: Proposed

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

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%

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%

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%

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%

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.

Budget Fiscal Year: 2020 - 2021	Status: Proposed

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

Description

Provides for lodging at professional conferences, meetings, or other business-related travel held outside Los Angeles County and greater than 100 miles round trip from the employees' current commute to First 5 LA. Staff attending conferences, meetings, or other business-related activities, support the implementation of the department work and the FY 2015-2020 Strategic Plan. Examples of anticipated conferences include Grant Makers for Effective Organizations, First 5 CA and First 5 Association Summits, Southern California Grantmakers, Collective Impact Forum Convenings, the National Family and Community Engagement Conference, Alliance for Strong Families and Communities, National Forum on Place-Based Initiatives, and Grants Managers Network. 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%

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%

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%

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		
Best Start Networks			2015-2020 Strategic Plan: Focusing for the Future		
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		
Best Start Networks			2015-2020 Strategic Plan: Focusing for the Future		
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:

- 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.
- Coordinating and convening of project participants and implement peer-to-peer learning exchanges and increase collaboration.
- Providing training, technical assistance, and coaching to nonprofit organizations participating in Best Start grounded in the local and regional network approach.
- 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
Best Start Networks	2015-2020 Strategic Plan: Focusing for the Future
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.	

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
Best Start Networks	2015-2020 Strategic Plan: Focusing for the Future
3. Operating and Administrative Costs- A total of \$24,422 is estimated for space, postage, telephone, printing, travel, mileage, supplies, other related expenses.	
4. Indirect- 10% of total contract amount excluding subcontractors, equipment, and depreciation: \$100,993.	
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.	
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.	
Change from Prior Year (if >+-20%)	

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 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
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
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		
Best Start Networks			2015-2020 Strategic Plan: Focusing for the Future		
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
Best Start Networks	2015-2020 Strategic Plan: Focusing for the Future
advocacy and resource mobilization. Total estimated expenses for personnel: \$364,006.	
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.	
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.	
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.	
5. Indirect Costs: 10% of total contract amount excluding subcontractors (contractor services), equipment and depreciation: \$29,800.	
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.	
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.	
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.	
Change from Prior Year (if >+-20%)	

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
Best Start Networks	2015-2020 Strategic Plan: Focusing for the Future
postage, travel and staff mileage, communications, financial audit, and miscellaneous costs. The total cost for this cost category is \$89,890.	
4. Indirect Costs- 10% of total contract amount excluding subcontractors (contractor services), equipment and depreciation. The total for this cost category is \$47,480.	
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.	
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.	
Change from Prior Year (if >+-20%)	

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	2015-2020 Strategic Plan: Focusing for the Future
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.	

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
Field Building 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.	2015-2020 Strategic Plan: Focusing for the Future
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	Investment Category
Public Infrastructure	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.*

~Authorized positions are not necessarily guaranteed to be filled during the fiscal year.

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

Budget Fiscal Year: 2020 - 2021	Status: Proposed

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

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%

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%

Description

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

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

Description

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

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

Description

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

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

Description

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

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

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

~Authorized positions are not necessarily guaranteed to be filled during the fiscal year.

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

Airfare	\$5,200.00	\$2,625.00	-49.51%

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%

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%

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%

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%

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

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		
Health Strategy 2 - Trauma-Informed Care			2015-2020 Strategic Plan: Focusing for the Future		
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
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.	



ATTACHMENT D:

POLICY & STRATEGY DIVISION

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DETAIL BY PROGRAM AND
OPERATING COSTS

POLICY & STRATEGY DIVISION SUMMARY FY 2020-21

	FY 2019-20		FY 2020-21					Variance from FY 2019-20
	Revised Budget		Policy & Strategy Division	Communications	Community Relations	Public Policy and Government Affairs	Strategic Partnerships	
Personnel Services								
Salaries								
Total Salaries	3,084,089		392,416	855,240	537,092	884,492	629,818	164,969
Total Employee Benefits	913,808		84,722	260,432	190,939	225,777	210,098	58,161
Total Personnel Services	3,997,897		477,138	1,115,672	728,031	1,060,270	839,915	223,130
Operating Services								
ADP-Payroll	-		-	-	-	-	-	-
Worker's Compensation Insurance	-		-	-	-	-	-	-
Utilities	-		-	-	-	-	-	-
Corporate Insurance	-		-	-	-	-	-	-
Mileage, Parking and Other Transportation	16,500		2,500	2,000	4,900	7,500	1,600	2,000
Telephone	-		-	-	-	-	-	-
Cell Phone & Mobile Devices	15,600		2,000	5,800	6,000	9,600	7,800	15,600
Outside Printing & Publishing	17,500		-	-	-	600	-	(16,900)
Other Supplies	-		-	-	-	-	-	-
Postage & Delivery	-		-	-	-	-	-	-
Educational Supplies	900		-	-	-	900	-	900
Office Supplies	11,450		1,000	6,000	1,200	2,250	1,000	11,450
Subscriptions & Publications	14,100		200	4,200	600	10,500	500	1,900
Capital Outlay	-		-	-	-	-	-	-
Equipment-Rents & Leases	-		-	-	-	-	-	-
Building Repair & Maintenance	-		-	-	-	-	-	-
Equipment Repairs & Maintenance	-		-	-	-	-	-	-
Offsite Storage	23,652		-	9,000	-	-	-	(14,652)
Hardware & Software Maintenance	3,000		-	3,480	-	-	-	3,480
Miscellaneous/Contingency	-		-	-	-	-	-	-
Stipend/Honorarium	-		-	-	-	-	-	-
Internal Meetings	36,000		5,000	11,500	4,000	10,000	3,000	33,500
Divisional Capacity Building	25,000		15,000	-	-	-	-	(10,000)
Total Operating Services	163,702		25,700	41,980	16,700	41,350	13,900	139,630
Consultant Services								
Consultant Fees	15,000		-	-	15,000	-	-	15,000
Other Professional Fees	-		500	-	-	-	-	500
External Reviewers	-		-	-	-	-	-	-
Total Consultant Services	15,000		500	-	15,000	-	-	500
Professional Services								
Audit	-		-	-	-	-	-	-
Legal Fees	-		-	-	-	-	-	-
Professional Dues	4,200		-	3,328	2,000	-	700	1,828
Staff Recruitment	-		-	-	-	-	-	-
Commissioners Stipends	-		-	-	-	-	-	-
Web-Based Services	-		-	-	-	-	-	-
Bank & Other Service Charges	-		-	-	-	-	-	-
Total Professional Services	4,200		-	3,328	2,000	-	700	1,828
Travel Expenses								
Airfare	93,800		10,500	10,000	5,400	37,500	7,200	70,600
Lodging	58,500		6,000	10,000	6,750	15,000	7,500	45,250
Per Diem	32,000		4,125	6,000	1,875	10,000	3,375	25,375
Other Travel Expense	9,000		3,000	-	2,000	5,000	2,000	12,000
Total Travel Expenses	193,300		23,625	26,000	16,025	67,500	20,075	153,225
Professional Development								
Training Materials & Supplies	2,600		-	1,000	-	-	-	1,000
Internal Training	30,400		-	6,000	-	5,000	-	11,000
Leadership Programs	-		-	-	-	-	-	-
Conference Registrations	61,000		8,000	20,000	9,000	7,500	9,000	53,500
External Education/Training	34,700		-	5,000	6,000	7,500	10,200	28,700
Total Professional Development	128,700		8,000	32,000	15,000	20,000	19,200	94,200
Total OPERATING EXPENSES	4,502,799		534,963	1,218,980	792,756	1,189,120	893,790	4,629,610
								126,811

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

~Authorized positions are not necessarily guaranteed to be filled during the fiscal year.

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	800
6240	Outside Printing & Publishing			-		-
6245	Other Supplies			-		-
6250	Postage & Delivery			261		-
6255	Educational Supplies			80		-
6260	Office Supplies	1,000	1,000	469	1,000	-
6265	Subscriptions & Publications	500	500	112	200	(300)
6270	Capital Outlay			-		-
6275	Equipment-Rents & Leases			-		-
6280	Building Repair & Maintenance			-		-
6285	Equipment Repairs & Maintenance			-		-
6290	Offsite Storage			-		-
6295	Hardware & Software Maintenance			-		-
6300	Miscellaneous/Contingency			-		-
6305	Stipend/Honorarium			-		-
6310	Internal Meetings	5,000	5,000	5,000	5,000	-
6315	Divisional Capacity Building	25,000	25,000		15,000	(10,000)
	Total Operating Services	35,200	35,200	7,937	25,700	(9,500)
Consultant Services						
6410	Consultant Fees	-	-	-	-	-
6420	Other Professional Fees	-	-	-	500	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	(3,500)
6620	Lodging	8,000	8,000	4,007	6,000	(2,000)
6640	Per Diem	5,500	5,500	5,564	4,125	(1,375)
6650	Other Travel Expense	-	-	1,821	3,000	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	(3,000)
6850	External Education/Training	-	-	-	500	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

Budget Fiscal Year: 2020 - 2021	Status: Proposed

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

Airfare	\$14,000.00	\$10,500.00	-25.00%

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%

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%

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%

Description

out of LA County ride share

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

Description

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

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

~Authorized positions are not necessarily guaranteed to be filled during the fiscal year.

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:

- o Build the First 5 LA Brand
- o Engage Decision Makers
- o Elevate Awareness and Create Urgency
- o 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 projects 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	(1,000)
6230	Telephone			-		-
6235	Cell Phone & Mobile Devices	2,400	2,400	414	5,800	3,400
6240	Outside Printing & Publishing	15,000	15,000	5,706	-	(15,000)
6245	Other Supplies			-		-
6250	Postage & Delivery					-
6255	Educational Supplies			855		-
6260	Office Supplies	6,000	6,000	1,442	6,000	-
6265	Subscriptions & Publications	2,000	2,000	779	4,200	2,200
6270	Capital Outlay			-		-
6275	Equipment-Rents & Leases			-		-
6280	Building Repair & Maintenance			-		-
6285	Equipment Repairs & Maintenance			-		-
6290	Offsite Storage	23,652	23,652	3,942	9,000	(14,652)
6295	Hardware & Software Maintenan	3,000	3,000	515	3,480	480
6300	Miscellaneous/Contingency			-		-
6305	Stipend/Honorarium			-		-
6310	Internal Meetings	11,500	11,500	209	11,500	-
	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	1,828
6550	Staff Recruitment	-	-	-	-	-
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	(3,000)
6620	Lodging	14,000	14,000	5,186	10,000	(4,000)
6640	Per Diem	7,000	7,000	2,578	6,000	(1,000)
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	(1,600)
6820	Internal Training	12,000	12,000	-	6,000	(6,000)
6830	Leadership Programs			-		-
6840	Conference Registrations	20,000	20,000	6,528	20,000	-
6850	External Education/Training	11,000	11,000	673	5,000	(6,000)
	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%

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%

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%

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)

Budget Fiscal Year: 2020 - 2021	Status: Proposed

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

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%

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%

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%

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%

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.

Budget Fiscal Year: 2020 - 2021	Status: Proposed

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

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%

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%

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

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	Investment Category
Communications & Marketing	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
Communications & Marketing	2015-2020 Strategic Plan: Focusing for the Future
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. 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%)	

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

Communications & Marketing

2015-2020 Strategic Plan:

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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

Communications & Marketing

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(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
Communications & Marketing	2015-2020 Strategic Plan: Focusing for the Future
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.	

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

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

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.*

~Authorized positions are not necessarily guaranteed to be filled during the fiscal year.

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.**
 - o 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.**
 - o 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.
 - o 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.
 - o 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%

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%

Description

Provides for office supplies and provisions at an estimate to implement programmatic and general operations.

Subscriptions & Publications \$600.00 \$600.00 0.00%

Description

Provides important education to inform the implementation of First 5 LA's Strategic Plan, best practices in leadership and civic engagement, cultural literacy, strategic grantmaking and professional development of staff. These include Stanford Social Innovation Review and Harvard Business Review.

Internal Meetings \$4,000.00 \$4,000.00 0.00%

Description

Provides for expenses related to internal and external meetings attended by Commissioners, staff, consultants, contractors, community members and other guests. Examples of meetings include off-site staff retreats and stakeholder convenings/meetings. Meeting expenses may include facility rentals, translation services, childcare, catering, materials, etc.

20 meetings x \$200 (each meeting) = \$4,000

Budget Fiscal Year: 2020 - 2021	Status: Proposed

Consultant Fees	\$15,000.00	\$15,000.00	0.00%

Description

Provides for consultant and contractors support directly with staff for work areas that have been identified as requiring expertise to implement Community Relations strategies. These include: Municipality Engagement and Parent Advocacy Engagement. The Community Relations department also anticipates using consultants or contractors to assist with providing individual and group coaching to staff, as well as facilitating at least two department and one manager's retreat annually.

Municipality Engagement = \$5,000
Parent Advisory Engagement = \$5,000
Staff Retreats = \$5,000
Total \$15,000

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

Description

Provides for memberships to professional associations in support of organization-wide work and staff networking opportunities. These include: Neighborhood Funders Group, Advisory in Philanthropy and Public Relations Society of America

Airfare	\$7,200.00	\$5,400.00	-25.00%

Description

Provides for airfare to and from trainings and professional development activities and work-related conferences, summits, and meetings outside of the Los Angeles Area.

These professional knowledge and relationship building experiences support learning and growth of staff as well as promoting early childhood work in these forums creating leveraging and sustainability opportunities of First 5 LA's Strategic Plan. (Please see Conference/Training registration for breakdown on costs related to professional and work-related activities).

4 meetings/conferences/trainings x \$600 roundtrip (average) = \$2,400 for Professional Development
8 meetings/conferences/trainings x \$600 roundtrip (average) = \$4,800 for Work Related

Lodging	\$9,000.00	\$6,750.00	-25.00%

Description

Provides for lodging at professional conferences, meetings and/or other business-related travel held outside of Los Angeles County and greater than 100 miles roundtrip from the employee's current commute to First 5 LA.

4 meetings/conferences/trainings x 3 nights (average) x \$250 nightly = \$3,000 for Professional Development
8 meetings/conferences/trainings x 3 nights (average) x \$250 nightly = \$6,000 for Work Related

Per Diem	\$2,500.00	\$1,875.00	-25.00%

Description

Provides for various daily expenses incurred while attending professional conferences, meetings, and/or trainings outside of the Los Angeles County and greater than 100 miles roundtrip from the employee's current commute to First 5 LA.

4 meetings/conferences/trainings x 3 nights (average) x \$64 (CA per diem rate) Professional Development
8 meetings/conferences/trainings x 3 nights (average) x \$64 (CA per diem rate) for Work Related

Other Travel Expenses	\$2,000.00	\$2,000.00	0.00%

Description

Provides for miscellaneous expenses when staff is traveling outside of LA County on First 5 LA's business. These expenses may include taxi, Uber, Lyft, or other travel expenses that doesn't fit into other travel categories.

\$500 Professional Development

\$1,500 Work Related

Conference/Training Registrations	\$12,000.00	\$9,000.00	-25.00%

Description

Provides for registration expenses for professional conferences, meetings and/or trainings. Examples of organizations hosting professional development conferences, trainings, etc. include: Interaction Institute for Social Change, Institution for Education Leadership, CommNet, and Rockwood Leadership Institute.

Examples of organizations hosting work related conference include: National League of Cities, 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%

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 spokespeople, 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

~Authorized positions are not necessarily guaranteed to be filled during the fiscal year.

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%

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%

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%

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.

Budget Fiscal Year: 2020 - 2021	Status: Proposed

Office Supplies	\$2,250.00	\$2,250.00	0.00%

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%

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%

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%

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%

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%

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.

Budget Fiscal Year: 2020 - 2021	Status: Proposed

Other Travel Expenses	\$5,000.00	\$5,000.00	0.00%

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%

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%

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%

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
Policy Agenda/Advocacy 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. 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.	2015-2020 Strategic Plan: Focusing for the Future
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

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

~Authorized positions are not necessarily guaranteed to be filled during the fiscal year.

**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.

Budget Fiscal Year: 2020 - 2021	Status: Proposed

Professional Dues	\$700.00	\$700.00	0.00%

Description

Strategic Partnerships staff is the primary cultivator of external relationships of First 5 LA's organization-wide partnership development and may elect to join additional professional organizations related to, but not limited to, philanthropy, business and higher education.

Airfare	\$9,600.00	\$7,200.00	-25.00%

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%

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%

Description

Provides for various daily expenses incurred while attending professional conferences, trainings or meetings outside of the Los Angeles area

9 meetings/conferences/trainings x 3 nights (average) x \$66.00 (CA per diem rate) for Work Related
4 meetings/conferences/trainings x 3 nights (average) x \$66.00 (CA per diem rate) for Professional Development

Other Travel Expenses	\$2,000.00	\$2,000.00	0.00%

Description

Provides for miscellaneous expenses when staff is traveling outside of LA County on First 5 LA's business. These expenses may include taxi, Uber, Lyft, or other travel expenses that doesn't fit into other travel categories

Budget Fiscal Year: 2020 - 2021	Status: Proposed

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		
Strategic Partnerships - Cross-Cutting Funder Partnerships			2015-2020 Strategic Plan: Focusing for the Future		
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		
Strategic Partnerships - Cross-Cutting Funder Partnerships			2015-2020 Strategic Plan: Focusing for the Future		
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		
Strategic Partnerships - Cross-Cutting Funder Partnerships			2015-2020 Strategic Plan: Focusing for the Future		
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		
Strategic Partnerships - Cross-Cutting Funder Partnerships			2015-2020 Strategic Plan: Focusing for the Future		
Program Name	2019 - 2020	Revised Budget	2020 - 2021	Budget	% Variance
Los Angeles Partnership for Early Childhood Investment	\$30,000		\$30,000		0.00%

Program Summary

First 5 LA will continue to support and be an active leader and participant in the LA Partnership for Early Childhood Investment funder collaborative, as goals of the Partnership are closely aligned with First 5 LA's 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		
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	2015-2020 Strategic Plan: Focusing for the Future
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.)	

*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%)



ATTACHMENT E:

INTEGRATION & LEARNING DIVISION – DETAIL BY PROGRAM AND OPERATING COSTS

INTEGRATION & LEARNING DIVISION SUMMARY FY 2019-20

		FY 2019-20		FY 2020-21		Variance from FY 2019-20
		Revised Budget	Integration & Learning Division	Integration & Learning	Measurement, Learning & Evaluation	
Personnel Services						
Salaries						
Total Salaries		1,551,061	384,072	597,314	485,269	1,466,655 (84,406)
Total Employee Benefits		385,029	95,503	149,823	127,556	372,884 (12,143)
Total Personnel Services		1,936,090	479,577	747,137	612,824	1,839,539 (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	1,900 (350)
6230 Telephone		-	-	-	-	-
6235 Cell Phone & Mobile Devices		600	1,200	-	3,000	4,200 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	4,500 (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		-	-	-	-	-
6310 Internal Meetings		15,000	7,000	4,000	6,000	17,000 2,000
6315 Divisional Capacity Building		25,000	25,000	-	-	25,000 -
Total Operating Services		50,450	37,300	6,000	12,000	51,800 4,350
Consultant Services						
6410 Consultant Fees		185,400	35,500	-	15,000	50,500 (134,900)
6420 Other Professional Fees		-	-	-	-	-
6430 External Reviewers		-	-	-	-	-
Total Consultant Services		185,400	35,500	-	15,000	50,500 (134,900)
Professional Services						
6510 Audit		-	-	-	-	-
6520 Legal Fees		-	-	-	-	-
6540 Professional Dues		12,850	10,000	1,100	1,500	12,600 (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	12,600 (250)
Travel Expenses						
6610 Airfare		17,800	1,300	2,500	8,000	11,800 (6,000)
6620 Lodging		33,000	2,200	5,000	9,000	16,200 (16,800)
6640 Per Diem		12,800	1,120	1,800	4,100	7,020 (5,780)
6650 Other Travel Expense		9,400	1,000	1,000	1,800	3,800 (5,600)
Total Travel Expenses		73,000	5,620	10,300	22,900	38,820 (34,180)
Professional Development						
6810 Training Materials & Supplies		-	-	-	-	-
6820 Internal Training		1,000	-	-	3,000	3,000 2,000
6830 Leadership Programs		-	-	-	-	-
6840 Conference Registrations		39,900	3,500	3,200	6,000	12,700 (27,200)
6850 External Education/Training		19,600	2,600	4,000	6,000	12,600 (7,000)
Total Professional Development		60,500	6,100	7,200	15,000	28,300 (32,200)
Total OPERATING EXPENSES		2,318,290	574,097	771,737	679,224	2,024,559 (293,731)

Integration & Learning Division Support

INTEGRATION & LEARNING DIVISION SUPPORT

Authorized Positions

Vice President, Integration & Learning	1
Executive Assistant & Division Coordinator	1
Total	2

~Authorized positions are not necessarily guaranteed to be filled during the fiscal year.

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 Maintenance	-	-	-	-	-
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.

Budget Fiscal Year: 2020 - 2021	Status: Proposed

Professional Dues	\$10,000.00	\$10,000.00	0.00%

Description

Dues and subscriptions for learning organization associations and networks. Includes American Productivity and Quality Center (APQC) organizational membership (\$9,000) 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%

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%

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%

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%

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.

Budget Fiscal Year: 2020 - 2021	Status: Proposed

Conference/Training Registrations	\$16,300.00	\$3,500.00	-78.52%

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%

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%)

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

~Authorized positions are not necessarily guaranteed to be filled during the fiscal year.

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 Maintenan	-	-	-	-	-
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

Budget Fiscal Year: 2020 - 2021	Status: Proposed

Airfare	\$6,500.00	\$2,500.00	-61.53%

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%

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%

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%

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%

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%

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 is 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.*

~Authorized positions are not necessarily guaranteed to be filled during the fiscal year.

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.			

Budget Fiscal Year: 2020 - 2021	Status: Proposed

Airfare	\$4,500.00	\$8,000.00	77.77%

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%

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%

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%

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%

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%

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%

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%)



ATTACHMENT F:

ADMINISTRATION DIVISION – DETAIL BY PROGRAM AND OPERATING COSTS

ADMINISTRATION DIVISION SUMMARY FY 2020-21

	FY 2020-21							Variance from FY 2019-20
	FY 2019-20 Revised Budget	Administration	Contract Admin. & Purchasing	Facilities Management	Finance	Human Resources	Information Technology	
Personnel Services								
Salaries								
Total Salaries	3,205,266	360,002	784,429	-	730,374	708,943	430,346	(191,172)
Total Employee Benefits	886,306	90,087	280,528	-	244,862	167,965	126,358	23,525
Total Personnel Services	4,091,572	450,089	1,064,957	-	975,236	876,937	556,705	(167,647)
Operating Services								
6205 ADP-Payroll	38,000	-	-	-	40,000	-	-	40,000
6210 Worker's Compensation Insurance	65,000	-	-	-	75,000	-	-	75,000
6215 Utilities	138,000	-	-	145,000	-	-	-	145,000
6220 Corporate Insurance	75,000	-	-	-	90,000	-	-	90,000
6225 Mileage, Parking and Other Transportation	2,450	750	300	-	400	200	500	2,150
6230 Telephone	55,800	-	-	-	-	-	70,000	14,200
6235 Cell Phone & Mobile Devices	4,900	1,800	4,800	-	6,000	2,400	4,800	19,800
6240 Outside Printing & Publishing	3,000	-	-	-	3,000	-	-	3,000
6245 Other Supplies	20,000	-	-	10,000	-	-	-	10,000
6250 Postage & Delivery	13,200	-	-	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
6265 Subscriptions & Publications	2,850	1,000	-	-	-	700	-	2,700
6270 Capital Outlay	134,500	-	-	-	-	-	147,000	12,500
6275 Equipment-Rents & Leases	55,000	-	-	4,000	-	-	23,000	27,000
6280 Building Repair & Maintenance	182,000	-	-	150,000	-	-	-	150,000
6285 Equipment Repairs & Maintenance	11,000	-	-	10,000	-	-	1,000	11,000
6290 Offsite Storage	11,500	-	-	12,000	-	-	4,000	16,000
6295 Hardware & Software Maintenance	449,480	0	-	-	-	-	467,250	17,770
6300 Miscellaneous/Contingency	20,000	154,000	-	55,000	-	-	-	209,000
6305 Stipend/Honorarium	-	-	-	-	-	-	-	-
6310 Internal Meetings	18,400	2,000	5,700	-	600	10,000	500	18,800
Total Operating Services	1,350,580	162,050	14,800	424,200	217,000	16,800	726,050	1,561,900
Consultant Services								
6410 Consultant Fees	795,300	100,000	200,000	-	60,000	139,500	500,000	999,500
6420 Other Professional Fees	342,000	-	-	350,000	-	-	-	350,000
6430 External Reviewers	3,700	-	3,000	-	-	-	-	3,000
Total Consultant Services	1,141,000	100,000	203,000	350,000	60,000	139,500	500,000	1,352,500
Professional Services								
6510 Audit	80,000	-	-	-	90,000	-	-	90,000
6520 Legal Fees	-	-	-	-	-	-	-	-
6540 Professional Dues	24,650	2,000	3,500	16,000	800	2,600	1,150	26,050
6550 Staff Recruitment	20,000	-	-	-	-	10,000	-	10,000
6560 Commissioners Stipends	-	-	-	-	-	-	-	-
6570 Web-Based Services	50,000	-	-	-	-	48,000	-	48,000
6580 Bank & Other Service Charges	32,000	-	-	-	35,000	-	-	35,000
Total Professional Services	206,650	2,000	3,500	16,000	125,800	60,600	1,150	209,050
Travel Expenses								
6610 Airfare	13,200	1,000	4,500	-	2,500	-	1,200	9,200
6620 Lodging	19,900	1,000	6,000	-	3,000	-	2,400	12,400
6640 Per Diem	9,000	750	3,000	-	1,500	-	1,000	6,250
6650 Other Travel Expense	3,250	500	1,000	-	500	-	-	2,000
Total Travel Expenses	45,350	3,250	14,500	-	7,500	-	4,600	29,850
Professional Development								
6810 Training Materials & Supplies	6,000	-	1,000	-	-	8,000	-	9,000
6820 Internal Training	97,600	-	-	-	-	75,000	-	75,000
6830 Leadership Programs	50,000	-	3,500	-	-	40,000	-	43,500
6840 Conference Registrations	40,750	1,000	9,000	-	4,000	6,000	16,500	36,500
6850 External Education/Training	22,400	-	5,000	-	-	10,000	-	15,000
Total Professional Development	216,750	1,000	18,500	-	4,000	139,000	16,500	179,000
Total OPERATING EXPENSES	7,051,902	718,389	1,319,257	790,200	1,389,536	1,232,837	1,803,005	204,323

Administration Division Support

ADMINISTRATION DIVISION SUPPORT

Authorized Positions

Senior Director, Administration	1
Manager, Operational Excellence	1
Administrative Assistant	1
Total	3

~Authorized positions are not necessarily guaranteed to be filled during the fiscal year.

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	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 Maintenanc	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

Budget Fiscal Year: 2020 - 2021	Status: Proposed

Professional Dues	\$1,200.00	\$2,000.00	66.66%

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%

Description

Provides for airfare to attend professional conferences outside of the Los Angeles area.

Lodging	\$3,000.00	\$1,000.00	-66.66%

Description

Provides for lodging at multi-day professional conferences outside of the Los Angeles area.

Per Diem	\$1,500.00	\$750.00	-50.00%

Description

Provides for various daily expenses incurred while attending professional conferences outside of the Los Angeles area.

Other Travel Expenses	\$500.00	\$500.00	0.00%

Description

Provides funds for other travel expenses not covered in other travel categories including transportation to and from airport.

Conference/Training Registrations	\$5,000.00	\$1,000.00	-80.00%

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.*

~Authorized positions are not necessarily guaranteed to be filled during the fiscal year.

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 organization wide 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

Budget Fiscal Year: 2020 - 2021	Status: Proposed

External Reviewers	\$3,700.00	\$3,000.00	-18.91%

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%

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 Grammarly for department staff.

Airfare	\$5,000.00	\$4,500.00	-10.00%

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%

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%

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%

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%

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%

Description

Funds will cover a leadership training program for one staff.

Conference/Training Registrations	\$8,000.00	\$9,000.00	12.50%

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

External Education/Training	\$5,000.00	\$5,000.00	0.00%

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.

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.			

Budget Fiscal Year: 2020 - 2021	Status: Proposed

Offsite Storage	\$11,500.00	\$12,000.00	4.34%

Description
Provides funding for offsite long-term storage for office files and furniture.

Miscellaneous/Contingency	\$20,000.00	\$55,000.00	175.00%

Description
Funding for unforeseen facility related expenses and anticipated COVID-19 related expenses.

Other Professional Fees	\$342,000.00	\$350,000.00	2.33%

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%

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.*

~Authorized positions are not necessarily guaranteed to be filled during the fiscal year.

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. This department also oversees the financial planning and long-term fiscal health of the organization.

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.			

Budget Fiscal Year: 2020 - 2021	Status: Proposed

Internal Meetings	\$600.00	\$600.00	0.00%

Description
Provides for expenses including catering and supplies related to meetings attended by Commissioners, legal counsel, staff and guests.

Consultant Fees	\$90,000.00	\$60,000.00	-33.33%

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%

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%

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%

Description
Provides for Los Angeles County fees for Investment Portfolio Administration and other County related accounting services. Also provides for annual banking charges for the Commission's credit cards.

Airfare	\$2,500.00	\$2,500.00	0.00%

Description
Provides for airfare to and from professional conferences outside of the Los Angeles area.

Lodging	\$3,500.00	\$3,000.00	-14.28%

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%

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%

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.

Budget Fiscal Year: 2020 - 2021	Status: Proposed

Conference/Training Registrations	\$5,000.00	\$4,000.00	-20.00%

Description

Provides for registration expenses for professional conferences including the Government Finance Officers Association (GFOA) annual conference and other professional conferences that the staff may attend.

Human Resources & Talent Management

HUMAN RESOURCES & TALENT MANAGEMENT

Authorized Positions

Director	1
Human Resources Generalist	2
Human Resources Coordinator	1
Total	4

Human Resources Staff (temporary) 2,080 hours

~Authorized positions are not necessarily guaranteed to be filled during the fiscal year.

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)

Budget Fiscal Year: 2020 - 2021	Status: Proposed

Staff Recruitment	\$10,000.00	\$10,000.00	0.00%

Description

Expenses related to the recruitment, sourcing, and advertising of open positions. Includes job postings, candidate background checks, and candidate travel related expenses, as needed.

Web-Based Services	\$48,000.00	\$48,000.00	0.00%

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%

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%

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%

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%

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%

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

~Authorized positions are not necessarily guaranteed to be filled during the fiscal year.

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 Maintenan	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

Budget Fiscal Year: 2020 - 2021	Status: Proposed

Equipment Repairs & Maintenance	\$1,000.00	\$1,000.00	0.00%

Description

General maintenance and repairs of older technology equipment that are not scheduled to be replaced in the upcoming fiscal year.

Offsite Storage	\$0.00	\$4,000.00	100.00%

Description

Provides funding for offsite storage of physical and digital data. IT is responsible for costs associated with Records Retention and management of physical and digital data.

Hardware & Software Maintenance	\$429,480.00	\$467,250.00	8.79%

Description

ABM - \$2,500
 AV (Zoom) - \$12,000
 Azure Cloud Hosting - \$14,000
 BB Grantmaking - \$135,000
 Blackbaud Financials - \$42,750
 BoardBook - \$3,300
 Digital Signatures - \$25,000
 ECM (Portford) - \$24,000
 eMail Fraud Protection - \$5,000
 GIS - \$5,500
 Go To Meeting/Open Voice - \$2,000
 Helpdesk Application - \$5,000
 Hosted Firewall - \$4000
 Hosted VOIP handsets / Hardware - \$23,000
 Hosted VOIP service - \$36,000
 IBM 10 G VMWare switch (2) - \$18K
 IBM maintenance - \$2500
 IBM support - backup dev/expansion - \$2,500
 Lynda.com - \$360
 Meraki Wireless Access Points - \$10,000
 MS Office 365 - \$15,500
 MS Office 365 Exchange only - \$10,000
 MS Project - \$5,000
 MS Visio - \$2,000
 MSDN - \$800
 Online backup service - \$2,500
 On-prem Backup Support - \$2000
 Phone switch - \$2,000
 Remote Access tools - \$10,000
 SQL Server and other MS Servers - \$2,000
 Survey Monkey - \$400
 Symantec Anti-virus - \$5,000
 Tableau - \$900
 UPS maintenance - \$5,000
 Web Invoicing - \$17,000
 Website backend security & domain name management application - \$240
 Website Maintenance (Spiderlink) \$12,000
 Windows Server - \$2,500

Budget Fiscal Year: 2020 - 2021	Status: Proposed

Internal Meetings	\$500.00	\$500.00	0.00%

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%

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%

Description

MISAC Membership - \$450

TAG Membership - \$700

Airfare	\$1,200.00	\$1,200.00	0.00%

Description

Provides for airfare to attend professional conferences outside of LA area.

Lodging	\$2,400.00	\$2,400.00	0.00%

Description

Provides lodging at multi-day professional conference outside of Los Angeles area.

Per Diem	\$1,000.00	\$1,000.00	0.00%

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%

Description

These funds will cover conference/training for IT staff for professional development. examples include Project Management, Local IT conferences, MISAC, ESRI, etc.)



ATTACHMENT G:

EXECUTIVE – DETAIL BY OPERATING COSTS

GOVERNANCE AND EXECUTIVE SUMMARY FY 2020-21

		FY 2019-20	FY 2020-21			
		Revised Budget	Board of Commissioners	Executive	Proposed Budget	Variance from FY 2019-20
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
Barbara Ferrer, Ph.D., M.P.H., M.Ed.
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

Bobby D. Cagle, MSW
Wendy Garen
Karla Pleitéz Howell, J.D.
Deanne Tilton

Alternate Commissioners 7

Linda Aragon
Helen Berberian
Victor Manalo, Ph.D.
Terry Ogawa
Carol Sigala
Sylvia S. Swilley, M.D.
Christopher Thompson, M.D.
Arturo Valdez

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.			

Budget Fiscal Year: 2020 - 2021	Status: Proposed

Per Diem	\$1,500.00	\$1,500.00	0.00%

Description

Provides for various daily expenses incurred while attending professional conferences outside of the Los Angeles area.

Other Travel Expenses	\$0.00	\$500.00	100.00%

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%

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

*Project Manager will perform duties, as necessary, to support the Executive Department.

~Authorized positions are not necessarily guaranteed to be filled during the fiscal year.

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.

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	4,200
6240	Outside Printing & Publishing	-	-	-	-	-
6245	Other Supplies	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-
6255	Educational Supplies	-	-	-	-	-
6260	Office Supplies	4,000	4,000	1,927	4,000	-
6265	Subscriptions & Publications	-	-	198	-	-
6270	Capital Outlay	-	-	-	-	-
6275	Equipment-Rents & Leases	-	-	-	-	-
6280	Building Repair & Maintenance	-	-	-	-	-
6285	Equipment Repairs & Maintenance	-	-	-	-	-
6290	Offsite Storage	-	-	-	-	-
6295	Hardware & Software Maintenance	-	-	-	-	-
6300	Miscellaneous/Contingency	50,000	50,000	-	50,000	-
6305	Stipend/Honorarium	-	-	-	-	-
6310	Internal Meetings	7,500	13,500	2,448	12,000	(1,500)
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	(19,000)
6540	Professional Dues	78,000	78,000	-	75,000	(3,000)
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.

Budget Fiscal Year: 2020 - 2021	Status: Proposed

Professional Dues	\$78,000.00	\$75,000.00	-3.84%

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%

Description
Provides funding for airfare to and from professional conferences outside of the Los Angeles area.

Lodging	\$3,000.00	\$3,000.00	0.00%

Description
Provides for lodging at multi-day professional conferences outside of the Los Angeles area.

Per Diem	\$2,000.00	\$2,000.00	0.00%

Description
Provides for various daily expenses incurred while attending professional conferences outside of the Los Angeles area.

Other Travel Expenses	\$500.00	\$500.00	0.00%

Description
Provides 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%

Description
Provides for registration expenses for professional conferences.



ATTACHMENT H:

GASB 54 FUND BALANCE PRESENTATION

FIRST 5 LA
GASB 54 Presentation of Projected Fund Balance at June 30, 2020

Cash Fund Balance as of March 31, 2020 (unaudited)¹					\$ 358,920,686			
Plus: Projected Revenue (April 1 - June 30, 2020) ²					19,021,668			
Less: Projected Program Expenditures (April 1 - June 30, 2020) ³					47,591,620			
Less: Projected Operating Expenses (April 1 - June 30, 2020) ⁴					5,699,373			
Projected Fund Balance as of June 30, 2020					\$ 324,651,361			
Committed Program Allocations (Multi-year Allocations)	Balance as of June 30, 2019⁵	Modifications during FY 2019-20	Projected FY 2019-20 Expenditures⁵	Projected Balance as of June 30, 2020	Committed	Assigned¹¹	Unassigned	Nonspendable (Advance)¹²
Baby Friendly Hospitals ⁷	23,040,887		102,000	22,938,887	22,938,887			
Black Infant Health	2,638,582		982,000	1,656,582	1,656,582			
Data Partnership with Funders	1,086,020		850,000	236,020	236,020			
ECE Outcome Area (LAUP)	22,233,712		20,933,712	1,300,000	1,300,000			
Little by Little/One Step Ahead	12,596,619		3,100,000	9,496,619	9,496,619			
Parent-Child Interaction Therapy	173,605		-	173,605		173,605		
Workforce Development - ECE Workforce Consortium	2,372,855		-	2,372,855		2,372,855		
Total Committed Program Allocations/Estimated Program Demands	\$ 64,142,280	\$ -	\$ 25,967,712	\$ 38,174,568	\$ 35,628,108	\$ 2,546,460	\$ -	\$ -
FY 2019-20 Appropriations for Investments without a Multi-Year Allocation⁸								
Strategic Plan					91,965,000			
Legacy Investments					4,219,000			
Integration & Learning					5,307,000			
Capital Project Fund⁹					6,959,676			
FY 2019-20 Operating						22,828,358		
First 5 LA Fund Balance Reserve¹⁰						33,524,090		
Total Fund Balance by Category					\$ 144,078,784	\$ 124,170,130	\$ 56,352,448	\$ 50,000
Total Projected Fund Balance as of June 30, 2020					\$ 324,651,361			

Notes to GASB 54 Presentation of Projected Fund Balance at June 30, 2020:

1. Cash Fund Balance excludes fixed assets and liabilities and was obtained from the monthly financial statements as of March 31, 2020.
2. Projected revenue was calculated based on the average monthly revenue received through March 31, 2020, including tobacco tax, interest, and income received in rental payments.
3. Projected program expenditures for the last three months of the fiscal year were calculated based on annual projections using the best available data at the time, less program expenditures through March 31, 2020.
4. Projected operating expenditures for the last three months of the fiscal year were calculated based on the rate of operating expenditures through March 31, 2020.
5. The remaining balances for all allocations as of June 30, 2020 were obtained from the Comprehensive Annual Financial Report (CAFR) for FY 2018-19.
6. FY 2019-20 expenditures were estimated using the best information available at the time of this analysis.
7. The allocation for the Baby Friendly Hospitals initiative was previously known as Best Start LA. Baby Friendly Hospitals is the only remaining program drawing down from this balance.
8. Annual appropriations for all investments without a multi-year allocation will be reflected as Committed when the Commission approves the FY 2020-21 Budget in July 2020.
9. The establishment of the Capital Project Fund was approved on June 8, 2017 for \$6,959,676. This Fund is financed by unspent FY 2015-16 Operating Budget funds in the amount of \$3,660,359 (obtained from the Comprehensive Annual Financial Report – CAFR) and unspent FY 2016-17 Operating Budget funds in the amount of \$3,299,317, to support capital improvements related to building infrastructure maintenance and workspace layout.
10. Per Board-approved policy, the Fund Balance Reserve is calculated annually as 25% of the total annual budget for FY 2019-20 and 50% of the total budget effective as of FY 2020-21. The Reserve is a self-imposed restriction and requires Commission action to change. This amount is considered Unassigned for Fund Balance purposes.
11. The use of all Assigned funds is dedicated to support activities related to the Strategic Plan. This also includes approximately \$2.55 million related to initiatives that have ended or will end by June 30, 2020 with an estimated remaining allocation balance. Staff recommends that this amount be released from commitment through Commission action in July.
12. This figure reflects an estimated balance remaining as of June 30, 2020 on advances to Community Partners (Fiscal Agent for LA Food Policy Council) and Southern California Grantmakers.

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

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

RESOLUTION NO. 2020-06

A RESOLUTION OF THE LOS ANGELES COUNTY CHILDREN AND FAMILIES FIRST PROPOSITION 10 COMMISSION APPROVING THE FY 2020-21 BUDGET, ESTABLISHING AN ADMINISTRATIVE COST CAP, AND AFFIRMING FUND BALANCE ALLOCATIONS

The Board of Commissioners of Los Angeles County Children and Families First Proposition 10 Commission ("the Commission") hereby finds and resolves as follows:

Whereas, the Commission is authorized by statute and Los Angeles County ordinance to adopt an annual budget for operations and programs;

Whereas, the Commission has adhered to the practice of annually reaffirming the balance of Committed program allocations pursuant to GASB 54 guidelines as outlined in the revised Fund Balance Policy approved on May 16, 2013;

Whereas, the Commission is required to adopt a minimum Fund Balance Reserve, calculated at 50 percent of the annual fiscal year budget, increased from the previous 25 percent, per the revised Fund Balance Policy proposed for approval on July 9, 2020;

Whereas, the Commission has annually established a limit on administrative costs as defined by the First 5 Financial Management Guide and the First 5 LA Policy and Guidelines for Administrative Costs and Function, revised on June 14, 2012.

NOW, THEREFORE, BE IT RESOLVED THAT:

1. Resolution No. 2019-03 approved on June 13, 2019 is hereby superseded; and
2. The FY 2020-21 Proposed Budget of \$124,256,493 as presented to the Commission (Attachment B – FY 2020-21 Budget Summary, incorporated herein by this reference) is approved. Staff is authorized to implement and incur costs on the Commission's behalf, subject to Commission Policy, to achieve the objectives and goals adopted within the Budget and the current Strategic Plan; and
3. The administrative cost cap for FY 2020-21 of \$14,247,528, 11.47% of the total budget, is adopted, reflecting the common purpose costs and related overhead associated with operating First 5 LA (Attachment B – Administrative Cost Limit Calculation, incorporated herein by this reference); and
4. Subject to the final year-end financial audit, the projected balance of previously Committed program allocations totaling \$144,078,784 as of June 30, 2020 is approved, affirming these allocations as Committed Fund Balance in adherence with GASB 54 guidelines (Attachment H, incorporated herein by this reference); and
5. The constraints on resources previously set aside by Commission action in the unexpended amounts of \$2,546,460 for initiatives that have ended or are ending in FY 2019-20 are removed, redirecting these funds from First 5 LA's Committed fund balance to the Assigned fund balance as of June 30, 2020 (Attachment H, incorporated herein by this reference); and
6. The Fund Balance Policy update (Policy# A-2301, incorporated herein by this reference) is approved, increasing the minimum reserve policy from 25% to 50% of the total annual budget; and
7. A Fund Balance Reserve amount of \$62,128,247 is approved and available for use during the 2020-21 fiscal year only for the purposes outlined in the Fund Balance Policy; and
8. Future funds through June 30, 2028 will be formally assigned through the Long-Term Financial Plan and will be formally committed as part of the annual budget process; and
9. The executed copy of this Resolution shall be retained on file as evidence of the Commission's actions herein.

PASSED, APPROVED AND ADOPTED THIS 9TH DAY OF JULY 2020, BY THE FOLLOWING VOTE:

AYES: Commissioners _____

NOES: Commissioners _____

ABSTAIN: Commissioners _____

Sheila James Kuehl
Chair, First 5 LA

Kim Belshé
Executive Director

FY 2020-21 Budget and Long-Term Financial Plan

Board of Commissioners
Meeting

July 9, 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								
2020-2028 Strategic Plan								
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%	
Total 2020-2028 Strategic Plan	\$ 106,660,000	80%	\$ 107,049,000	80%	\$ 95,306,000	77%	\$ (11,743,000) -11.0%	
Legacy Investments	4,229,000	3%	4,219,000	3%	3,153,000	3%	(1,066,000) -25.3%	
Emerging Opportunities	-	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
 - Transition to alignment with new SP anticipated for FY 21-22
- Activities sunseting in alignment with 2015-2020 SP
- Clear focus on sustainability and DEI across our work
- 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	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 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 FY 2019-20 Budget		Proposed 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 FY 2019-20 Budget		Proposed 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		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%

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)

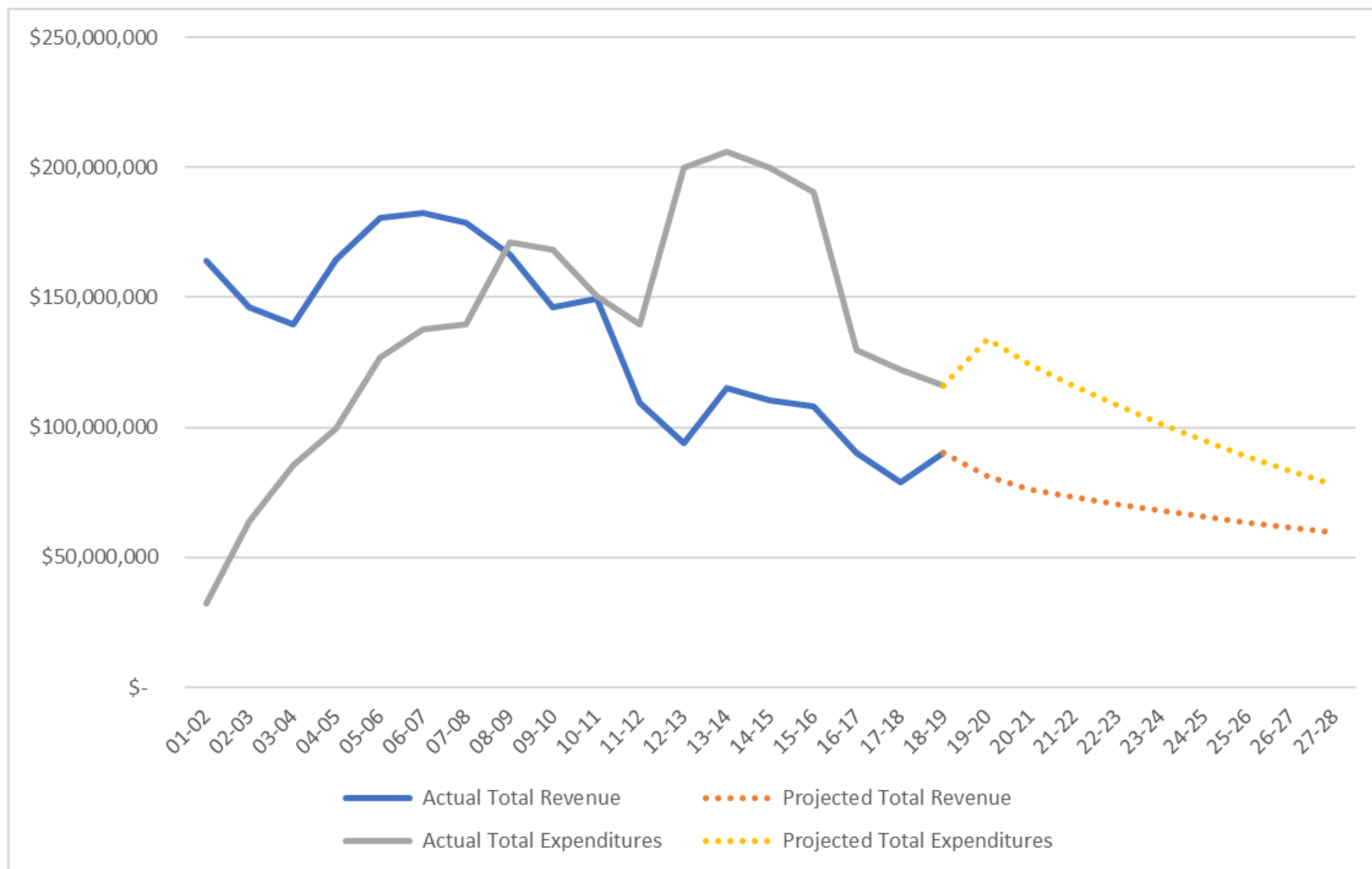
LONG-TERM FINANCIAL *PLAN*



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

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



GASB 54 (Fund Balance)

- As part of the annual budget process, staff presents projected fund balance categories to the Commission for review.
- This provides the Commission a regular opportunity to review and approve existing commitment levels.

Fund Balance Categories

As defined by the Fund Balance Policy:

Nonspendable: Funds that have been advanced to a contractor or grantee for services to be provided in the future and are considered to be an asset of the Commission.

Committed: Funds allocated for a specified purpose and directed by the Commission via Resolution. The Commission must adopt another Resolution to reappropriate these funds for other purposes.

Assigned: Funds are reserved for Commission use consistent with the 2015-2020 Strategic Plan.

Unassigned: Funds designated for the Operating Budget and Reserve.

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
 - ✓ Continue to work with the State to obtain additional clarity around actual and projected Proposition 10 and Proposition 56 revenues
 - ✓ Long-term planning through Strategic Plan Implementation process

Request for Approval – Resolution

For approval by the Commission in July 2020:

Adopt Resolution No. 2020-06, which includes the following actions:

1. Replace Resolution No. 2019-03
2. Total FY 2020-21 Budget of \$124.3 million
 - Attachment B – FY 2020-21 Budget Summary
3. Administrative Limit for FY 2020-21
 - Attachment B – Administrative Limit Calculation (\$14.3 million, or 11.47%)
4. Reaffirmation of GASB 54 Commitments (\$144.1 million)
 - Attachment H – GASB 54 Fund Balance
5. Redirection to Assigned Fund Balance
 - Attachment H – GASB 54 Fund Balance: \$2.55 million projected remaining balances related to ended/ending initiatives
6. Fund Balance Reserve
 - Approve Fund Balance Policy (#A-2301) update to increase reserve from 25% up to 50%
7. Fund Balance Reserve
 - 50% of the total FY 2020-21 Budget (\$62,128,247)
8. Long Term Financial Plan (LTFP)
 - Future funds through FY 27-28 will be formally assigned through the LTFP
9. Executed copy of the Resolution shall be retained on file

Budget
Approval

Fund
Balance
Approval

THE END



Memo

To: First 5 LA Board of Commissioners

From: First 5 LA Public Policy and Government Affairs Department

Date: June 26, 2020

Subject: **2020-2021 STATE BUDGET AGREEMENT**

On June 22, 2020, the Legislature and Governor Newsom reached agreement on the 2020-2021 state budget. The final budget projects a \$202.1 billion spending plan that includes \$130.9 billion in general funds and draws down \$7.1 billion from the state's reserves (rainy-day fund) to fill a \$54.3 billion budget gap. The COVID-19 pandemic has dramatically altered California's economic landscape and outlook, and as such, how the state prioritizes investments in publicly funded systems of support. However, the Legislature reconsidered many of budget reductions aligned with early childhood development priorities proposed by the May Revise. The final approved budget largely adopts the Legislature's proposals, helping to prevent many of the steep cuts proposed by the Newsom Administration in May.

Governor Newsom and legislative leaders are continuing to call for Congressional action on additional funding for state and local governments to support this budget. The Coronavirus Aid, Relief and Economic Security Act (CARES Act), passed by Congress and signed into law in early April, provided the states with \$150 billion of dollars in direct support. However, the funding that California received for state and local funding did not prove sufficient to cover the COVID 19-related budgetary shortfalls facing California and states throughout the country. Despite this, Congress has not passed any further relief measures. Due to the uncertainty of receiving additional funds, leaders in California agreed to include certain "trigger cuts" in the approved budget, which will occur if more federal money does not materialize. Depending on the total amount provided, receiving further stimulus from Congress would avert some or all trigger cuts. The final California budget determined an October 15, 2020 deadline for federal funds to avert the proposed trigger cuts.

Funding for the **Early Childhood Policy Council (ECPC)**, which has been tasked to advise in the formation and implementation of the Governor's Master Plan for Early Childhood Development, was reduced to \$2.2 million across FY 2020-21 and 2021-22.

The budget allocates \$9.259 million in one-time Child Care Development Block Grant (CCDBG) quality set-aside funds for a **Child Care Data System**, as part of the Cradle to Career data system, which aims to integrate statewide provider and recipient information for the state's subsidized early learning and care programs.

Prior to the onset of COVID-19, the governor's January budget proposal included \$8.5 million to create the **Department of Early Childhood Development**. The final budget, though, eliminates this proposed department and instead provides \$2.278 million to transfer all child development programs currently administered by the Department of Education to the Department of Social Services, with the exception of the California State Preschool Program.

Key highlights of the Final 2020-21 Budget Agreement related to First 5 LA's priorities include:

Children have high quality early care and education experiences before kindergarten

- Rejects the May Revision's proposed 10 percent cut to reimbursement rates for providers offering care through the Alternative Payment (AP) program, General Child Care, and the California State Preschool Program.
- Allows \$50 million in Essential Worker Child Care vouchers provided through SB 89, emergency legislation the California legislature passed in March in response to the COVID-19 pandemic, to rollover into FY 2020-21.
- Provides \$300 million in anticipated CCDBG funds to support additional access to child care for families, and support provider infrastructure needs, re-opening grants and stipends. However, this appropriation is a "trigger cut," and as such, is subject to California receiving further federal aid: absent Congressional action, the \$300 million in funding will not go into effect.
- Adopts a \$300 million federal "Child Care Trigger" for anticipated CCDBG funds to support additional access to child care, infrastructure and re-opening grants, and provider stipends if additional federal funding is not received. The trigger intends to serve as a guardrail guiding the use of future, assumed federal investment.
- Utilizes \$53.3 million in new federal CCDBG funds to expand child care access. This funding is part of the on-going CCDBG funding the state receives.
- Adopts the May Revision's proposed preschool expansion reductions of \$159.4 million in planned California State Preschool Program funding, which will eliminate 20,000 new full-day/full-year seats that otherwise would have provided families with more access to early learning programs starting in April 2020, and then again 2021.
- Adopts May Revision proposal to reduce funding to the school-based California State Preschool Program by \$130 million in on-going Proposition 98 funds.
- Eliminates multiyear investments in child care, including \$300 million in unspent Kindergarten facility grants, \$235 million to update or construct new facilities, and \$195 million for workforce development, provided by the 2019-2020 state budget.

California received \$350 million in federal CCDBG funding through the CARES Act. The state budget appropriates this money as follows:

- \$62.5 million for one-time child care provider stipends that intend to address any economic challenges during the pandemic.
- \$62.5 million to extend the hold harmless provision until FY 2020-21 for providers who face a decline in revenue for COVID-related reasons.

- \$73 million for one-time essential worker child care vouchers through the Alternative Payment Program. These vouchers will prioritize income-eligible children, children of essential workers, and students with special needs.
- \$8 million to waive family fees in state-subsidized programs are through June 30, 2020. This will allow families whose income has been disrupted by COVID-19 to continue receiving child care.

Children receive early developmental supports and services, and are safe from abuse, neglect, and other trauma

- The governor's May Revise proposed repurposing a total of \$1.2 billion in Proposition 56 funding to pay for increased Medi-Cal enrollment resulting from COVID-19. The finalized budget, though, rejects this and instead utilizes Proposition 56 funding for its intended purpose of increasing access to health care services and programs. As such, the approved budget appropriates \$20.8 million in Proposition 56 funding for supplemental payments that will increase the rate of developmental screenings in the state, and \$7.6 million to support the screening of Adverse Childhood Experiences (ACEs). Developmental screens identify emerging developmental delays in children, and as a result are crucial to ensuring families can optimize their child's development. Without prompt identification, for example, delays can go undiagnosed and persist, making them much more difficult for the child to overcome. ACEs screens help identify past adversity and allow care providers to craft more effective treatments for responding to abuse, trauma and neglect.

Families optimize their child's development

- Delays a planned \$30 million expansion of the CalWORKs Home Visiting Program until 2021. This one-time delay in additional funding is unlikely to disrupt the supports any family currently enrolled in the program receives, but it could prevent new families from receiving home visits.
- The finalized budget increases funding for the state's Black Infant Health program by \$4.5 million, despite a proposal in the May Revise to cut this expansion. Bolstering the Black Infant Health program will help address unacceptably high levels of maternal and infant mortality in California. It also aligns with First 5 LA's advocacy for health equity and will support our African American Infant and Maternal Mortality work.
- Originally a budget item but now a policy bill, California is seeking to extend pregnancy and birth disability protections to eligible workers at companies with just five employees. Previously, employees could take time off to bond with a new baby only if they worked for a company with at least 20 employees. To be eligible for PFL benefits, families must have welcomed a new child within the previous year, have paid into the State Disability Insurance fund in the past 5 to 18 months, and not taken the maximum 8 weeks of PFL in the past year
- Provides \$42 million to expand the California Earned Income Tax Credit (Cal EITC), which provides a \$1,000 credit to working families with children under than age of 6-years old that earn incomes below \$30,000/yr. This program is a powerful and direct tool for fighting childhood poverty, and the approved budget even expands Cal EITC eligibility to low-

income families who file taxes with Individual Taxpayer Identification Numbers (ITIN). Immigrant families who file with ITINs because they do not have social security numbers would not otherwise be able to utilize Cal EITC.

- Preserves a total of \$60 million in funding, to be spent over two-years and approved in last year's budget, for a community health navigator program that launched in March. This program assists Medi-Cal beneficiaries in finding adequate and high-quality health care resources, but the May Revise had proposed cutting it.
- Indefinitely delays the timeline of implementing California Advancing and Innovating Medi-Cal (CalAIM) reforms. CalAIM intended to improve Medi-Cal systems and provide more families with wrap-around services, and First 5 LA previously provided feedback calling for the prioritization of children and families health and wellbeing. However, the governor's May Revise requested the delay of CalAIM due to the state's newly difficult financial situation, and the Legislature approved this.
- The finalized state budget provides funding for the statewide Value-Based Payment program, which the May Revise had proposed cutting. This program intends to support improved health outcomes by incentivizing quality and supportive care.

Priorities aligned with First 5 LA's long-term systems outcomes, LA County regional priorities, and Best Start Community Change agendas

- Maintains a \$15 million investment from the January proposal for the California Newcomer Education and Well-Being Project (CalNEW), which will assist school districts, including Los Angeles Unified School District (LAUSD), in improving outcomes for refugee and unaccompanied undocumented minor students.
- Provides \$50 million in funding to maintain the California Emergency Food Assistance Program, and \$112 million to reimburse school districts for providing school meals during the pandemic and summer months. Food banks and school meal distribution have been instrumental in supporting Los Angeles County families as they mitigate food insecurity throughout the COVID-19 crisis.
- Utilizes \$550 million from the CARES Act to support Project Roomkey, and the efforts of cities to acquire housing for individuals experiencing homelessness due to COVID-19. This money will also provide for increased housing production after the pandemic. The final budget also includes an additional \$1.8 billion for counties and cities to use for homelessness, public health, public safety and other pandemic-related programs and services.
- Appropriates \$10.3 million to the Childhood Lead Poisoning Prevention Fund, to increase interventions and activities designed to reduce children's exposure to lead. Lead poisoning in Southeast Los Angeles, for example, has been of high concern to local communities in the aftermath of the Exide plant contamination.
- Spends \$6.1 million to improve park facilities in disadvantaged communities and expand access to state parks in urban areas.
- The proposed nicotine content-based E-cigarette tax (Vaping Tax) has been deferred to allow for inclusive stakeholder engagement and process around policy implications, and to ensure respect for the voter-approved disbursement structure established by Proposition 56. The proposal was introduced in January and is expected to generate up

to \$32 million in its first year for administration, enforcement, youth prevention, and healthcare workforce programs.

The state budget will go into effect at the start of California's new fiscal year on July 1. However, the absence of additional federal funding for state and local governments could trigger cuts to certain programs and services. Specifically, while allocations not subject to triggers will go into effect next week, the potential for further state budget revisions exists based on those trigger cuts. The House of Representatives passed the Health and Economic Recovery Omnibus Emergency Solutions (HEROES) Act in May, which would appropriate a total of \$1 trillion to states if adopted. First 5 LA's federal advocacy strategy currently focuses heavily on educating policymakers of the essential infrastructure of child serving systems. This work, done in coalition with national and state partners, builds consensus and drives momentum for additional state and local relief funding to support children and families in California.

Policy Item	Author/Budget Amount	Co-Authors	Title & Description	Notes/Sponsor/Status	Policy Agenda Alignment	Community Identified Priority	Analysis Complete	Position Taken	Support Letter
Early Care & Education									
AB 2883	Quirk-Silva (D-Fullerton)	Aguiar-Curry, Cooley, and Waldron, Leyva	Childcare services: alternative payment programs: direct deposits: reserve funds: 1. Eliminates variable work schedules for subsidized families so that when they secure a child care center or family child care provider, that center or provider will be able to budget accurately in the month the care is provided. Currently, in the subsidized system, child care is provided first with the reimbursement following 21-days after the child care attendance sheet or invoice is received. In current law, families on a variable schedule may not use all of the days and the provider that holds open a "slot" for the child will not be funded for those missed days. In the private pay market, child care is paid before care is used and is reimbursed regardless of usage. 2. Deletes language that child care providers can only change their rates once per year. As business owners, child care providers should be able to adjust their rates as frequently as needed. California has a Regional Market Rate (RMR) reimbursement structure in place that prohibits payment over the RMR ceiling. If the provider's rates are higher than the RMR ceiling, then that is a copayment to the family and that is between the family and the provider to agree. 3. Eliminates the 14-day notice that must be given to a child care provider before payment can be made to another provider chosen by the family. The remedy is to require the community based program to notify the provider at the same time that the family makes the requested change.	In Senate; Read first time. To Committee on Rules for assignment.			Yes	Support	Yes
Assembly Bill (AB) 125	McCarty (D-Sacramento), Berman, Bonta, Burke, Carrillo, Chiu, Dodd, Friedman, Eduardo Garcia, Gonzalez, Hill, Limón, Reyes, Santiago, Ting, and Wicks		Early childhood education: reimbursement rates: This bill would provide that it is the intent of the Legislature to enact legislation that would establish a single regionalized state reimbursement rate system for childcare, preschool, and early learning services that would achieve specified objectives.	Awaiting hearing in Senate Appropriations Committee (2-year bill) - TBD on the policy			Yes	Support (2019)	Letter
AB 1001	Ting (D-San Francisco), Mullin		Local Planning Councils: AB 1001 would restructure the composition of local planning councils (LPCs) to be more representative of the local communities they serve, and would appropriate no less than \$10,000,000 to LPCs to sufficiently fulfil their primary functions.	Status TBD (2-year bill) - Author not moving			Yes	Support (2019)	Letter
SB (Senate Bill) 174	Leyva (D-Ontario)		Reimbursement rates: This bill would provide that it is the intent of the Legislature to enact legislation that would establish a single regionalized state reimbursement rate system for childcare, preschool, and early learning services that would achieve specified objectives.	Awaiting hearing in Assembly Appropriations Committee (2-year bill) - TBD on the policy			Yes	Support (2019)	Letter
Federal Policy									
H.R. 7027	DeLauro (D-CT); and 86 Democratic Co-Sponsors		Child Care is Essential Act: This bill would provide \$50 billion to help stabilize the child care sector and allow providers to safely reopen and operate during the COVID-19 pandemic. The funding would flow as grants through the Child Care Development Block Grant (CCDBG) program, and be made available to help programs cover: personnel costs, including maintaining compensation and benefits; sanitization and cleaning costs, as well as the purchase of personal protective equipment and any other supplies necessary to continue or resume program operations in a safe manner; fixed costs such as rent or mortgage payments; and utilities and other essential services.	Referred to the Committee on Appropriations, and in addition to the Committee on the Budget, for a period to be subsequently determined by the Speaker.			Yes	Support	
H.R. 2	Rep. DeFazio (D-OR); and 129 Democratic Co-Sponsors		Moving Forward Together Act: This bill would provide a \$1.5 trillion investment in infrastructure for essential sectors, including \$10 billion for child care and \$100 billion for K-12 schools, \$30 billion for health care, \$100 billion for affordable housing, \$65 billion for clean water, and over \$300 billion for community development projects. This funding would help to address long-standing disparities in access to essential services such as health care and early learning and would direct additional funding toward under-resourced communities.	The motions to reconsider the votes on amendments en bloc numbers one, two, and three to H.R. 2 are laid on the table. Agreed to without objection.			Yes	Support	
Health									
AB 2164	Rivas, Robert (D-Hollister)	Salas (D-Bakersfield)	Telehealth Pilot: The bill would clarify, for purposes of an FQHC or RHC visit, that face-to-face contact between a health care provider and a patient is not required for an FQHC or RHC to bill for telehealth by synchronous real time or asynchronous store and forward if specified requirements are met, including that a billable provider in the Medi-Cal program, and who is employed by the FQHC or RHC, supervises or provides the services for that patient via telehealth by synchronous real time or asynchronous store and forward.	In Senate; Read first time. To Committee on Rules for assignment.			Yes	Support	Letter
AB 526; SB 1073	Petrie-Norris (R-Irvine); L. Gonzalez (Long Beach)		Medi-Cal: This bill would create an expedited Medi-Cal enrollment pathway for children and pregnant women, by allowing the data individuals provide when applying to the Special Supplemental Nutrition Program for Women, Infants and Children (WIC) to also determine eligibility for Medi-Cal. The state would accomplish this by utilizing Medicaid's Express Lane Eligibility (ELE) authority. This allows children to concurrently apply for Medi-Cal, as well as pregnant women into Presumptive Eligibility Medi-Cal status, when applying to certain other federal benefits programs. The bill would also fund infrastructure and systems changes needed to enable information sharing between WIC and Medi-Cal.	Awaiting hearing Senate Health Committee (2-year bill); AB 526 was introduced in Senate as SB 1073 (Gonzalez) - Author not moving		Yes	Support (2019)	Letter	
(SB) 66	Atkins (D-San Diego), McGuire		Medi-Cal: federally qualified health center and rural health clinic services: This bill would authorize reimbursement for a maximum of 2 visits taking place on the same day at a single location if after the first visit the patient suffers illness or injury requiring additional diagnosis or treatment, or if the patient has a medical visit and a mental health visit or a dental visit, as defined.	2-year bill - TBD			Yes	Support (2019)	Letter
Federal Policy									
HR 4107	DeSaulnier (D-Concord); 36 Co-Sponsors and bipartisan		Early Childhood is the Right IDEA Act: HR 4107: The Funding for Early Childhood is the Right IDEA Act, would increase federal funding for two programs within the Individuals with Disabilities Education Act (IDEA). Specifically, it would call on Congress to boost IDEA Part C and Section 619 funding to between approximately \$1,700 and \$1,900 per child.	Referred to the House Committee on Education and Labor			Yes	Support (2019)	Letter

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S. 3721	Sen. Kamala Harris (D-CA); 20 additional co-sponsors		COVID-19 Racial and Ethnic Disparities Task Force of 2020: To provide for the establishment of a COVID-19 Racial and Ethnic Disparities Task Force to gather data about disproportionately affected communities and provide recommendations to combat the racial and ethnic disparities in the COVID-19 response.	Read twice and referred to the Committee on Health, Education, Labor, and Pensions			Yes	Support	
S. 3719 / H.R. 1368	Sen. Harris (D-CA) with Sens. Gillibrand (D-NY) and Sanders (I-VT); Rep. Adams (D-NC)		Closing the Meal Gap Act of 2020: would permanently increase supplemental nutritional assistance program (SNAP) benefits by up to 30 percent, depending on family income-level. It would also provide SNAP funding to US territories like Puerto Rico, American Samoa and the Northern Mariana Islands as entitlements rather than block grants, and remove the time limits and work requirements childless adults between the ages of 18- and 49-years old currently face when receiving food assistance.	Read twice and referred to the Committee on Agriculture, Nutrition, and Forestry			Yes	Support	
Federal Regulation - CMS-2019-0169-0011	Centers for Medicaid Services (CMS)		Medicaid Program: Medicaid Fiscal Accountability Regulation: Establishes new reporting requirements for states to provide CMS with certain information on supplemental payments to Medicaid providers, including supplemental payments approved under either Medicaid state plan.	Public Comments submitted to the Federal Register			Yes	Oppose	Comments
Families									
Federal Policy									
HR 3222	Chu (D-Pasadena); 124 Co-Sponsors		Public Charge: H.R. 3222: The No Federal Funds for Public Charge Act prohibits the use of federal funds and other fees to implement the U.S. Department of Homeland Security's (DHS) new regulatory rule to expand the definition of public charge, released on August 12, 2019. Under the legislation, federal funds made available for any fiscal year, may not be used to implement, administer, enforce, or carry out the regulation.	Referred to the Subcommittee on Immigration and Citizenship			Yes	Support (2019)	Letter
HR 4768	Davis (D-IL); 18 Co-Sponsors		The Home Visiting to Reduce Maternal Mortality and Morbidity Act: H.R. 4768: This bill would double the federal government's investment in evidence-based home visiting programs by 2022, making a proven tool to fight maternal mortality and morbidity available to more communities across the United States. Under current law, federally-funded home visiting services reach only about 150,000 of the 18 million families that could benefit from home visiting.	Its major provisions were passed by the House via H.R. 3			Yes	Support (2019)	Letter
Federal Regulation - USCIS-2010-0012	U.S. Department of Homeland Security (DHS)		Inadmissibility on Public Charge Grounds: Expansion of the public charge definition for immigrants seeking to legally adjust their status.	Public Comments submitted to the Federal Register			Yes	Oppose (2019)	Comments
Federal Regulation - OMB-2019-0002	U.S. Office of Management and Budget (OMB)		Request for Comment: Consumer Inflation Measures Produced by Federal Statistical Agencies: Request for comment regarding differences among various consumer price indexes produced by the Bureau of Labor Statistics (BLS) and the Bureau of Economic Analysis (BEA), and how those differences might influence the estimation of the Official Poverty Measure (OPM).	Public Comments submitted to the Federal Register			Yes	Oppose (2019)	Comments
Federal Regulation - HUD-2019-0044	U.S. Department of Housing and Urban Development (HUD)		Housing and Community Development Act of 1980: Verification of Eligible Status: Prohibition of mixed-status immigrant families from living in public housing and receiving other housing assistance.	Public Comments submitted to the Federal Register			Yes	Oppose (2019)	Comments
Federal Regulation - FNS-2018-0037	U.S. Department of Agriculture (USDA)		Revision of Categorical Eligibility in the Supplemental Nutrition Assistance Program (SNAP): Make changes to the Supplemental Nutrition Assistance Program (SNAP) regulations to refine categorical eligibility requirements based on receipt of Temporary Assistance for Needy Families (TANF) benefits.	Public Comments submitted to the Federal Register			Yes	Oppose (2019)	Comments
Communities Sustainability									
WATCH LIST									
Policy Item	Author/Budget Amount	Co-Authors	Title & Description	Notes/Sponsor/Status	Policy Agenda Alignment	Community Identified Priority	Analysis Complete	Position Taken	Support Letter
Early Care & Education									
AB 2086	Gomez Reyes (D-Grand Terrace)		Family Child Care Home Education Networks: Codifies, clarifies and standardizes the duties, responsibilities, and rate of family child care home education network (FCCHEN) contractors and providers. It also creates a pilot project to demonstrate and evaluate a mode of the application of supportive services through existing ECCHEN contracts.	Awaiting hearing in Assembly Human Services and Education Committees - Author not moving				Watch	
AB 2500	McCarty (D-Sacramento), Reyes (D-Grand Terrace), Ting (D-San Francisco)	Dodd (D-Napa), Gonzalez (D-Long Beach), Rubio (D-Baldwin Park)	Transitional Kindergarten: average daily attendance. This bill would delete the provision that prohibits a pupil admitted to a transitional kindergarten who has their birthday after December 2 from generating average daily attendance or being included in the enrollment or unduplicated pupil count, as provided.	Awaiting hearing in Assembly Education Committee				Watch	
SB 1075	Gonzalez (D-Long Beach)		Transitional Kindergarten: This bill would authorize a school district or charter school to also admit into a transitional kindergarten program in the current school year a child who will have their 5th birthday on any day from July 1 to August 31, inclusive, of the following school year, subject to those same conditions.	Awaiting hearing in Senate Education Committee				Watch	
Federal Policy									
NA	Rouda (D-Costa Mesa)		Head Start Modernization Act: To amend the Head Start Act to increase the threshold eligibility for children to participate in Head Start programs.	Not yet introduced				Watch	
Federal COVID-19 Relief Package Proposal	Sens. Warren (D-Mass.) and Smith (D-Minn)		In a letter sent to Senate Majority Leader Mitch McConnell (R-KY) on March, Senators Elizabeth Warren (D-Mass.) and Tina Smith (D-Minn.) proposed a \$50 billion investment in child care to stabilize the field both across the short- and long-term. According to the proposal, funding would be distributed through the Child Care Development Block Grant (CCDBG) to: 1) increase access to child care for essential workers, including providing hazard pay to providers and eliminating family fees for essential workers, 2) offer aid to keep providers in business, all workers on payroll, and to cover operational costs such as mortgage and rent payments, and 3) provide long-term investments in access and the workforce to the child care field.	Not a formal bill, but not yet included in a federal relief bill or package			Yes	Watch	
Health									
SB 855	Wiener (D-San Francisco), Beall, Glazer and Hill, Malenschein and Wicks	Aguiar-Curry and Chiu, Glazer and Hill, Malenschein and Wicks	Mental Health as a Medical Necessity: Strengthens the California Parity act to require that insurers cover medically necessary treatment for all mental health and substance use disorders (MH/SUD).	Referred to Senate Health Committee				Watch	
SB 1073	Lena Gonzalez (D-Long Beach), Petrie-Norris (D-Costa Mesa)		Medi-Cal: This bill would require the State Department of Health Care Services to designate the WIC Program and its local WIC agencies as Express Lane agencies, and to use WIC Program eligibility determinations to meet Medi-Cal program eligibility requirements, including financial eligibility and state residence.	Awaiting hearing Senate Health Committee (2-year bill); AB 526 was introduced in Senate as SB 1073 (Gonzalez) - Author not moving				Watch	
AB 2007	Salas (D-Bakersfield)		Telehealth: The bill would clarify, for purposes of an FQHC or RHC visit, that face-to-face contact between a health care provider and a patient is not required for an FQHC or RHC to bill for telehealth by synchronous real time or asynchronous store and forward if specified requirements are met, including that a billable provider in the Medi-Cal program, and who is employed by the FQHC or RHC, supervises or provides the services for that patient via telehealth by synchronous real time or asynchronous store and forward.	Not Moving- (original bill language was incorporated in AB 2164-see below)				Watch	

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AB 2360	Maienschein (D- Northern San Diego)		Maternal and child mental health: This bill would require the State Department of Health Care Services to contract with a third-party provider to establish and administer a centralized telepsychiatry doctor-to-doctor consultation service to provide primary care physicians with specialized information regarding the mental health issues of children and perinatal women. The bill would require the department to choose 3 to 5 counties to participate in the program on or before July 1, 2023.	In Senate; Read first time. To Rules Committee for assignment.				Watch	
AB 2393	Petrie-Norris (D-Costa Mesa)		Early Intervention (spot bill): Existing law, the California Early Intervention Services Act, contingent upon the state's participation in Part C of the federal Individuals with Disabilities Education Act for individuals from birth to 2 years of age, inclusive, provides a statewide system of coordinated, comprehensive family-centered, multidisciplinary, interagency programs, responsible for providing appropriate early intervention services and supports to eligible infants and toddlers and their families. This bill would make technical, nonsubstantive changes to those provisions.	Spot bill turned into a natural resource bill; Re-referred to Committee on Natural Resources				Watch	
AB 2464	Aguilar-Curry (D-Napa)		Telehealth: This bill would establish a grant program for purposes of establishing and funding a statewide pediatric behavioral telehealth network, subject to a competitive grant process.	In committee: held under submission				Watch	
AB 2581	Reyes (D-Inland Empire)		Early Childhood Development Department: This bill would establish the Department of Early Child Development within the California Health and Human Services Agency, and would require the new department to consolidate leadership on programs and issues relating to the administration of early learning and care and to centralize and build a coherent and whole person early learning and care system to improve service delivery for children, families, and providers by maximizing federal, state, and local resources. The bill would transfer the duties, powers, functions, jurisdiction, and responsibilities of specified programs and entities relating to early childhood care and learning from various departments, including the State Department of Education and the State Department of Social Services.	In Senate; Read first time. To Rules Committee for assignment.				Watch	
AB 3003	Cervantes (D-Corona)		Maternal Mental Health: This bill would declare the intent of the Legislature to enact legislation to address the shortage of treatment options for women suffering from maternal mental health disorders, including postpartum depression and anxiety disorders.	Awaiting hearing in Assembly Health Committee				Watch	
AB 3344	Gloria (D-San Diego)		Medi-Cal: Existing law provides that federally qualified health center (FQHC) services and rural health clinic (RHC) services, as defined, are covered benefits under the Medi-Cal program, to be reimbursed, to the extent that federal financial participation is obtained, to providers on a per-visit basis. This bill would make technical, nonsubstantive changes to those provisions.	Not referred to a committee				Watch	
AB 2279	Garcia (D-Bell Gardens)		Childhood Lead Poisoning Prevention: The Childhood Lead Poisoning Prevention Act of 1991 establishes the Childhood Lead Poisoning Prevention Program and requires the State Department of Public Health to adopt regulations establishing a standard of care, at least as stringent as the most recent federal Centers for Disease Control and Prevention screening guidelines. Current law provides that the standard of care shall require a child who is determined to be at risk for lead poisoning to be screened. Current law requires the regulations to include the determination of specified risk factors, including a child's time spent in a home, school, or building built before 1978. This bill would add several risk factors to be considered as part of the standard of care specified in regulations, including a child's residency in or visit to a foreign country, or their residency in a high-risk ZIP Code, and would require the department to develop, by January 1, 2021, the regulations on the additional risk factors, in consultation with the specified	Referred to Senate Health Committee				Watch	
AB 2277	Salas (D-Bakersfield)		Medi-Cal: Blood lead screening tests: Current law authorizes the State Department of Health Care Services to enter contracts with managed care plans to provide Medi-Cal services. Under existing law, Medi-Cal covers early and periodic screening, diagnosis, and treatment for individuals under 21 years of age, consistent with federal law. This bill would require any contract between the department and a Medi-Cal managed care plan to impose requirements on the Medi-Cal managed care plan to identify every enrollee who does not have a record of completing those tests at 12 and 24 months of age, and to remind the contracting health care provider who is responsible for performing a periodic health assessment of a child of the need to perform those tests. The bill would require the department to develop and implement procedures, and take enforcement action, as prescribed, to ensure that a Medi-Cal managed plan	In Senate; Read first time. To Rules Committee for assignment.				Watch	
Federal Policy									
Families									
AB 2258	Reyes (D-Inland Empire), Bonta (D-Oakland), Limon (D-Santa Barbara), McCarty (D-Sacramento)	Bauer-Kahan (D-Tri-Valley)	Doula Care: This bill would require the department to establish, commencing July 1, 2021, a full-spectrum doula care pilot program to operate for 3 years for pregnant and postpartum Medi-Cal beneficiaries residing in 14 counties, including the Counties of Alameda, Sacramento, San Diego, and Solano, that experience the highest burden of birth disparities in the state.	Awaiting hearing in Assembly Health Committee				Watch	
AB 2552	Patterson (D-Fresno)		Child Care and Development Services Priorities for Homeless Children: This bill would require that first priority for child development services also go to children experiencing homelessness. The bill would provide that a child experiencing homelessness enrolled in a childcare and development program pursuant to the act is not required to provide a fixed address or mailing address. The bill would require childcare and development service providers to conduct outreach to families experiencing homelessness, including through collaboration with local	Awaiting hearing in Assembly Human Services and Education Committees				Watch	
AB 2692	Cooper (D-Lodi)		Medi-Cal: Lactation Support: Existing law requires the department to streamline and simplify Medi-Cal program procedures to improve access to lactation supports and breast pumps among Medi-Cal beneficiaries. This bill would provide that lactation supports include lactation specialists.	Awaiting hearing in Assembly Health Committee				Watch	
AB 2729	Bauer-Kahan (D-Tri-Valley)		Medi-Cal: Presumptive Eligibility: This bill would expand the presumptive eligibility for pregnant women to all pregnant people, renaming the program "Presumptive Eligibility for Pregnant People" (PE4PP). The bill would make a presumptively eligible pregnant person eligible for coverage of all medical care, services, prescriptions, and supplies available under the Medi-Cal program, except for inpatient services and institutional long-term care.	Awaiting hearing in Assembly Health Committee				Watch	

Policy Item	Author/Budget Amount	Co-Authors	Title & Description	Notes/Sponsor/Status	Policy Agenda Alignment	Community Identified Priority	Analysis Complete	Position Taken	Support Letter
SB 1140	Caballero (D-Salinas)		Child Poverty Tax Credits: This bill, under the Personal Income Tax Law, would additionally allow a refundable child poverty tax credit against the taxes imposed under that law, for each taxable year beginning on or after January 1, 2020, in an amount equal to either (1) \$2,940 multiplied by the earned income tax credit adjustment factor for qualified taxpayers, as defined, residing in a "Region 1" county on the last day of the taxable year, not to exceed \$2,500 per each qualified taxpayer per taxable year, or (2) \$2,353 multiplied by the earned income tax credit adjustment factor for qualified taxpayers, as defined, residing in a "Region 2" county on the last day of the taxable year, not to exceed \$2,000 per each qualified taxpayer per taxable year, as specified. The bill would require amounts of this credit in excess of the qualified taxpayer's tax liability to be paid to the qualified taxpayer from the Tax Relief and Refund Account, thereby making an appropriation. The bill would specify that the credit is only operative for taxable years for which resources are authorized in the annual Budget Act for the Franchise Tax Board to oversee and audit returns associated with the earned income tax credit.	From committee chair, with author's amendments: Amend, and re-refer to committee. Read second time, amended, and re-referred to Committee on Rules				Watch	
AB 2413	Ting (D-San Francisco)		CalFresh: CalWORKs: Eligibility and reporting: Would require the State Department of Social Services to establish and require the use of self-attestation by Cal Fresh applicants and beneficiaries to verify required information to the extent permitted by federal law and to apply for any waivers necessary to simplify verification requirements. The bill would require the department to issue guidance that prohibits a county human services agency from requesting additional documents to verify dependent care expenses, except as specified. The bill would require the department to take specified actions by January 1, 2022, in an effort to expand Cal Fresh program outreach and retention and improve dual enrollment between the Cal Fresh and Medi-Cal programs.	In Senate; Read first time. To Committee on Rules Assignment.				Watch	
AB 2567	Burke (D-Inglewood)		CalWORKs: Eligibility: Current law requires a recipient of CalWORKs to participate in welfare-to-work activities as a condition of eligibility, and limits the time period in which a participant may engage in certain activities, in satisfaction of welfare-to-work requirements, to 24 cumulative months during a participant's lifetime. This bill would provide that a parent or caretaker relative shall not be eligible for CalWORKs aid when the parent or caretaker has received aid for a cumulative total of 60 months. The bill would also delete the 24-month limitation on certain welfare-to-work activities, and would make other, conforming changes. By increasing county administrative duties relating to the CalWORKs program, the bill would impose a state-mandated local program.	Re-referred to Assembly Appropriations Committee				Watch	
SB 943	Chang (R-Diamond Bar)		Paid Family Leave: COVID-19: Current law establishes within the state disability insurance program a family temporary disability insurance program, also known as the Paid Family Leave program, for the provision of wage replacement benefits to workers who take time off work to care for a seriously ill family member or to bond with a minor child within one year of birth or placement, as specified. This bill would, until June 1, 2021, also authorize wage replacement benefits to specified workers who take time off work to care for a minor child whose school has been closed due to the COVID-19 virus outbreak or to care for a special needs child or adult, or both, due to the outbreak.	Held in committee and under submission in June 18 hearing				Watch	
AB 3272	Gomez Reyes (D-Grand Terrace)		Foster Care: Current federal law, the Family First Prevention Services Act of 2018 (federal FFPSA), among other things, provides states with an option to use federal funds under Title IV of the federal Social Security Act to provide mental health and substance abuse prevention and treatment services and in-home parent skill-based programs to a child who is a candidate for foster care or a child in foster care who is a pregnant or parenting foster youth, as specified. This bill would, among other things, state the intent of the Legislature to exercise the option afforded to states in the federal FFPSA to receive federal financial participation for the above-described prevention services that are provided for a candidate for foster care or a pregnant or parenting foster youth, and the allowable costs for the proper and efficient administration of the program.	Re-referred to Assembly Appropriations Committee				Watch	

Policy Item	Author/Budget Amount	Co-Authors	Title & Description	Notes/Sponsor/Status	Policy Agenda Alignment	Community Identified Priority	Analysis Complete	Position Taken	Support Letter
Gov. State Budget Proposal: Paid Family Leave	N/A		Paid Family Leave: Includes paid family leave (PFL) resources, protections, and extension of pregnancy and birth disability protections for all eligible workers.	Included in the 2020-2021 final budget.				Watch	
Communities									
AB 2405	Burke (D-Inglewood), Chiu (D-San Francisco), Gonzalez (D-Chula Vista)	Wiener (D-San Mateo), Aguiar-Curry (D-Napa), Arambula (D-Fresno), Carrillo (D-Los Angeles), Flora (R-San Joaquin Valley), Eduardo Garcia (D-Indio), Gipson (D-Compton), Irwin (D-Oxnard), Jones-Sawyer (D-South Los Angeles), Low, McCarty (D-Sacramento), Quirk-Silva (Orange County), Luz Rivas (D-San Fernando), Santiago (D-East Los Angeles), Lena Gonzalez (D-Long Beach)	Housing: This bill would declare that it is the policy of the state that every child and family has the right to safe, decent, and affordable housing, and would require the policy to consider homelessness prevention, emergency accommodations, and permanent housing, as specified.	In Senate. Read first time; to Rules Committee for assignment			Yes	Watch	
Sustainability									
AB 2546	Grayson (D-Concord)		Family daycare homes: licensee duties: The California Child Day Care Facilities Act (act) generally requires the State Department of Social Services to license, inspect, and regulate various types of child day care facilities, defined to include, among others, family daycare homes. Existing regulations require a family daycare home licensee to be present in the home, ensure children are supervised at all times, and not be absent from the family daycare home more than 20% of the hours the licensee is providing care per day. Existing regulations also require a family daycare home to be clean with heating and ventilation, as specified, maintain telephone service, and provide safe toys and play equipment and materials. A violation of the act or a willful or repeated violation of any rule or regulation promulgated under the act is a crime and enforceable with a civil penalty. This bill would codify the above-described regulations as part of the act, and instead prohibit a family daycare licensee from being absent from the family daycare home more than 30% of the hours that the licensee is providing care per day.	Awaiting hearing in Assembly Human Services Committee				Watch	
SB 793	Hill (D-San Mateo)		Flavored Tobacco Products: This bill would prohibit a tobacco retailer, or any of the tobacco retailer's agents or employees, from selling, offering for sale, or possessing with the intent to sell or offer for sale, a flavored tobacco product, as product or a tobacco product flavor enhancer, as those terms are defined. The bill would make a violation of this prohibition an infraction punishable by a fine of \$250 for each violation. The bill would state the intent of the Legislature that these provisions not be construed to preempt or prohibit the adoption and implementation of local ordinances related to the prohibition on the sale of flavored tobacco products. The bill would state that its provisions are severable. By	Awaiting hearing in Senate Health Committee				Watch	



Overview of FY 2020/21 State Budget

First 5 Policy Committee
July 1, 2020

FY 20-21 State Budget

- **Avoids cuts made in the May Revise by using:**
 - Revenue referrals
 - Lower caseload projections (LAO numbers)
 - Reserve funding
- **Architecture of the Budget:**
 - “Trigger up” approach
 - Receiving \$14 billion in federal funds
 - Restoring funding by October 15, 2020

For the Association’s Overview of the State Budget please see [here](#).

Comprehensive Health & Development



Prop 56 Provider Payments:

- Preserves supplemental payments until **July 1, 2021**
 - Developmental screenings
 - ACEs Screenings
 - ACEs provider training
 - Physician and dentist loan repayment program
 - Physician services
 - Dental Services

Supports for Children with Special Needs:

- Preserves supplemental rate increases for developmental services providers (Early Start program)
- Regional Centers remain whole and avoid a \$55 million cut
- Supports special education services
 - \$645 million increase in Prop 98 funding

Family Resiliency



EITC Program Expansion:

- ITIN filers with children under age 6 will qualify for EITC and YCTC
- Advocates and legislature hope to expand to all ITIN filers

Black Infant Health:

- Preserves program; Rejects \$4.5 million cut

Reductions:

Home visiting

- Reduces CalWORKS Home Visiting Program by \$30 M
 - Restores funding in FY 2021-22

Universal Job Protected Leave:

- January 1, 2021
- Extends Paid Family Leave job protections to all eligible workers, regardless of employer size
- Extends pregnancy/birth disability job protections
- Additional support and outreach to lawmakers is needed
 - SB 1383 (Jackson)
 - Possible amendments forthcoming

Quality Early Learning



Child Care Made a Top Priority in Budget

Early Learning Package (key elements):

1. Preserves provider reimbursement rates
1. Holds harmless all state-subsidized child care programs open in FY 20-21
 - Direct-contractors- reimbursement based on enrollment (both in-person and distance learning)
 - Alternative Payment & CalWORKS providers (\$69.5 M from CARES)
1. Plans for \$300 million of additional federal CCDBG \$

Child Care Moved to Social Services:

- Except CSPP; full list see page 2, [here](#)
- \$2.3 million for transition. New Deputy Director of Child Development appointed by Gov.
- ECPC and DOF must submit report by March 31, 2021 to legislature.

*“How this shift results in better services for children and families, including how this shift will ensure families have the most **comprehensive information** about their choices in **comprehensive supports** for their families, including childcare.”*

- Interested in all reaction and thoughts.

Master Plan & ECPC

June 8th Meeting -- packet [here](#).

- Whole Child, Whole Family frame
- Create a funding structure to guide long-term investment in a mixed-delivery system.
- Align program standards to a common definition of quality
- Streamlines services to families
- Coordinate planning and management of whole child, whole family support
- Integrate health and care data
- **Not mentioned (so far):** wages for ECE workforce, need for comprehensive health and development funding stream, state-local partnership

Sustainability & Scale



Nicotine-Based Vaping Tax

- Deferred, will be addressed in August
- Negotiations around **fund allocation** and **taxation structure**
- The Association:
 - Continues to fight for Prop 10 equivalency of the Vape Tax
 - Working closely with CSAC & CHEAC
 - Senator Caballero (D-Salinas) is our champion on the issue
 - SB 793 (Hill) Flavors Ban *may* intersect

Advocacy Moving Forward

Send Thank Yous

- Early childhood is viewed as one of the “winners” in the budget. Thank our legislative champions for preserving much of the social safety net.
- Thank You Template is available [here](#).
- Template keeps the two remaining issues on their radar:
 - 1) Vape Tax; and
 - 2) PFL

Vape Tax

- Focus for First 5 is equivalency (14.8%)
- Will be gearing for broader support
- CSAC is writing a blog post = BOS engagement for late July/ early August
- **We anticipate needing another advocacy push from commissions and partners in August**

Federal Policy

- **HEROES** (4th federal stimulus bill) stalled in Senate. Contains: \$8 B for child care & \$100 M for MIECHV. Association supports MIECHV expansion
- **Child Care is Essential Act** (Rep DeLauro & Sen Murray). Contains \$50 billion for child care re-opening and sustainability. Association supports!
- **Moving Forward Act (HR 2)** -- includes \$10 B for child care infrastructure
- **NEW: COVID-19 Education Relief Bill** -- Sen Murray intros \$430 B relief effort -- \$50 B for child care; \$1.5 B for CAPTA; IDEA funding; \$33 B for Governors' discretion to support educational programs significantly impacted by COVID-19
- COVID-19 Health Disparities (Harris)
- Increase to SNAP eligibility (Harris)

Questions?

FIRST 5 LA

SUBJECT:

Request to Amend a Strategic Partnership with Southern California Grantmakers, Fiscal Sponsor for the Center for Strategic Partnerships, from July 2021 to September 2021 to Support Technical Assistance to LA County Department of Mental Health to Continue to Operationalize Mental Health Services Act/Prevention and Early Intervention Funds for Prevention Efforts in the Context of the COVID-19 Pandemic. The current total project cost is \$225,000.

RECOMMENDATION (PROVIDED AS INFORMATION):

This memo is provided as information for the Board's consideration at July 9th, 2020 Board of Commissioners meeting. First 5 LA staff recommends that at the September 10th, 2020 Commission meeting, the Board approve the amendment and extension of a Strategic Partnership with Southern California Grantmakers, Fiscal Sponsor for the Center for Strategic Partnerships for an amount not to exceed \$225,000 through September 2021. Staff anticipates returning to the Board to seek authority to execute a contract in September 2020. Funds for FY 2020-2021 are included within the current First 5 LA Programmatic Budget under Families Strategy 1 - Home Visiting, Home Visiting Sustainability Support in Mental Health Systems, which will be presented to the Board of Commissioners for approval in July 2020. Unused FY 2019-20 contracted funds will be included in the FY 2020-21 budget at mid-year as part of the mid-year adjustment process.

BACKGROUND:

The December 2016 home visiting board motion and the resulting 2018 plan "Strengthening Home Visiting in Los Angeles County: A Plan To Improve Child, Family, and Community Well-Being", lays out strategies for the County of Los Angeles, the County's Department of Public Health, First 5 LA, and their community partners to provide the supports that will help young children and communities thrive. The home visiting motion passed by the Board of Supervisors and subsequent report significantly elevated the profile of home visiting as a holistic family-strengthening investment to improve outcomes for families with young children countywide. The motion identified several key priorities, one of which is to "identify a framework to maximize resources by leveraging available funding and where possible identify new and existing but not maximized revenue streams." In short, the motion directed partners to identify a plan for sustainability of universally-offered home visiting efforts countywide, a recommendation that is further emphasized in the report.

This directive in the Board motion and subsequent report catalyzed several important emerging opportunities in sustainability for home visiting efforts. Significant among them, the LA County Department of Mental Health (DMH) re-directed \$40M of available Mental Health Services Act-Prevention and Early Intervention (MHSA-PEI) funding over two years to expand mental health services and supports to programs focused on trauma-informed prevention and early intervention for at-risk children, youth, and families, including expanding home visiting services. Since the writing of the original Strategic Partnership memo, the funding for the full expansion of home visiting has expired; however, it continues to be utilized for support of the Nurse Family Partnership program administered by the Department of Public Health and, importantly, has enabled DMH to increase its role as an active and critical partner in home visiting systems building in the County. For example, DMH continues to be a key partner in ensuring effective referrals, and is participating in efforts funded by the Heising-Simons Foundation to bring the key leaders of home visiting in Los Angeles County together to determine the vision for the future of the system. In this role, DMH is demonstrating its leadership in the home visiting system in Los Angeles County, which was originally facilitated by the introduction of the MHSA-PEI funding for home visiting and will be further catalyzed by the continuation of this Strategic Partnership in its third year. Strengthening this capacity within DMH is consistent with First 5 LA's efforts on sustainability, increase family supports, and prevention and early intervention.

This memo is being updated in July of 2020 to apply the lens of the impact of the COVID-19 pandemic on families and communities to this continuing scope of work. As the emergent nature of the need to respond to put in place strategies to support communities and families as a result of COVID-19 subsides, and Los Angeles County moves into a recovery phase, it will be essential to identify and implement strategies that will help support communities and families in their mental health, in which home visiting can play a key role. This work will necessitate continuing to facilitate strong partnerships among key stakeholders, including First 5 LA and the Departments of Mental Health, Public Health, and Child and Family Services, among others. As noted above, this Strategic Partnership helps to ensure that DMH can continue being a critical partner in supporting the home visiting system in Los Angeles County, particularly in light of the specific challenges and opportunities that the COVID-19 pandemic presents, such as transitioning to virtual home visiting and other early intervention and prevention services.

The original Strategic Partnership, which represented a partnership between First 5 LA and the Center for Strategic Partnerships (CSP) to complete this work, was extended in July 2019. The requested amendment and extension of this Strategic Partnership through September 2021 will allow the scope of work to continue with the applied lens of supporting families and communities in the context of the COVID-19 pandemic.

Pursuant to the Procurement Policy, Strategic Partnerships of \$75,000 or more in a fiscal year must be presented to the Board for approval. Staff is not requesting additional funds over those that have already been approved, but is requesting an amendment and extension of this Strategic Partnership to account for the lens of the impact of the COVID-19 pandemic for an amount not to exceed \$225,000 to comply with this policy.

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

The Strategic Partnership with Southern California Grantmakers will leverage funds from several philanthropic partners as detailed under the leveraging criteria below.

In regard to sustainability, as mentioned above, the LA County Board of Supervisors passed a Home Visiting motion in December 2016 that significantly elevated the profile of home visiting as a holistic intervention to improve outcomes for families with young children countywide. The motion identified several key priorities, one of which is to “identify a framework to maximize resources by leveraging available funding and where possible identify new and existing but not maximized revenue streams.” In short, the motion directs partners to identify a plan for sustainability of expanded home visiting efforts countywide.

Since the passage of the motion in 2016, the home visiting system in LA County has evolved not only as a result of the motion and the subsequent planning that occurred since, but also as a result of several new funding streams for home visiting that have come or are coming into the County from multiple sources. This includes the aforementioned funding from MHSA-PEI as well as DPSS CalWORKs, and the California Home Visiting Program (CHVP). A critical component of this, the large infusion of \$40 million in MHSA-PEI funding over two years, significantly expanded home visiting funding in the County. DMH’s leadership in supporting the home visiting system continues to present an incredible sustainability opportunity for the County in the long-term. Furthermore, applying the lens of the impact of the COVID-19 pandemic and considering how to support the mental health needs of families and communities as a result of the pandemic will help to ensure that the system remains sustained in the light of the specific challenges raised as a result of pandemic.

In addition to the funding that First 5 LA has already provided, there are several funding and staffing resources that have supported initial planning efforts for the MHSA-PEI funding, and others that will support continued efforts. For example, in the first year of this project, Ms. Cugley played a pivotal role in ensuring the effective and efficient utilization of the MHSA-PEI dollars. Finally, it is anticipated that First 5 LA’s commitment will catalyze and be supplemented by private foundation funding in the amount of at least \$75,000. Therefore, continuing to support this Strategic Partnership applying the lens of the COVID-19 pandemic will leverage these different past and ongoing funding and staffing resources.

JUSTIFICATION:

This Strategic Partnership meets the criteria below:

- ☐ The Strategic Partnership can provide specific resources needed by First 5 LA to implement an approved program or initiative in a manner or on a scale that makes the Strategic Partnership more cost effective than resources provided through a competitive solicitation; or
- ☐ The Strategic Partnership can implement an approved program or initiative more expeditiously than resources provided through a competitive solicitation; or
- ☐ The Strategic Partnership can provide a demonstrated level of ability or expertise that is only available in the community through the proposed Strategic Partnership; or
- ☒ The Strategic Partnership provides an opportunity to leverage First 5 LA funds to produce additional funding for the program or initiative or service.

AND

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

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

The Strategic Partnership provides an opportunity to leverage First 5 LA funds to produce additional funding to ensure the continued effective implementation of MHSA-PEI funding towards prevention programs, including home visiting, through DMH applying the lens of the impact of the COVID-19 pandemic on the mental health of families and communities throughout the County. In addition, the funding from First 5 LA will leverage private foundation dollars from the Weingart Foundation in the amount of \$50,000 and the Ralph M. Parsons Foundation in the amount of \$25,000.

Continuing this Strategic Partnership will also extend and strengthen our partnership with the Center for Strategic Partnerships (CSP), a key County partnership because CSP is charged with developing and strengthening new and existing partnerships and strategically leveraging federal, state, and private dollars to serve Los Angeles County's youth, families, and communities. As mentioned above, there are several funding and staffing resources that have supported initial planning efforts for the MHSA-PEI funding in addition to First 5 LA's initial investment, and others that will support continued efforts to operationalize the funding. Additionally, given CSP's charge to leverage public-private partnerships and funding, by continuing this strategic partnership, First 5 LA's investment is well-positioned for CSP to catalyze additional County and philanthropic funding to better integrate resources to enhance impact and benefit to young children and families.

Furthermore, extending this Strategic Partnership is a critical component of our myriad efforts around fund leveraging and sustainability, which is a priority of our work. For example, First 5 LA was an active participant on the Home Visiting Board Motion planning group, mentioned above, which resulted in the development and publication of the report "Strengthening Home Visiting in Los Angeles County: A Plan to Improve Child, Family, and Community Well-Being." A key directive of the motion was to ensure sustainability of efforts. Furthermore, First 5 LA is working on piloting several strategies to leverage and maximize funding in the short- and long-terms. For example, First 5 LA is currently working with several MediCal managed care health plans to engage their members in home visiting, which will not only help to improve outcomes for young children and their families but will also increase member engagement. First 5 LA is also pursuing multiple other funding opportunities through initiatives such as the Families First Prevention Services Act and DPSS funding. Since all these efforts to secure diverse and innovative sources of sustainable funding for First 5 LA's investments and the broader system of prevention-related services in LA County are aligned with one another, modifying this Strategic Partnership to apply the lens of the COVID-19 pandemic will strengthen this entire piece of work.

The proposed Strategic Partnership is aligned with the adopted Strategic Plan

The proposed Strategic Partnership is aligned with the 2020-2028 Strategic Plan, specifically to Strategic Priority 1, Strengthen Public and Community Systems. Particularly by applying the lens of the impact of the COVID-19 pandemic to this work, public and community systems will be strengthened by supporting families and communities and facilitating strong partnerships between key stakeholders across the County.

It is also closely associated with the Long Term System Outcome of Sustainability. As described above, this Strategic Partnership will strengthen First 5 LA's overall efforts to sustain the systems that support families and communities, particularly as they try to heal from the trauma associated with the COVID-19 pandemic. With the ongoing decline of First 5 LA revenue, it is increasingly important that long term sustainability strategies are identified, prioritized and implemented. Supporting DMH in continuing to play a leadership role in these efforts represents an important opportunity to create a larger, more diverse, and more sustainable home visiting system.

NEXT STEPS:

Staff anticipates returning to the Board on September 10, 2020 to approve the amendment to the Strategic Partnership with Southern California Grantmakers, Fiscal Sponsor for the Center for Strategic Partnerships and present a contract for Board approval if the amount is over \$75,000.

FIRST 5 LA

SUBJECT:

Amend the Strategic Partnership with Dignity Community Care in the Amount of \$265,000, for a total project cost of \$903,876 to Coordinate the Provision of Training and Materials to Support the Department of Health Services' MAMA's Neighborhood Program Expansion

RECOMMENDATION (PROVIDED AS INFORMATION):

This memo is provided as information for the Board's consideration at the July 9, 2020 Commission meeting. First 5 LA staff recommends that at the September 10, 2020 Commission meeting, the Board approve the amendment of a Strategic Partnership with Dignity Community Care to support the Department of Health Services' MAMA's Neighborhood Program for an amount not to exceed \$903,876. The funds have been included in the First 5 LA FY 2020-21 Programmatic Budget under Home Visitation - MAMA's Visits Home Visiting Program Training and T.A. Support, pending Board approval on July 9, 2020.

BACKGROUND:

In March 2018 the Board approved the Strategic Partnership with Dignity Community Care to support the Department of Health Services' MAMA's Neighborhood Program, and embed the core principles and strategies of the Family Strengthening Framework into the program's training and materials. This Strategic Partnership was a result of a December 2016 Motion from the Board of Supervisors in LA County that directed entities, including the Office of Child Protection, First 5 LA, Perinatal and Early Childhood Home Visitation Consortium, Children's Data Network, and the LA County Departments of Public Health, Health Services, Mental Health, Public Social Services, Children and Family Services, and Probation to develop a plan to coordinate, enhance, expand, and advocate for high quality home visiting programs to serve more expectant and parenting families. The Department of Health Services (DHS) was an active participant in coordination efforts to expand and increase the quality of home visitation services in LA County. As a part of their amendment to their 1115 Whole Person Care Medi-Cal Waiver, DHS received approval to expand their MAMA's Neighborhood program to include home visitation. MAMA's Neighborhood is the local name for the "Strong Start for Mothers and Newborns" initiative created by the U.S. Department of Health and Human Services to reduce preterm births and improve outcomes for newborns and pregnant women. The program provides prenatal care and comprehensive healthcare services in six Los Angeles neighborhoods, and links prenatal clients with services in their community, such as mental health/stress, substance use, housing, parenting education and places for healthy food. The expansion of MAMA's has enhanced their system of care with implementation of a comprehensive, evidence-based, screening tool at prenatal care intake; intensive case management through home visitation and patient-centered care planning based on risk scoring; and explicit use of community-based services for treatment of identified risks. The expansion allowed MAMA's to provide follow up to mothers into the postpartum period and utilize home visiting as a strategy to extend the reach of the program and provide services to mothers ineligible for other home visiting programs.

Dignity Community Care community benefit program, LA Best Babies Network (LABBN), embedded the Family Strengthening Framework principles into the training of home visitors of MAMA's Neighborhood program. As of April 2013, LABBN has served as First 5 LA's Family Strengthening Oversight Entity, leading the programmatic oversight, technical assistance, training of home visitation staff and provision of database support for the First 5 LA funded home visitation programs: Welcome Baby, Parents As Teachers (PAT) and Healthy Families America (HFA) programs. As Welcome Baby expanded from one site to a total of fourteen and PAT and HFA were implemented across twenty-one sites, LABBN has led comprehensive Family Strengthening Network cohort trainings of over 150 hours twice a year, training over 500 home visitors in the past six years as a part of the Network. The training consists of 22 topics ranging from critical home visitor skills such as motivational interviewing and a foundational training on reflective practice to knowledge on: bonding and attachment; developmental milestones; preventive care; brain development and early infant development; cultural competency; and trauma informed care.

LABBN has provided MAMA's Neighborhood program with the Family Strengthening Framework and Training utilized by First 5 LA's home visiting programs since April 2019. LABBN trained over 50 home visitors from MAMA's Neighborhood in FY 19-20. LABBN also provided program materials for over 750 enrolled clients, including: the Welcome Baby book; boppy nursing pillow; healthcare safety kit; First 5 California Parent Kit; and developmental toys. Finally, LABBN coordinated a monthly Group Reflective Practice mentoring for MAMA's social work staff. Reflective practice is a crucial best practice to more effectively engage parents and support and retain home visitation staff.

Finally, the Strategic Partnership with MAMA's Neighborhood has helped advance the goals of the Board of Supervisors Motion to coordinate, enhance, expand, and advocate for high quality home visiting programs in LA County. The training provided to MAMA's Neighborhood's workforce has enhanced the preparation of the workforce and quality of services provided. The training embeds the core principles and strategies of the Family Strengthening Framework, which promotes principles such as: valuing the science that promotes the practices that enhance the brain and the development of children; healthy and secure attachments with a consistent and loving caregiver; and the development and application of skills by home visiting staff to support their work with families within a strength-based, client-centered approach. Additionally, DHS was engaged in efforts to coordinate with other programs to engage families prenatally, and elevated lessons learned and new that help inform County efforts to coordinate and expand access to services. The continued partnership will further enhance and deepen the training and preparation of MAMA's Neighborhood workforce. The ongoing support will incorporate new topics and skills in alignment with the Family Strengthening principles and technical training needs.

Pursuant to the Procurement Policy, Strategic Partners of \$75,000 or more in a fiscal year must be presented to the Board for approval. Staff is requesting an amendment of the strategic partnership for an amount not to exceed \$903,876 through June 30, 2021 to comply with this policy.

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

Sustainability Plan: Through Whole Person Care MAMA's visits, DHS seeks to continue addressing the priority identified by the Board of Supervisors Home Visitation Motion to improve home visitation services in the County. DHS funding for the expansion of MAMA's Neighborhood continues until 2021, and provides DHS with the opportunity to learn how home visiting impacts their population. During this time DHS will continue to build their program infrastructure, which will allow First 5 LA to decrease its investment over time.

Leveraged Resources: The proposed Strategic Partnership between First 5 LA and Dignity Community Care represents a partnership to continue leveraging the existing infrastructure of LABBN's Family Strengthening Trainings and expertise. This includes leveraging of existing LABBN personnel, leading to a cost neutral effect in personnel as this cost category would continue to be covered fully but under two contracts instead of one. Finally, by combining resources First 5 LA can ensure administrative efficiency as DPH continues to build the capacity of their workforce and a family strengthening approach based on best practices.

JUSTIFICATION:

This Strategic Partnership meets the criteria below:

- ☐ The Strategic Partnership can provide specific resources needed by First 5 LA to implement an approved program or initiative in a manner or on a scale that makes the Strategic Partnership more cost effective than resources provided through a competitive solicitation; or
- ☐ The Strategic Partnership can implement an approved program or initiative more expeditiously than resources provided through a competitive solicitation; or
- ☒ The Strategic Partnership can provide a demonstrated level of ability or expertise that is only available in the community through the proposed Strategic Partnership; or

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

AND

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

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

- The continuation of the Strategic Partnership provides a demonstrated level of ability or expertise that is only available in the community through the Strategic Partnership. The partnership will allow for the ongoing incorporation of best practices into MAMA's Neighborhood program, including the Family Strengthening Framework and Training utilized by First 5 LA's home visiting programs. LABBN, its community benefits program, Dignity Community Care has continued to implement the Family Strengthening Network cohort trainings for over six years. LABBN works with a cadre of trainers across a span of critical content and skill areas specifically needed by home visitors. These trainers are familiarized with and have embedded the Family Strengthening Framework into their trainings.
- LABBN has provided the Family Strengthening Network cohort trainings for over six years. As a Strategic Partner, LABBN brings extensive experience in perinatal and maternal health, as well as the provision of technical assistance for home visitation staff working directly with pregnant and parenting families.
- The Department of Health Service's MAMA's Neighborhood began implementation of their expansion in Spring 2018 and continues to strengthen their workforce development efforts. LABBN can continue needed trainings and provision of materials given their existing infrastructure and experience. There are no other organizations in LA County that provide the depth and breadth of training utilizing the Family Strengthening Framework specific for home visitation staff working with families.

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

- A key strategy of First 5 LA's 2020-2028 Strategic Plan is to strengthen public and community systems. It aims to ensure families have the resources, opportunities and relationships to optimize their child's development. The Strategic Partnership supports MAMA's Neighborhood program, an early prevention effort, to be more family-centered and child-focused. The Family Strengthening Framework provides critical support for staff working directly with families to better achieve desired outcomes.
- The proposed Strategic Partnership is aligned with the Strategic Plan because it exemplifies our intentional efforts to strategically partner with others to maximize our impact on young children across Los Angeles County.

NEXT STEPS:

Staff anticipates returning to the Board on September 10, 2020 to approve the amendment of a Strategic Partnership with the Dignity Community Care for an amount not to exceed \$903,876 through June 30, 2020 and present a contract for Board approval if the amount is over \$75,000.

FIRST 5 LA

SUBJECT:

Amend the Strategic Partnerships with Los Angeles Unified School District, El Monte City School District, Mountain View School District, Pomona Unified School District, and Rosemead School District for First 5 LA's Kindergarten Readiness Assessment strategy for a combined total not to exceed \$22,645,556 through June 30, 2023. The Strategic Partnership with Pomona Unified School District will go through June 30, 2021

RECOMMENDATION (PROVIDED AS INFORMATION):

This memo is provided as information for the Board's consideration at the July 9, 2020 Board of Commissioners Meeting. First 5 LA staff recommends that at the September 10, 2020 Commission meeting, the Board approves the following:

- Amend a Strategic Partnership with Los Angeles Unified School District (LAUSD) for an amount not to exceed \$18,000,000 through June 30, 2023 for a total project cost not to exceed \$21,937,059;
- Amend Strategic Partnership with El Monte Central School District (EMCSD) for an amount not to exceed \$115,000 through June 30, 2023 for a total project cost not to exceed \$264,840;
- Amend Strategic Partnership with Mountain View School District (MVSD) for an amount not to exceed \$115,000 through June 30, 2023 for a total project cost not to exceed \$201,529;
- Amend Strategic Partnership with Rosemead School District (RSD) for an amount not to exceed \$115,000 through June 30, 2023 for a total project cost not to exceed \$199,176;
- Amend Strategic Partnership with Pomona Unified School District (PUSD) for an amount not to exceed \$90,000 through June 30, 2021 for a total project cost not to exceed \$244,481.

Funds for FY 2020-2021 are included within the First 5 LA FY 2020-2021 Programmatic Budget under County Systems Building: Kindergarten Readiness Assessment which will be presented to the Board for approval in July 2020. Beyond FY 2020-21, funds will be pulled from the assigned fund balance which will be brought to the Board of Commissioners for approval in June of the corresponding fiscal year. At the time of budget approval, requested resources will shift from the Assigned resource category of the fund balance, dedicated for broad Strategic Plan purposes, to the Committed category, amounts dedicated for a more specified purpose.

BACKGROUND:

Population-Level Measurement of School Readiness (Formerly KRA):

In November 2019, the board approved the 2020-2028 Strategic Plan. This strategic plan reaffirms First 5 LA's commitment to expanding a population-level measurement of school readiness in support of systems level change. In particular, First 5 LA is prioritizing expansion in Best Start geographies and ensuring data collected is used in community decision making.

The goal of the initiative is to support communities in collecting, sharing, and interpreting data from the EDI to drive community action. The EDI is a population-level tool which provides insight into young children's readiness for school, as well as highlights population wide vulnerabilities in five development areas including: social competence, emotional maturity, language and cognitive skills, communication skills, and physical health and well-being. The EDI measures a student's school readiness three to eight months after kindergarten entry. The instrument is a reflection tool administered by kindergarten teachers. Once data is collected, school districts in partnership with a local community agency engage teachers, community members and other stakeholders in understanding the results and developing strategies for targeted improvement. Objectives of the strategy are also to strengthen the capacity of

school districts and community agency staff to utilize the EDI to support policy and systems change and to build the capacity of community stakeholders to utilize EDI data to advance and inform community action.

Since the Board approved this initiative in 2017, school readiness data has been collected on 21,724 students from nine different districts/communities (see Appendix A for details). Each of the school districts recommended for an amended Strategic Partnership successfully participated in EDI implementation over the last three years. For example, in LAUSD four local districts and over 175 schools have participated in EDI implementation. The district has used EDI data to lead efforts to align early education efforts through “articulation meetings” with teachers, principals, and school-site parent representatives. Based on the needs identified in EDI data analysis, the district has lead parent trainings to support school readiness in topics like Self-Management and Foundational Reading Skills. Within the district, the team of EDI specialist have collaborated with local district organizational facilitators and the district’s Department and School of Mental Health to identify community need and develop appropriate community partnerships to provide necessary resources.

As EDI is typically collected every three years, amending these strategic partnerships for a renewed cycle of EDI data collection, analysis, and community engagement will: 1) contribute to the amount and richness of data collected; 2) deepen communities’ understanding of child wellbeing by providing opportunities to compare data and outcomes across the last three years; and 3) build upon the successes and lessons learned of the first stage of the initiative to refine implementation of the project. A key lesson of the first complete cycle of this initiative is the importance of engaging multiple local stakeholders. We have seen that the EDI is most successfully used as a tool to drive community action when a collaborative group of community stakeholders, including local municipal leaders and community-based organizations, are involved from the beginning of the process. Pomona Unified School District is an example of this this success. Pomona Unified School District has successfully collaborated with the Pomona’s Promise Collective Impact group to use EDI data as a catalyst to drive local action. For example, the collective impact group is using the EDI data to target a new “Mommy and Me” program to neighborhoods with the highest proportion of vulnerable children and to tailor the topics of the Mommy and Me trainings based on EDI data. First 5 LA will continue to work across departments to engage and convene these multiple stakeholders from the beginning the initiative. Our most recent population-level measurement of school readiness initiative in Long Beach, approved by the Board in February 2020, is an example of this approach: our Communities, Community Relations, and ECE Departments worked in partnership with the Long Beach School District, Mayor’s Fund for Education, and Health Department to bring the EDI to Long Beach. These partners will continuously be engaged in each stage of the project. Amending these partnerships will allow each district, in partnership with community stakeholders, to participate in a new round of data collection and refine their approach to supporting community action.

In the next three years of this initiative, we also plan to use lessons learned to refine several elements of the training, coaching, and support provided to EDI partners by UCLA, including improving the accessibility and legibility of data by creating interactive and publicly-facing data platforms and creating EDI policy briefings and/or Advisory Groups to ensure the thoughtful use of EDI results for several groups of children at increased risk of poor outcomes, namely children who are Dual Language Learners (DLL) and young boys of color. The goals of these briefs will be to help policy makers and local EDI partners understand: 1) how to interpret EDI results for these special populations to ensure the data are used in a thoughtful and culturally-sustaining way; 2) cautions about (and strategies to avoid) the misuse of data; 3) the assets that exist for DLL children and young boys of color and their communities that should be acknowledged, supported and reinforced; 4) risk and protective factors for these children; and 5) Best practices around effective strategies to support these children.

In summary, amending these Strategic Partnership will advance EDI data collection and saturation countywide (while prioritizing the work in our Best Start geographies) and support a refined strategy of engaging community around EDI data to support community action and systems change work.

Pursuant to the Procurement Policy, Strategic Partnerships of \$75,000 or more in a fiscal year must be presented to the Board for approval. Staff is requesting amendment of a Strategic Partnerships with LAUSD, El Monte Central School District, Mountain View Central School District, Rosemead School District, and Pomona Unified School District to comply with this policy.

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

The following outlines how First 5 LA and KRA will address the implementation of the sustainability and leveraging components of the First 5 LA Governance Guidelines approved by the Board in March 2014.

Sustainability – Without population-level school readiness data, communities, school districts, policy makers and politicians have limited means to evaluate the impact of interventions over time to improve child wellbeing and understand whether the services and resources they provide for young children and their families are meeting community needs. By using EDI data, school districts and communities can identify areas that need to be strengthened to aid young children in their growth and development. The EDI data and its requisite analyses serve as a critical tool in ensuring that the proper resources and services are utilized and/or established. Additionally, EDI data can be utilized to advocate for additional early care and education resources for school districts and municipalities. While the EDI data collection requires initial funding from First 5 LA, it is expected that school districts and communities will begin to recognize that the EDI is a cost-effective tool, that when invested in, supports local decision-making and effectively informs local policy making, including priorities set through the Local Control Action Plan (LCAP) for districts. Further, First 5 LA's demonstrated support of a population-level school readiness measurement system in LA County has the potential to serve as a catalyst to attract other First 5 Commissions and funders interested in leveraging resources to advance a statewide school readiness data system.

Leveraged Resources –Strategic Partnerships with LAUSD, EMCSD, RSD, MVSD, PUSD will leverage several resources including:

- Utilization of the existing expertise of school districts and communities that have already implemented the EDI and are at the point of data utilization and collecting new EDI data.
- In-kind support of school districts

JUSTIFICATION:

This Strategic Partnership meets the criteria below:

- ☐ The Strategic Partnership can provide specific resources needed by First 5 LA to implement an approved program or initiative in a manner or on a scale that makes the Strategic Partnership more cost effective than resources provided through a competitive solicitation; or
- ☐ The Strategic Partnership can implement an approved program or initiative more expeditiously than resources provided through a competitive solicitation; or
- ☒ The Strategic Partnership can provide a demonstrated level of ability or expertise that is only available in the community through the proposed Strategic Partnership; or
- ☐ The Strategic Partnership provides an opportunity to leverage First 5 LA funds to produce additional funding for the program or initiative or service.

AND

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

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

First 5 LA's population-level school readiness strategy involves supporting the collection and use of data using the EDI. Given that the EDI can only be completed by kindergarten teachers, the successful implementation of this project is dependent upon the involvement of school districts. In most communities, the lead agency for the EDI implementation is a school district. In each of the Strategic Partnership, the proposed school district is the only entity within the community that has the capacity and authority to collect data from kindergarten teachers.

Amending these Strategic Partnership is in the best interest of the Commission because: (1) The EDI is administered by school districts who can use collected data to inform policy and systems change; (2) It will continue to leverage ongoing momentum for use of the EDI in Los Angeles County; (3) It will support the school districts' ability to leverage EDI data to support systems change in the community.

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

The proposed amendments to Strategic Partnerships are aligned with Strategic Priority #2 and Strategic Priority #3 of the newly adopted 2020-2028 Strategic Plan. EDI data allows First 5 LA to advance and build upon community experience. School readiness data supports stakeholders and community partners to connect, maximize and coordinate public resources, and build local assets and relationships. The EDI informs community planning, activates partners, spurs innovation, and promotes advocacy for improved learning environments for children. Additionally, EDI data expands First 5 LA's influence and impact. The amended Strategic Partnerships with LAUSD, EMCSD, MSD, RSD, PUSD will continue and expand the use of the EDI and the data collected by these partners will inform our work, demonstrate progress, build public will, and help to strengthen our advocacy role.

NEXT STEPS:

Staff anticipates returning to the Board for action on the amended Strategic Partnerships at the September 10, 2020 Board Meeting and present contracts for Board approval if the amounts are over \$75,000.

Appendix A

Site	Cumulative 3-Year As of 2019-2020		Projected FY2020- 2021	
	Children	Schools	Children	Schools
Compton Unified School District	1485	21	0	0
El Monte City School District	849	14	849	14
LAUSD LD Central	4421	61	2604	39
LAUSD LD East	2217	36	2217	36
LAUSD LD South	2472	29	2472	29
LAUSD LD West	2903	49	2211	35
Long Beach Unified School District	0	0	1140	10
Mountain View School District	650	10	650	10
Pasadena Unified School District	2437	35	0	0
Pomona Unified School District	1574	27	807	14
Rosemead School District	226	4	226	4
Santa Monica/Malibu Unified School District	2490	21	0	0
TOTAL	21,724	317	13,176	191

FIRST 5 LA

SUBJECT:

Establish a Strategic Partnership with Community Partners, fiscal sponsor for the Mayor's Fund for Education, in the Amount of \$225,000 for the period of 24 months to support First 5 LA's efforts to engage the business sector for early childhood advocacy.

RECOMMENDATION (PROVIDED AS INFORMATION):

This memo is provided as information for the Board's consideration at the July 9, 2020 Commission Meeting. First 5 LA staff recommends that at the September 10, 2020 Commission meeting, the Board approve the establishment of a Strategic Partnership with Community Partners, fiscal sponsor for the Mayor's Fund for Education, for an amount not to exceed \$225,000 for the period of 24 months. Funds for FY 2020-2021 are included within the current First 5 LA Programmatic Budget under Strategic Partnerships – Cross-Cutting Funder Partnerships: Sector Partnership Development, scheduled for approval by the Board of Commissioners in July 2020. Beyond FY 2020-21, funds will be pulled from the assigned fund balance which will be brought to the Board of Commissioners for approval in June of the corresponding fiscal year. At the time of budget approval, requested resources will shift from the Assigned resource category of the fund balance, dedicated for broad Strategic Plan purposes, to the Committed category, amounts dedicated for a more specified purpose.

BACKGROUND:

This is a request to establish a Strategic Partnership with Community Partners, fiscal sponsor for the Mayor's Fund for Education (the "Mayor's Fund"), to engage the business sector for early childhood advocacy. First 5 LA's business sector strategy centers on the successful engagement of business executives from L.A. County's leading economic sectors and small business community to champion issues that impact our youngest children and their families. The business sector strategy's key strategic partners, the Los Angeles Area Chamber of Commerce, the Los Angeles County Economic Development Corporation, the National Association of Women Business Owners, and ReadyNation California, serve as important partners to identify, recruit, educate, and activate business leaders to become early childhood champions to advance First 5 LA's policy and systems change agenda.

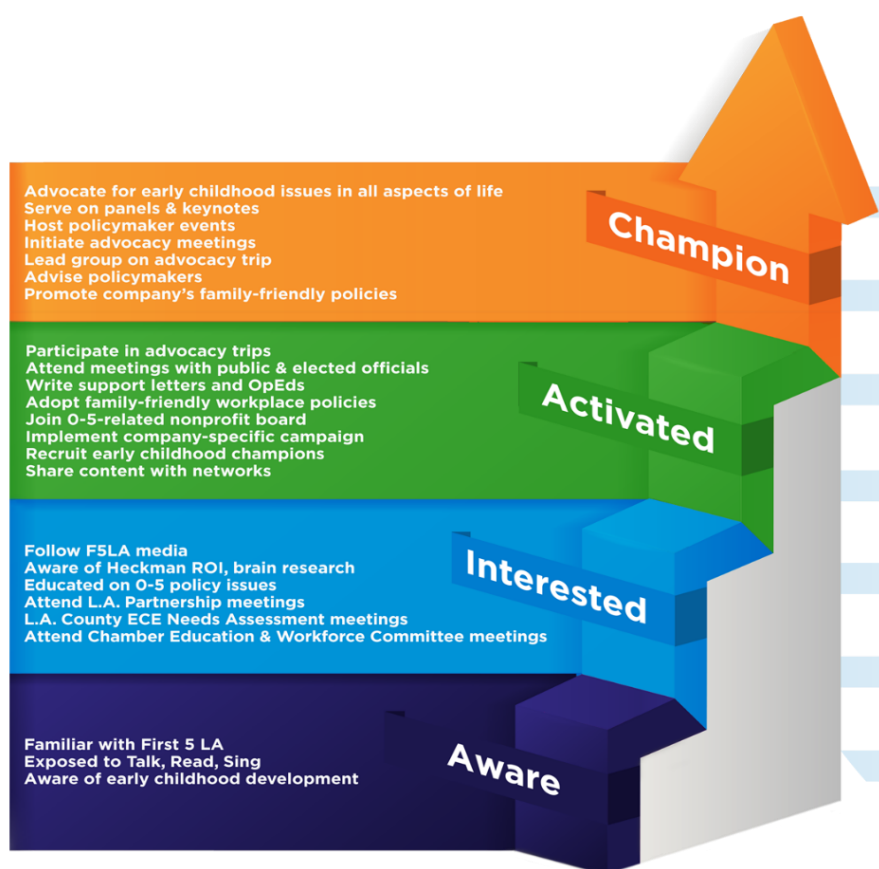
Activating business leaders is crucial to First 5 LA's business sector strategy, creating a multi-pronged approach that acknowledges and activates the diversity of the Los Angeles business community as Early Childhood Development Advocates. This proposed action is part of a multi-pronged strategy to engage business at the local community, county and national level. Partnerships with UNITE-LA and ReadyNation engage multi-national corporations and mid-level regional companies who have existing influence and are poised as champions for young children with a greater understanding of the economic impact of early childhood advocacy. Work with consultants Public Private Strategies elevates community voices and advocacy by partnering with small businesses, which provide over a million private sector jobs in Los Angeles County. Public Private Strategies further amplifies these voices with smaller chambers, like the Inglewood and El Monte Chambers of Commerce, and diversity chambers, such as the Greater Los Angeles African American Chamber of Commerce and Southern California Hispanic Chamber of Commerce. Lastly, developing a sustainable model of business engagement that can be scaled to cities throughout Los Angeles County will be the focus of a partnership with the Mayor's Fund.

This Strategic Partnership with the Mayor's Fund, with Community Partners serving as their fiscal sponsor, builds First 5 LA's joint collaborative work with Long Beach civic and business leaders to raise awareness of the needs of the city's prenatal to five-aged children and their families. Additionally, this partnership coalesces multiple First 5 LA touch points within Long Beach including the Kindergarten Readiness strategy, Long Beach Health Department, Long Beach Unified School District, EduCare, and the Long Beach Best Start Community. Additionally, Long Beach benefits from active support on early childhood issues by Mayor Robert Garcia and Senator Lena Gonzalez and major local business, such as the Boeing Company, the Port of Long Beach, and Carnival. As the second largest city in Los Angeles County, Long

Beach can serve as a sustainable model of public-private partners and systems change, delivering a solution to be scaled to other cities throughout Los Angeles that have a level of partner readiness poised for activation. This partnership is increasingly important to activate crucial stakeholders to advance First 5 LA's four results for children and families and our strategic priorities within the context of economic recovery efforts addressing both the pandemic and civil unrest.

This partnership will identify and activate business leaders to advocate for early childhood development policies within the City of Long Beach and Long Beach Unified School District. The Mayor's Fund, along with the City of Long Beach and other partners, have recently completed a comprehensive, multi-year Early Childhood Education Strategic Plan that specifically identifies an outreach strategy to the business community. This partnership will enable the Mayor's Fund to develop and implement this business leader cultivation strategy. The first year of this partnership will focus on identifying business leaders for activation and measure their current level of engagement on early childhood advocacy issues, as outlined in First 5 LA's legislative priorities and policy agenda. Tracking movement along the Business Strategy's "Ladder of Engagement" (see below) is an important goal to measuring the successful engagement of business leaders. Learnings from this work will inform a second-year partnership with the Mayor's Fund that delivers a tailored engagement plan for a specific company that tracks progression by measuring changes in company recruitment, employee retention, productivity, and work-place satisfaction, thus solidifying this sustainable model to be further expanded to cities throughout Los Angeles.

The "Ladder of Engagement" is a widely recognized model for understanding different forms and degrees of involvement (based public sector researcher Sherry Arnstein's early work with the U.S. Department of Housing, Education, and Welfare). First 5 LA's Business Leader Engagement Ladder is a tool to identify engagement opportunities for business leaders with the goal of moving individuals up through the ladder towards greater awareness, activation, and advocacy on early childhood issues. A core component to this strategy is the identification of leaders to create a sustainable pipeline of activation along each of the levels of the ladder. This partnership with the Mayor's Fund directly informs F5LA's Business Sector Engagement strategy and develops concrete strategies to employ for business leader recruitment, engagement, and activation.



The Mayor's Fund will develop and implement an outreach strategy to increase the number of business leaders serving as champions for early childhood development with the following Scope of Work and tactics.

Scope of Work*:

- Identify targeted business leaders and small businesses well positioned to move up the Ladder of Engagement and create individualized methodologies for each targeted business.
- Activate select business leader recruits to advocate for early childhood development policies within the City of Long Beach, KRA, and Long Beach Unified School District.
- Measure current local business engagement in early childhood issues and family-friendly workplace policies to serve as a baseline metric to measure strategy implementation.
- Facilitate coordinated outreach to the Long Beach business community amongst various early childhood advocates, including the City of Long Beach, First 5 LA, Long Beach Best Start Community, and ReadyNation California, utilizing Mayor's Fund and City contacts.
- Evaluate project learnings to inform an anticipated second year partnership that delivers a tailored engagement plan for a specific company that tracks progression by measuring changes in company recruitment, employee retention, productivity, and work-place satisfaction, thus solidifying this sustainable model to be further expanded to cities throughout Los Angeles.

The Mayor's Fund will pursue the following tactics:

- Inventory current business leader "ladder position" and advancement opportunities.
- Deliver a list of targeted Long Beach businesses for engagement.
- Develop a tailored "Ladder Progress Plan" unique to business partners and scalable to subsequent companies and municipalities.
- Create communication opportunities to message early childhood issues to business leaders, including important issues and trends highlighted in the Early Development Instrument (EDI) report and local Long Beach Best Start community issues and priorities.
- Host introductory meetings between local business leaders primed to be engaged and activated as early childhood champions and First 5 LA, Mayor's Fund, and ReadyNation.
- Coordinate monthly check-in calls with First 5 LA for strategy planning purposes and provide quarterly progress reports.
- Track changes in family-friendly workplace practices as measured by employee recruitment results, retention, productivity, work-place satisfaction, etc.
- Develop a local business ECE engagement case study to capture scalable solutions and model.

Pursuant to the Procurement Policy, Strategic Partners of \$75,000 or more in a fiscal year must be presented to the Board for approval. Staff is requesting an establishment of a Strategic Partnership for an amount not to exceed \$225,000 to comply with this policy.

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

Sustainability: First 5 LA's support of a Strategic Partnership with the Mayor's Fund for Education will create long-term partnerships with the Long Beach business to recruit and activate early childhood advocates to deliver key strategies in support of First 5 LA's four outcomes for young children and their families. Milestone activities that measure this partnership's sustainability include business leader's internal organization change (adoption and promotion of family-friendly workplace policies and implementation of company-specific campaigns) and external advocacy (letters of support and Op Eds, hosting meetings with elected officials, attending advocacy trips, participating in panels and presentations.)

Leveraging: This partnership leverages other First 5 LA funds in support of the Business Sector Engagement Strategy, including strategic partnerships with ReadyNation California and UNITE-LA, and investments in the Long Beach Best Start Community. The Mayor's Fund for Education's relationship with philanthropic and business partners, such as the Long Beach Chamber of Commerce, California State University of Long Beach, the City of Long Beach Health Department, Boeing, A&T, the Munzer Foundation, and others further leverages this project with additional expertise, relationships, and resources.

JUSTIFICATION:

This Strategic Partnership meets the criteria below:

- ☐ The Strategic Partnership can provide specific resources needed by First 5 LA to implement an approved program or initiative in a manner or on a scale that makes the Strategic Partnership more cost effective than resources provided through a competitive solicitation; or
- ☐ The Strategic Partnership can implement an approved program or initiative more expeditiously than resources provided through a competitive solicitation; or
- ☒ The Strategic Partnership can provide a demonstrated level of ability or expertise that is only available in the community through the proposed Strategic Partnership; or
- ☐ The Strategic Partnership provides an opportunity to leverage First 5 LA funds to produce additional funding for the program or initiative or service.

AND

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

The Mayor's Fund can provide a demonstrated level of ability or expertise that is only available in the community through the proposed Strategic Partnership based on their unique role as a convener and facilitator of relationships that exist at the intersection of the early childhood field and Long Beach-based businesses. They have been instrumental in their role to recruit, convene, and engage Long Beach area business and civic leaders. The Mayor's Fund coordinates and leads several key relationships in the area, including the Long Beach Chamber of Commerce, the City of Long Beach's Department of Health and Human Services (where the City's ECE strategy is embedded), the Nonprofit Partnership (Best Start Regional Network Grantee), and Long Beach Forward (the Best Start Local Network Coordinator). The Mayor's Fund also works closely with local elected leaders and district staff. Lastly, they have experience in addressing municipal issues through the coordination of agencies and systems for greater impact, as evidenced in their partnership with the Long Beach Health Department and the California Accountable Communities for Health Initiative (CACHI). There are 13 communities across the state that have chosen to participate in CACHI to create integrated health infrastructures to effectively respond to community needs. Of these 13 sites, Long Beach is one of only three in Los Angeles County, along with Boyle Heights and San Gabriel. CACHI's systems-level strategy to address health outcomes of entire communities, and the Mayor's Fund's participation, aligns with First 5 LA's systems change approach outlined in the 2020-2028 Strategic Plan. The Mayor's Fund is uniquely qualified with a level of expertise that cannot be found elsewhere or through competitive solicitation. Funding to measure and expand business leader engagement in the City of Long Beach provides evidence into a scalable model, maximizing our impact on young children and their families across Los Angeles County.

The proposed Strategic Partnership is aligned to our current and upcoming Strategic Plan.

First 5 LA's FY 2020-2028 Strategic Plan focuses on working in partnership to strengthen a Best Start Community and integrated systems of service. First 5 LA's business sector engagement strategy works to develop key advocates to strengthen community leadership that effectively drives and contributes to improvements in policies and practices that directly impact children prenatal to five, their families, and the community. This systems change approach to advocacy and collaboration directly addresses each of First 5 LA's four strategic priorities to support integrated, quality systems that engage diverse community partners to ensure that by 2028 all children in LA County enter kindergarten ready to succeed in school and life

NEXT STEPS:

Staff anticipates returning to the Board for action on September 10, 2020 to approve a Strategic Partnership with Community Partners, fiscal sponsor for the Mayor's Fund for Education for an amount not to exceed \$225,000 for a period of 24 months and present a contract for Board approval if the contract amount is over \$75,000.

FIRST 5 LA

SUBJECT:

Establish a Strategic Partnership with Public Private Strategies, LLC in the Amount of \$104,999 to evaluate and expand First 5 LA's Business Sector Engagement strategy to increase the number and demographics of small business leaders targeted for recruitment within the context of COVID-19 for the period of 24 months.

RECOMMENDATION (PROVIDED AS INFORMATION):

This memo is provided as information for the Board's consideration at the July 9, 2020 Board of Commissioner's Meeting. First 5 LA staff recommends that at the September Commission meeting, the Board approve the establishment of a Strategic Partnership with Public Private Strategies, LLC for an amount not to exceed \$104,999 the period of 24 months. Funds for FY 2020-2021 are included within the proposed First 5 LA Programmatic Budget under Strategic Partnerships – Cross-Cutting Funder Partnerships: Sector Partnership Development, to be approved by the Board of Commissioners in July 2020. Beyond FY 2020-21, funds will be pulled from the assigned fund balance which will be brought to the Board of Commissioners for approval in June of the corresponding fiscal year. At the time of budget approval, requested resources will shift from the Assigned resource category of the fund balance, dedicated for broad Strategic Plan purposes, to the Committed category, amounts dedicated for a more specified purpose.

BACKGROUND:

This is a request to establish a Strategic Partnership with Public Private Strategies LLC ("PPS") to engage the business sector for early childhood advocacy. First 5 LA's business sector strategy centers on the successful engagement of business executives from L.A. County's leading economic sectors and small business community to champion issues that impact our youngest children and their families. The business sector strategy's key strategic partners, the Los Angeles Area Chamber of Commerce, the Los Angeles County Economic Development Corporation, the National Association of Women Business Owners, and ReadyNation California, serve as important partners to identify, recruit, educate, and activate business leaders to become early childhood champions to advance First 5 LA's policy and systems change agenda. First 5 LA's tactic of activating "unexpected voices" from business leaders to advance our four outcomes for children prenatal to five and their families is a crucial strategy. With economic recovery efforts underway in response to the global COVID-19 pandemic, it is more important than ever for both public and private leaders in cross-sector industries to work with early childhood advocates to ensure that programs, funding, and systems are accessible, quality, aligned, and sustainable. Philanthropic leaders and early childhood advocates are increasingly recognizing the role of business in advancing their objectives, however the primary focus to date has been on larger companies. Small businesses are an untapped resource and could be valuable partners to create opportunities to support early childhood as a priority. Small business owners, and the smaller chambers that represent them, are leading members of their communities and provide important perspective and local solutions. This partnership with PPS supports this work by expanding the number and demographics of local business leaders targeted for recruitment to small business owners and leaders.

There are 30 million small businesses across the United States, representing over 90% of all businesses in the country. Furthermore, 43% of small businesses are found in low-wealth communities. Diverse entrepreneurs are starting businesses at higher rates, creating jobs and income in these economically-disadvantaged areas. Business ownership is a proven path to addressing the racial wealth gap. On average, business-owning households hold more than twice the wealth of their wage-earning peers and the wealth-creation impact is more pronounced for business owners of color. Knowing what is on the minds of small business owners can help identify priorities in a specific place or across the country. Additionally, support from small business can strengthen the case for policy proposals that advance healthy communities.

This Strategic Partnership with PPS not only expands First 5 LA's business engagement strategy to small business owners but does so within the context of COVID-19 economic recovery effects and the systemic and historical inequities central to recent civil protests in our communities. PPS will identify and activate early childhood champions within the diverse and expansive Los Angeles small business community, with specific focus on First 5 LA's 14 Best Start geographies. Specific sensitivity to the severe impact the pandemic has had on local cities' economies, regional diversities, and 501(c)(6) operations (chambers of commerce and business associations with a tax exempt status) will be an important element of this project's success.

Scope of Work:

Public Private Strategies, LLC will evaluate and expand First 5 LA's Business Sector Engagement strategy to expand the number and demographics of local business leaders targeted for recruitment, with a specific focus on small businesses. This work will be centered within the context of the severe impact to small business by both the COVID-19 pandemic and the civil protests to advance First 5 LA's four outcomes for children prenatal to five and their families.

- Develop network of small business leaders and local diversity chambers within Los Angeles County area engaged in early childhood issues.
- Expand the number of business leader targets to engage in First 5 LA activities for early childhood advocacy.
- Provide concise recommendations as to how First 5 LA can deepen their engagement with the business community.
- Inform strategic outreach and communications to business community for recruitment and activation.

Public Private Strategies LLC will pursue the following tactics:

- Meet with key members of the team including First 5 LA, partners, grantees, and other community leaders to gain insight into current business engagement work and opportunities for deeper engagement. Key meetings will include ReadyNation, LA Area Chamber of Commerce, early childhood advocates, and program collaborators. Within First 5 LA, the project will be informed and guided by Policy, Community Relations, ECE, Best Start, and Communities colleagues.
- Complete a scan and mapping of the business community on priorities that align with First 5 LA, to include business associations, philanthropic business organizations (Kiwanis, Rotary), and diversity chambers, with focus on gaps created by the closure of community-based 501(c)(6)s.
- Partner with LA county representatives and state level advocates to align agendas and activity.
- Coordinate district meetings with elected officials and business leaders.
- Review current First 5 LA target list of organization and business leaders and make further recommendations.
- Assess and recommend C-Suite outreach and engagement.
- Review materials created in support of business engagement (e.g. talking points, communications, PowerPoints, follow-up reminders, etc.).
- Provide counsel and insight to First 5 LA team members in advance of engagement with other business organizations.
- Where appropriate, join First 5 LA members in presenting current work and strategic approach to business community.
- Assist with the coordination and alignment of LA County EC advocates' varied touch points with the business community

Pursuant to the Procurement Policy, Strategic Partners of \$75,000 or more in a fiscal year must be presented to the Board for approval. Staff is requesting an establishment of a Strategic Partnership for an amount not to exceed \$104,999 to comply with this policy.

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

Sustainability: First 5 LA's support of a Strategic Partnership with Public Private Strategies, LLC will create long-term partnerships within the Los Angeles County's business community to recruit and activate early childhood advocates to deliver key strategies in support of First 5 LA's four outcomes for young children and their families. Milestone activities that measure this partnership's sustainability include business leader's internal organization change (adoption and promotion of family-friendly workplace policies and implementation of company-specific campaigns) and external advocacy (letters of support and Op Eds, hosting meetings with elected officials, attending advocacy trips, participating in panels and presentations.)

Leveraging: This partnership leverages other First 5 LA funds in support of the Business Sector Engagement Strategy, including strategic partnerships with ReadyNation California, the Mayor's Fund of Long Beach, and UNITE-LA. Public Private Strategies' relationship with philanthropic and business partners, such as the Robert Wood Johnson Foundation, National Association of Women Business Owners, AARP, and the United States Hispanic Chamber of Commerce further leverages this project with additional expertise, relationships, and resources.

JUSTIFICATION:

This Strategic Partnership meets the criteria below:

- ☐ The Strategic Partnership can provide specific resources needed by First 5 LA to implement an approved program or initiative in a manner or on a scale that makes the Strategic Partnership more cost effective than resources provided through a competitive solicitation; or
- ☐ The Strategic Partnership can implement an approved program or initiative more expeditiously than resources provided through a competitive solicitation; or
- ☒ The Strategic Partnership can provide a demonstrated level of ability or expertise that is only available in the community through the proposed Strategic Partnership; or
- ☐ The Strategic Partnership provides an opportunity to leverage First 5 LA funds to produce additional funding for the program or initiative or service.

AND

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

Public Private Strategies' level of expertise is based on their unique qualification to recruit, convene, and engage small business leaders in LA County through regional and diversity chambers coupled with their policy advocacy expertise and relevant community and philanthropic connections. They have a robust list of individual business relationships and specific expertise facilitating partnerships between the public and private sectors and organizing economic leaders to advocate and advance policy issues. Specific LA-based collaborations that leverage this work with additional expertise, relationships, and resources include an LA business scan and engagement event funded by Robert Wood Johnson Foundation, LA Census Business Engagement Roundtable funded by Annie E. Casey Foundation, Women in Business Event at LA City Club sponsored by PayPal, and work with Southern California Grantmakers on opportunity zones and business forecasting. They advise strategic engagement for AARP's Paid Family Leave campaign and the National Association of Women Business Owners. They hold key relationships with the US Chamber of Commerce, US Hispanic Chamber of Commerce, and other key national chamber organizations that leverage local relationships and collaborations. Additionally, Public Private Strategies, LLC are uniquely qualified because of their intersection of experience working with both the small business community and statewide business sector coalitions. Their executive leadership founded both the Small

Business Roundtable and the Census Business Coalition - national, bipartisan coalitions addressing key issues for private sector engagement with key public issues.

This proposed project aligns with First 5 LA's 2020-2028 Strategic Plan because it exemplifies our intentional efforts to strategically partner with community leaders and organizations to strengthen public systems that serve children prenatal to five. The Strategic Plan explicitly states the need for active engagement with community leaders and organizations to work in partnership with First 5 LA to achieve our core Four Results for Children and Families. Furthermore, our systems change work requires we work with local leaders at the state, county, and local level to change the conditions that affect child development and family well-being. Partnerships with the business community impact long-term systems change goals by creating both policy change and will building. Lastly, this project specifically addresses these two strategic priorities:

- Strategic priority #1: Strengthen Public and Community Systems
Recruiting and activating unexpected champions, such as business leaders, deepens First 5 LA's advocacy voice in ensuring that the systems that serve young children and their families are quality, accessibility, aligned, and sustainable.
- Strategic Priority #2: Advance and Build on Community Experiences
Identifying existing and aspirational small business relationships and local chambers of commerce allows us to connect and maximize local resources and relationships within our 14 Best Start geographies that advance local solutions to early prevention, intervention and learning.

NEXT STEPS:

Staff anticipates returning to the Board on September 10, 2020 to approve the establishment of a Strategic Partnership with Public Private Strategies, LLC in the Amount of \$104,999 for a period of 24 months and present a contract for Board approval if the contract amount is over \$75,000.

FIRST 5 LA

SUBJECT:

Establish a Strategic Partnership with UNITE-LA in the Amount of \$100,000 to develop a “Talent Development Network” of influential cross sector business partners to be engaged and activated in support of early childhood development and key economic recovery priorities from the COVID-19 pandemic to advance First 5 LA’s four outcomes for children prenatal to five and their families for the period of 24 months.

RECOMMENDATION (PROVIDED AS INFORMATION):

This memo is provided as information for the Board’s consideration at the July 9, 2020 Board of Commissioner’s Meeting. First 5 LA staff recommends that at the September Commission meeting, the Board approve the establishment a Strategic Partnership UNITE-LA for an amount not to exceed \$100,000 the period of 24 months. Funds for FY 2020-2021 are included within the proposed First 5 LA Programmatic Budget under Strategic Partnerships – Cross-Cutting Funder Partnerships: Sector Partnership Development, scheduled for approval at today’s Board of Commissioners meeting. Beyond FY 2020-21, funds will be pulled from the assigned fund balance which will be brought to the Board of Commissioners for approval in June of the corresponding fiscal year. At the time of budget approval, requested resources will shift from the Assigned resource category of the fund balance, dedicated for broad Strategic Plan purposes, to the Committed category, amounts dedicated for a more specified purpose.

BACKGROUND:

This is a request to establish a Strategic Partnership with UNITE-LA to engage the business sector for early childhood advocacy. First 5 LA’s business sector strategy centers on the successful engagement of business executives from L.A. County’s leading economic sectors and small business community to champion issues that impact our youngest children and their families. The business sector strategy’s key strategic partners, the Los Angeles Area Chamber of Commerce, the Los Angeles County Economic Development Corporation, the National Association of Women Business Owners, and ReadyNation California, serve as important partners to identify, recruit, educate, and activate business leaders to become early childhood champions to advance First 5 LA’s policy and systems change agenda.

First 5 LA’s tactic of activating “unexpected voices” from business leaders to advance our four outcomes for children prenatal to five and their families is a crucial strategy. With economic recovery efforts underway in response to the global COVID-19 pandemic, it is more important than ever for both public and private leaders in cross-sector industries to work with early childhood advocates to ensure that programs, funding, and systems are accessible, quality, aligned, and sustainable.

Business has the potential to be a powerful partner in local, state, and national solutions to improve outcomes for young children and their families. First 5 LA’s business sector engagement strategy is grounded in a multipronged approach that creates foundational relationships within the varying niches stakeholders occupy in the business community. In the past year, four key strategic partnerships have been developed to inform and provide full integration in the business community. First 5 LA’s partnership with ReadyNation California, for example, is focused on developing relationships between corporate level executives and elected officials, who have existing influence and are poised as champions for young children with a greater understanding of the economic impact of early childhood advocacy. Work with consultants Public Private Strategies elevates community voices and advocacy by partnering with small businesses, which provide over a million private sector jobs in Los Angeles County. Public Private Strategies further amplifies these voices with smaller chambers, like the Inglewood and El Monte Chambers of Commerce, and diversity chambers, such as the Greater Los Angeles African American Chamber of Commerce and Southern California Hispanic Chamber of Commerce. The Mayor’s Fund in Long Beach activates a cross section of business partners, both large and small, to develop a larger city-wide model that can be scaled out to other cities in LA County. This strategic partnership with UNITE-LA

rounds out this strategy by drawing upon their deep expertise across all of these areas, from corporate leaders to small business owners, local chambers to elected officials, to coordinate their collective advocacy voice to help ensure all children enter kindergarten ready to success in school and life.

This partnership with UNITE-LA will support this work by developing a collaborative, county-wide Talent Development Network of targeted leaders from business, trade, and professional associations to advocate for early childhood development policies and aligned systems that serve children and families.

UNITE-LA will build upon twenty years of relationships and expertise to continue to engage the business community in important issues, including increasing access to quality early care and education, improving education attainment, building inclusive economies, and supporting diverse and equitable economies. Implementing a peer learning collaborative, the Talent Development Network envisions a region where business is a consistent, forward-thinking voice in helping co-design and implement solutions to the most pressing education and workforce issues Los Angeles County faces. Communities are strongest when educational systems and government work alongside nonprofit and business partners to support systems that ensure multi-generational social and economic mobility. The Talent Development Network will build sustained cross-sector partnerships, leverage partner expertise, and support community transformation, with business as a key catalyst.

Lastly, UNITE-LA will facilitate alignment of early childhood advocacy efforts within the business community by multiple partners, such as LAEDC, ReadyNation, LA Chamber, National Association of Women Business Owners (NAWBO), Valley Industry and Commerce Association, Small Business Majority, and others. The more businesses and stakeholders engaged in aligned advocacy efforts, the greater the opportunity to ensure that programs, funding, and systems are accessible, quality, aligned, and sustainable to best serve young children and their families.

Scope of Work:

UNITE-LA will develop a “Talent Development Network” of influential cross-sector business partners to be engaged and activated in support of early childhood development and key economic recovery priorities from the COVID-19 pandemic to advance First 5 LA’s four outcomes for children prenatal to five and their families. UNITE-LA will:

- Develop a collaborative, county-wide Talent Development Network of targeted leaders from business, trade, and professional associations to advocate for early childhood development policies and aligned systems that serve children and families, as informed by First 5 LA’s advocacy agenda.
- Facilitate alignment of early childhood advocacy efforts within the business community by multiple partners, such as LAEDC, ReadyNation, LA Chamber, National Association of Women Business Owners (NAWBO), Valley Industry and Commerce Association, Small Business Majority, and others.
- Create an early childhood advocacy agenda for the Talent Development Network that is equity centered and aligns with First 5 LA’s advocacy agenda, addresses ECE Master Plan, and COVID-19 economic recovery plans to include early childhood issue
- Activate business leaders to advocate for early childhood priorities locally and at the state level as they align with First 5 LA’s four priority outcomes and policy agenda for children and their families.

UNITE-LA will pursue the following tactics:

- Identify and cultivate LA County business organizations to serve on Talent Development Network.
- Recruit C-Suite business leaders from Fortune 500 companies, including professionals from government relations, community relations, and corporate social responsibility.
- Cultivate partners using an “earned influence” approach that aims to understand business partners’ individual needs and priorities, win their trust, and influence/engage them on key issues, such as ECE.
- Host introductory meetings between local business leaders recruited for Talent Development Network and LA County EC advocates.
- Convene leaders of LA County’s top business coalitions to discuss priorities in 0-5 early care and education.

- Identify key areas of advocacy alignment and coordinate tactics to engage business community.
- Partner with LA county representatives and state level advocates to align agendas and activity.
- Coordinate district meetings with elected officials and business leaders.
- Host panel discussion with an ECE Champion in the Senate or Assembly and an LA County Corporate Leader.
- Develop and prep business leaders to participate in key legislative deadlines to advance policy, programming, and systems change related to children prenatal to five and their families:
 - Bill deadline (September)
 - Proposed budget (January)
 - May Revise (April – May)
 - Final Budget (June)

Pursuant to the Procurement Policy, Strategic Partners of \$75,000 or more in a fiscal year must be presented to the Board for approval. Staff is requesting an establishment of a Strategic Partnership for an amount not to exceed \$100,000 to comply with this policy.

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

Sustainability: First 5 LA's support of a Strategic Partnership with UNITE-LA will create long-term partnerships within the Los Angeles County business community to recruit and activate early childhood advocates to deliver key strategies in support of First 5 LA's four outcomes for young children and their families. Milestone activities that measure this partnership's sustainability include business leader's internal organization change (adoption and promotion of family-friendly workplace policies and implementation of company-specific campaigns) and external advocacy (letters of support and Op-Eds, hosting meetings with elected officials, attending advocacy trips, participating in panels and presentations).

Leveraging: This partnership leverages other First 5 LA funds in support of the Business Sector Engagement Strategy, including strategic partnerships with ReadyNation California and the Mayor's Fund of Long Beach. UNITE-LA's relationship with both public and private sectors, such as the Los Angeles Area Chamber of Commerce, First 5 CA, the City of Los Angeles, Los Angeles Unified School District, Los Angeles County Office of Education, and numerous philanthropic and business leaders further leverages this project with additional expertise, relationships, and resources.

JUSTIFICATION:

This Strategic Partnership meets the criteria below:

- ☐ The Strategic Partnership can provide specific resources needed by First 5 LA to implement an approved program or initiative in a manner or on a scale that makes the Strategic Partnership more cost effective than resources provided through a competitive solicitation; or
- ☐ The Strategic Partnership can implement an approved program or initiative more expeditiously than resources provided through a competitive solicitation; or
- ☒ The Strategic Partnership can provide a demonstrated level of ability or expertise that is only available in the community through the proposed Strategic Partnership; or
- ☐ The Strategic Partnership provides an opportunity to leverage First 5 LA funds to produce additional funding for the program or initiative or service.

AND

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

UNITE-LA has a unique level of expertise based on their ability to leverage long-standing relationships within the varying subsets in the business community and public sector, locally, statewide, and nationally. For the past twenty years, UNITE-LA has been a powerful partner at the local, state, and national levels by providing early childhood advocacy and policy leadership for the Los Angeles Area Chamber of Commerce, the statewide Regional Economic Association of Leaders of California (R.E.A.L) Coalition, and the national Association of Chamber of Commerce Executives (ACCE). Partnership details:

- **LA Area Chamber of Commerce:** In 2003, UNITE-LA formed a formal strategic partnership with the Los Angeles Area Chamber of Commerce to become the education and workforce development arm for the Chamber and more deeply engage the local business community in education and workforce efforts. Over the past 16 years, UNITE LA has grown to 34 staff dedicated to improving cradle-to-career education and workforce outcomes locally, statewide, and nationally. Policy wins include: over 20 bills passed and signed; advisory roles to the Governor, State Superintendent of Public Instruction, California Community Colleges Board of Governors, the Speaker, and Senate Pro Temp; launched and matured a systems change initiative between 24 leaders in Los Angeles dedicated to reaching a set of shared and bold cradle-to-career education and workforce goals; became a model for a network of 1,400 chambers of commerce across the country on how chambers can engage business in education and workforce efforts in their communities.
- **R.E.A.L Coalition:** UNITE-LA staff advises the statewide R.E.A.L. Coalition (comprised of California's 18 most influential business organizations, representing 15,000 businesses) on its education policy agenda. The R.E.A.L. Coalition's Education and Workforce Development Committee has had annual wins in their cradle to career policy and budget framework, including \$31.4 million in 2019-20 and \$124.9 million ongoing non-Proposition 98 General Fund to increase access to the State Preschool Program for 10,000 eligible children, through non-local educational agency providers and Early Learning and Care Workforce Development Grant Program—\$195 million for grants for child care and ECE workforce.
- **Association of Chamber of Commerce Executives (ACCE):** In 2012, through a partnership between UNITE-LA, the L.A. Chamber, and the Association of Chamber of Commerce Executives (ACCE), a professional association for chamber executives from over 1,600 chambers of commerce across the country, ACCE launched the Education and Talent Development Division through which UNITE-LA staff provide technical assistance, develop resources, and lead programming and initiatives to help chambers of commerce successfully engage in education and workforce efforts in their communities.

This proposed project aligns with First 5 LA's 2020-2028 Strategic Plan because it exemplifies our intentional efforts to strategically partner with community leaders and organizations to strengthen public systems that serve children prenatal to five. The Strategic Plan explicitly states the need for active engagement with community leaders and organizations to work in partnership with First 5 LA to achieve our core Four Results for Children and Families. Furthermore, our systems change work requires we work with local leaders at the state, county, and local level to change the conditions that affect child development and family well-being. Partnerships with the business community impact long-term systems change goals by creating both policy change and will building. Lastly, this project specifically addresses these two strategic priorities:

- **Strategic priority #1: Strengthen Public and Community Systems**
Recruiting and activating unexpected champions, such as business leaders, deepens First 5 LA's advocacy voice in ensuring that the systems that serve young children and their families are quality, accessibility, aligned, and sustainable.
- **Strategic Priority #2: Advance and Build on Community Experiences**
Identifying existing and aspirational small business relationships and local chambers of commerce allows us to connect and maximize local resources and relationships within our 14 Best Start geographies that advance local solutions to early prevention, intervention and learning.

NEXT STEPS:

Staff anticipates returning to the Board for action to approve the Strategic Partnership at the September 10, 2020 Board Meeting and present a contract for Board approval if the contract amount is over \$75,000.

FIRST 5 LA

SUBJECT:

Authorize First 5 LA to Receive Funds from Los Angeles County Office of Education (LACOE) in support of Quality Counts California (QCC) and Quality Start Los Angeles (QSLA) Regional Efforts, Approve Resolution # 2020-07 and Authorize First 5 LA Staff to Execute Agreement in the Amount of \$125,000

RECOMMENDATION:

The following recommendations are being presented as written information for the Board's consideration at the July 9, 2020 Meeting of the Board of Commissioners. First 5 LA staff recommends that at the September 10, 2020 Board of Commissioners meeting, the Board approve the following action related to the state's quality improvement initiative [Quality Counts California (QCC)] and local quality improvement efforts [Quality Start Los Angeles (QSLA)]:

1. Approve a Budget Resolution # 2020-07 for receipt of funds in the amount of \$125,000 for the period through June 30, 2021 from LACOE in support of Quality Counts California (QCC) and Quality Start Los Angeles (QSLA) regional efforts.
2. Authorize the Executive Director to execute an agreement with LACOE in the amount of \$125,000 to receive funds through June 30, 2021.
3. Authorize Executive Director to accept funding from LACOE should additional funding for Quality Counts California (QCC) and/or Quality Start Los Angeles (QSLA) regional efforts continue.

BACKGROUND:

In October 2019, the First 5 LA Board of Commissioners approved of First 5 LA's ability to receive and utilize funds from Los Angeles County Office of Education (LACOE) as part of Board Resolution 2019-07. These funds were used to advance the work of Quality Start Los Angeles (QSLA), an effort that is jointly administered between First 5 LA and LACOE.

LACOE's funds will be used for two efforts. The first effort is contributing to First 5 LA's contract with VIVA Strategy and Communications LLC (VIVA) in an amount not to exceed \$100,000 to facilitate the work of QSLA's funders (F5LA and LACOE) and Leadership Council (F5LA, LACOE, Child360, Child Care Alliance of Los Angeles, PEACH (Partnership for Education, Articulation, and Coordination through Higher Education), the Child Care Planning Committee, and the Office for the Advancement of Early Care and Education. Because VIVA's contract supports QSLA work administered by LACOE and First 5 LA, it is mutually advantageous to pool resources so that our QSLA work can be supported holistically. In addition, it reduces the administrative burden of multiple contracts with the same vendor. The second effort will be to utilize \$25,000 of LACOE's funds to develop standard reports and other data visualization products that QSLA Leaders can use in their planning, monitoring and decision making. These funds contribute to First 5 LA's contract with Limor Consulting, Inc. to engage QSLA Leaders and develop reports that meet their needs and will be useful over time. These reports, in turn, will increase access to and utilization of administrative data collected and stored in iPinwheel and other sources among QSLA Leaders and allow for a more data-informed approach to QSLA's work.

First 5 LA's 2020-2028 Strategic Plan identifies high-quality early care and education as a desired result of First 5 LA's funding initiatives. This is a natural extension of First 5 LA's 2015-2020 Strategic Plan. In providing an array of quality improvement supports, ranging from very low-intensity to high-intensity, First 5 LA is working to develop the capacity of early learning settings, both licensed and unlicensed, to provide quality early learning experiences for young children by providing a combination of classroom materials, technical assistance, coaching, professional development opportunities, and more.

NEXT STEPS:

Staff will return to the next scheduled Board of Commissioners meeting on September 10, 2020 to request approval of a budget resolution to accept receipt of funds in the amount of \$125,000 for the period through June 30, 2021 from LACOE in support of Quality Counts California (QCC) and Quality Start Los Angeles

(QSLA) regional efforts, authorize the Executive Director will execute an agreement with LACOE in the amount of \$125,000 and accept funding from LACOE should additional funding for Quality Counts California (QCC) and/or Quality Start Los Angeles (QSLA) regional efforts continue.

RESOLUTION NO. 2020-07

**A RESOLUTION OF THE LOS ANGELES COUNTY CHILDREN
AND FAMILIES FIRST PROPOSITION 10 COMMISSION:
APPROVAL OF RECEIPT OF QUALITY START LA FUNDS**

The Board of Commissioners of Los Angeles County Children and Families First Proposition 10 Commission ("the Commission") hereby finds and resolves as follows:

Whereas, pursuant to the Fund Balance Policy approved on October 13, 2016, the Commission is required to approve via Resolution the receipt of restricted funds, thus formally acknowledging and reflecting externally imposed constraints placed on the use of these resources; and

Whereas, the Los Angeles County Office of Education (LACOE) awarded First 5 LA funds to further support VIVA Strategy and Communications LLC's (VIVA) work with the Quality Start LA (QSLA) Funders Circle, Leadership Council, the Child Care Planning Committee, and the Office for the Advancement of Early Care and Education. Additional funds are awarded to develop standard reports and other data visualization products that QSLA Leaders can use in their planning, monitoring and decision making. These funds contribute to First 5 LA's contract with Limor Consulting, Inc. to engage QSLA Leaders and develop reports that meet their needs and will be useful overtime. These reports, in turn, will increase access to and utilization of administrative data collected and stored in iPinwheel and other sources among QSLA Leaders and allow for a more data-informed approach to QSLA's work.

NOW, THEREFORE, BE IT RESOLVED THAT:

1. Up-front funding received from LACOE in the amount of \$125,000 through June 30, 2021 in support of Quality Counts California (QCC) and Quality Start Los Angeles (QSLA) regional efforts will be considered restricted for fund balance purposes; and
2. The Executive Director, on behalf of First 5 LA, is authorized to accept funding from LACOE if funding for the same purpose continues; and
3. The executed copy of this Resolution shall be retained on file as evidence of the Commission's actions herein.

PASSED, APPROVED AND ADOPTED THIS 9th DAY OF JULY, 2020, BY THE FOLLOWING VOTE:

AYES: Commissioners _____

NOES: Commissioners _____

ABSTAIN: Commissioners _____

Sheila Kuehl
Chair, First 5 LA

Kim Belshé
Executive Director