

# AGENDA

## MEETING OF THE BOARD OF COMMISSIONERS

Chair: Sheila Kuehl

Thursday, May 6, 2021

2:00 PM Click [HERE](#) for Public Zoom and Dial In Info

### 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
  2. **INFORMATION** 3  
Review of Meeting Notes from the Special Board/Budget & Finance Committee Meeting – February 9, 2021
  3. **INFORMATION** 5  
Optimizing Our Effectiveness: Annual Audit – Entrance Interview  
  
**Presenters: Faustino Genio, Manager, Accounting and Kinnaly Soukhaseum, Partner, Eide Bailly, LLP**
  4. **INFORMATION** 15  
Optimizing Our Effectiveness: Presenting Draft Proposed FY 2021-22 Budget and Long-Term Financial Plan  
**Presenters: Raoul Ortega, Director, Finance and Daisy Lopez, Manager, Financial Planning & Analysis**
  5. **ACTION**  
Adjournment of Budget & Finance Committee (Executive Committee will continue in Open Session)

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#### COMMISSIONERS

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

#### 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

6. **INFORMATION**

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Proposed Award of Contract for the Design-Build of the Capital Improvement Plan (CIP)

7. **INFORMATION**

Public Comments (for items not on the agenda)

8. **ACTION**

Adjournment



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**SUMMARY MEETING NOTES**

**FIRST 5 LA  
SUMMARY MEETING NOTES  
Special Board/Budget & Finance Committee Meeting  
February 09, 2021  
3:00 pm – 4:30 pm**

**BUDGET & FINANCE COMMITTEE**

**MEMBERS PRESENT:**

Linda Aragon (Alternate)  
Astrid Heger  
Yvette Martinez  
Romalis Taylor

**BUDGET & FINANCE COMMITTEE**

**MEMBERS ABSENT:**

Barbara Ferrer [Excused]

**EXECUTIVE COMMITTEE MEMBERS**

**PRESENT:**

Judy Abdo  
Yvette Martinez  
Frank Ramos  
Marlene Zepeda

**NON-COMMITTEE MEMBERS PRESENT:**

Jacquelyn McCroskey

**EXECUTIVE COMMITTEE MEMBERS**

**ABSENT:**

Jonathan Sherin [Excused]

**STAFF PRESENT:**

Kim Belshé, Executive Director  
Carl Gayden, Senior Director of Administration  
Daisy Lopez, Manager, Financial Planning & Analysis  
Raoul Ortega, Finance Director  
Linda Vo, Board Relations Manager  
John Wagner, Executive Vice President

**LEGAL COUNSEL:**

Craig Steele

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

The Special Board/ Budget & Finance Committee was called to order by Budget & Finance Committee Chair Yvette Martine at 3:02 pm. Roll call completed.

**2. Review of Meeting Notes from Combined Meeting of the Budget & Finance and Executive Committees – September 22, 2020**

Notes were received and filed with no additions or deletions.

**3. Finance Update**

- A. Present the Proposed FY 2020-21 Mid-Year Revised Budget**
- B. Present the Budget/LTFP Calendar for 2021**
- C. Preview the New FY 21-22 Budget Structure**

Daisy L. and Raoul O. presented information on First 5 LA's annual budget process, including important changes that affect First 5 LA's current year budget, which includes the impact of COVID-19. In addition, they called out budget adjustments that reflect nearly \$3 million in non-Prop 10 funding First 5 LA has secured in support of critical investment in young children, including dual language learning and Adverse Childhood Experiences (ACEs).

**Summary Meeting Notes  
Special Meeting of the Board of Commissioners  
(Meeting of the Budget & Finance Committee)  
February 9, 2021**

## SUMMARY MEETING NOTES

In summary, First 5 LA's budget adjustments are primarily driven by the following:

- Updated information or changing circumstances
  - New funding and corresponding costs received after Budget was Board approved
  - Final contract negotiations vs. budget estimates
  - Updated spending projections
  - Updated information regarding programmatic outcomes, targets or deliverables
- Timeline adjustments due to:
  - COVID-19 pandemic-related challenges (Internal/External)
  - Procurement and contract negotiation processes (Internal)
  - Staffing and priorities (Internal)
  - Subcontractor priority shifts; (External)
  - Partnership establishment (External)

The Finance team concluded their presentation with a calendar of their Budget touchpoints with the Board:

### **February 11, 2021– Commission Meeting**

- Information Item: Overview and discussion of draft FY 2020-21 Mid-Year Revised Budget

### **March 11, 2021– Commission Meeting**

- Action Item (CONSENT): Share the FY 2020-21 Mid-Year Revised Budget materials for approval

Budget Adjustments will inform:

- The Long-Term Financial Plan (FY 20-21 Revised Budget estimates will replace the FY 20-21 Original Budget, included in the long-term financial plan)
- Development of the FY 2021-22 Budget, currently underway

There was no further discussion on this item.

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

No public comments.

### **ADJOURNMENT:**

Meeting adjourned @ 3:58 pm.

### **NEXT MEETING:**

The next Joint Meeting of the Budget & Finance and Executive Committee will take place on Thursday, May 6, 2021 at 2:00 pm and will be conducted as a VIRTUAL meeting. Details will be posted and made public in compliance with Brown Act requirements.

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

**FIRST 5 LA**

**SUBJECT:**

Optimizing Our Effectiveness: Annual Audit – Entrance Interview

**BACKGROUND:**

The audit entrance interview presentation is an overview of the upcoming fiscal year 2020-21 annual financial audit.

**DISCUSSION:**

The presentation, which will be conducted by Kinnaly Soukhaseum, partner, Eide Bailly LLP, is to communicate and discuss with the Board and management the audit process including the following topics:

- Audit scope – perform the audit of the annual comprehensive financial report and State Compliance issued by State Controller’s Office.
- Timeline – planning and interim fieldwork starts in June and ending in September/October with delivery of the annual report to First 5 LA.
- Auditors’ role and responsibilities – the audit is conducted using the U.S. Generally Accepted Auditing Standard and Government Auditing Standards. Eide Bailly will express an opinion about whether the financial statements that have been prepared by management with the oversight of the Commission are presented fairly, in all material respects in conformity with generally accepted accounting principles. The audit does not relive management of its responsibilities.
- Approach to planning and risk assessment – auditors will test key business cycles including revenue, disbursements, payroll, investments, financial reporting, IT and budget.
- Final report and exit – prepare draft audit report and present any findings and recommendations as well as provide required communications to those charged with governance. (Audited financial report is required to be submitted to the State Controller’s Office and First 5 California by November 1<sup>st</sup>)



**CPAs & BUSINESS ADVISORS**

# **FIRST 5 LA – AUDIT COMMUNICATIONS**

May 6, 2021

# AUDIT SCOPE AND TIMING

## Perform the audit of the:

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

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## Timeline:

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

## OUR RESPONSIBILITY

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

# OUR RESPONSIBILITY

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





# OUR RESPONSIBILITY

## Communicate other matters:

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

# OUR APPROACH

## Planning and Risk Assessment:

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

# OUR APPROACH

## Final:

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

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## Exit:

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

# QUESTIONS?

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

# THANK YOU

Kinnaly Soukhaseum

Partner

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909.466.4410

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FINANCIAL SERVICES

# **First 5 LA**

**FY 2019 – 2028 Long Term Financial Plan**

**(July 1, 2018 – June 30, 2028)**

**FIRST 5 LA**

**SUBJECT:**

**The revised Long-Term Financial Plan is presented to the Board of Commissioners as an update to the Plan approved in July 2020, as information for future action in June 2021.**

**LONG TERM FINANCIAL PLAN**

On July 9, 2020, the Commission voted to adopt a ten-year long-term financial plan (Plan). This Plan established spending limits for future years through FY 2027-28. The Plan moves the organization away from a five-year annual projection snapshot to a plan with specific spending limits. The Plan is intended to strengthen the organization's fiscal discipline by changing how the organization plans for the long-term, adjusts to the organization's fiscal reality, aligns to the 2020-2028 Strategic Plan goals, and promotes sustainability. The future spending limits, grounded in an 85%-15% maximum split of total expenditures between programmatic and administrative costs, respectively, demand that we bring an organization-wide perspective to and be disciplined in the allocation of resources to their most strategic use and impact.

The long-term financial plan represents a powerful tool for focusing resources on Strategic Plan priorities, deepening our sustainability work, and leveraging non-First 5 LA resources. For FY 2021-22, not only is the total proposed budget of \$114.2 million below the established \$116.2 million spending limit for the fiscal year, but approximately \$5.1 million in anticipated expenses will be offset by external non-First 5 LA funds. Additionally, recent revenue and expenditure changes to the Plan, in alignment with actual costs and revised estimated spending, has resulted in an increase to the FY 2027-28 projected available ending fund balance, from \$4.2 million to \$53.7 million. More information about these adjustments are included in this memo. As was communicated and established last year, deviations from the approved annual limits require Board review and approval.

**I. Introduction: Purpose of the Long-Term Financial Plan**

This update to the FY 2020-2028 Long-Term Financial Plan (Plan) is the first update to the Plan since its approval in July 2020. 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 and fund balance.

Each year the Plan 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 two years of historical actual expenditure data with more details provided for the mid-year revised FY 2020-21 budget year as well as the upcoming proposed FY 2021-22 budget year. Resources for years 5 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, 2019 - June 30, 2020);
- 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 has formally assigned 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 actuals, FY 2020-21 mid-year revised budget, FY 2021-22 draft budget and six years of estimated spending ceilings through FY 2027-28, as approved in July 2020 by the Board.

The LTFP was developed using the following more specific approach and methods:

- The baseline year for this Long-Term Financial Plan is the FY 2019-20 audited actual expenditures, as reflected in section A of this memo.
- FY 2020-21 estimates expenditures using the mid-year revised budget estimates of \$123,812,448 million, a decrease of \$444,045 to the anticipated spending for FY 2020-21.
- FY 2021-22 estimates expenditures are based on the proposed draft budget which was developed based on an analysis of historical spending, projected expenditures, multi-year contracted funding and anticipated need. The proposed budget of \$114.2 million is below the \$116.2 million spending limit established for FY 2021-22.
- As part of the action taken to approve the FY 2020-21 Budget in July 2020, multi-year commitments and allocations were reauthorized. This schedule of commitments and allocations, known as the GASB 54 schedule, was approved by formal Resolution and designates funds for those specific purposes as directed by the Board. Final year-end balances for these commitments are available in First 5 LA's annual official audit, the Comprehensive Annual Financial Report (Annual Report), for the fiscal year ending June 30, 2020.
- Total future year budget expenditures are 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 LTFP is presented at a high-level cost distribution which reflects annual totals based on the revised structure.

### III. Assumptions

This long-term plan includes the following assumptions:

1. Resources are distributed, captured and categorized in the budget between program costs and administrative costs.
2. The Plan spans a ten-year period of annual estimates.
3. For long-term projection and planning purposes, the Plan assumes that spending for FY 2022-23 through FY 2027-28 will remain on a consistent annual rate of decline of approximately 6.47%; 85% of the total will be designated as program costs and 15% will be designated as administrative.
4. Emerging Opportunity resources are included at \$1.5 million per year from FY 2021-22 through FY 2027-28.
5. Reserve: On July 9, 2020, the Board voted to increase to the reserve from 25% of the total annual budget to 50% of the total annual budget, effective FY 2020-21.

Changes to the methodology/assumptions and approach to the LTFP, as noted above, have resulted in an increase to the projected available ending fund balance at fiscal year end 2027-28 from \$4.2 million, as reflected in the Plan approved in July 2020, to \$53.7 million included in this updated Plan. We anticipate that the FY 2027-28 ending fund balance will continue to fluctuate over the years as we update estimated spending with actual expenditures, mid-year revised Budgets and proposed detailed Budgets. These updates will be brought to the Board for review and approval on an annual basis, as applicable.

#### A. Beginning Fund Balance

The LTFP's FY 2020-21 beginning fund balance of \$338,683,806 reflects the most recent audited ending fund balance per the Comprehensive Annual Financial Report (Annual Report) for the fiscal year ending June 30, 2020. The beginning fund balance in future years, beyond FY 2020-21, 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 \$72.4 million in FY 2020-21 and \$67.1 million in FY 2021-22, 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 3-5% in tobacco tax revenue. In response to insufficient information shared by the State regarding the Proposition 56 backfill calculations and methodologies, the First 5 LA Finance department continues to adopt a cautious approach in the calculation of Proposition 10 and Proposition 56 revenue by adjusting the State's projections downward, for the purposes of this analysis. The previous 2% downward adjustment used from FY 2018-19 through FY 2020-21 has been adjusted to a 1% downward adjustment through FY 2027-28 in response to an increase in projected revenues from the State and the consistent receipt of payments. 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. Based on the latest assessment and fluctuations, First 5 LA will continue to calculate a 1.2% interest earnings with assumptions made for consistent market conditions across the years reflected in the LTFP. Interest earnings for FY 2020-21 are projected at approximately \$4.5 million. Interest earnings for FY 2021-22 are projected at approximately \$4.0 million. In addition, the **Other Revenue** category also includes funding from First 5 California and the Aurrera Health Group LLC (ACE's Aware) for FY 2020-21 (total of \$2.99 million) and funding from First 5 California for FY 2021-22 (total of \$5.1 million).

#### 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.

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 2021-22 is included in the FY 2021-22 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 by June 30, 2022: Baby Friendly Hospitals.
- 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 by 2023, as approved by the Board in November 2018.

#### E. Operating Expenditure Assumptions

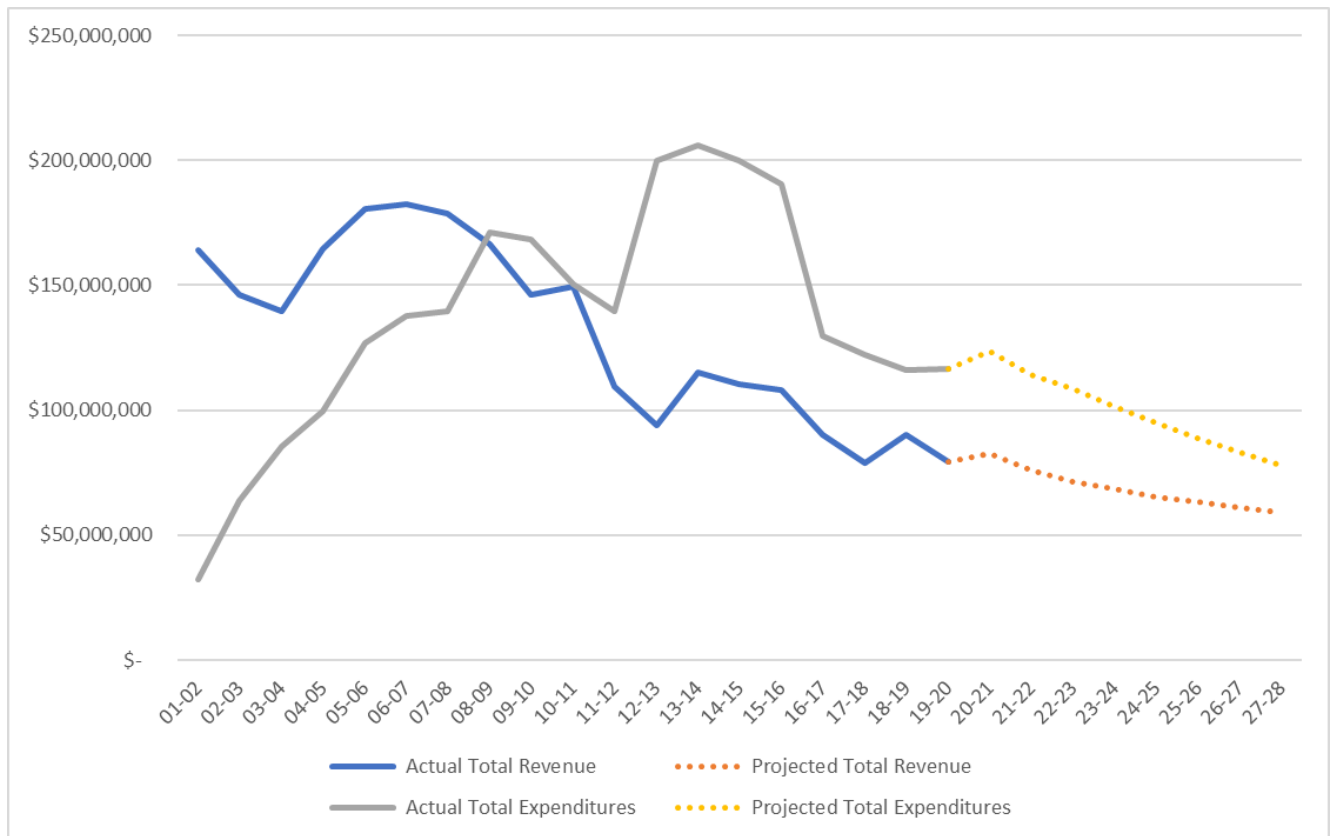
The Revised FY 2020-21 Operating Budget of \$22.3 million included assumptions related to staffing, salary and benefit costs, professional development and other operating costs. The FY 2021-22 Draft Budget proposes \$21.90 million in operational costs to support the organizational needs. The FY 2021-22 Operating Budget includes an organizational alignment to the November 2020 Adapted Organizational Structure which reduces the total organization's FTE and net cost. This Adapted Organizational Structure will reduce costs starting in FY 2021-22 and will impact future years. 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 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 (approximately 4%), as well as inflation of the cost of goods and services (estimated at 1%).

#### IV. Analysis: The Multi-year Outlook

Consistent with previous years, the LTFP continues to reflect declining resources, including both incoming tobacco tax 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 establishment of the annual resource spending limits in this ten-year plan gives us an opportunity to be proactive in deciding how and when we strategically use the diminishing fund balance to offset expenditure needs above and beyond the Proposition 10 tax revenue dollars and any other known revenues.

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 19.5% by FY 2027-28, from the \$69.5 million anticipated to be received in FY 2021-22 to an estimated \$56.0 million in FY 2027-28, not including the 1% internal downward adjustment to Proposition 10 tax revenue to account for possible Proposition 56 backfill shortfalls or changes. The transition from long-term financial projection to plan has allowed First 5 LA to plan for a gradual path toward expenditure alignment with revenues as we continue to focus resources on Strategic Plan priorities, deepen our sustainability work and leverage non-First 5 LA resources.

Spending is estimated to peak in FY 2020-21 as the organization transitioned from one Strategic Plan to a Revised Strategic Plan. The total impact of the anticipated expenditures in FY 2020-21 is

approximately \$123.8 million, or 33.3% above the estimated incoming revenue (including the 2% 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 2021-22 is \$114.1 million, or 33.5% above the estimated incoming revenue, which also adjusts for the 1% internal adjustment to Proposition 10 tax revenue. The ongoing variance between projected revenue and the established spending limits results in an 84.1% decrease in fund balance from the July 1, 2020 beginning fund balance of \$338.7 million to \$53.8 million by June 30, 2028. This \$53.8 million includes the fund balance reserve which increased from 25% of the projected annual fiscal year budget per Board-approved policy to 50% effective FY 20-21, per Board approval in July 2020.

As noted earlier, recent changes to the Plan have resulted in an increase to the FY 2027-28 projected available ending fund balance, from \$4.2 million to \$53.8 million, an increase of approximately \$49.6 million.

Staff will continue to monitor the changing environment and political landscape—both at the State and Federal level—that can have potential implications for anticipated revenue so that we may adjust our longer-term plans, accordingly. 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. These updates will then be presented to the Board for approval.

## **V. Summary**

The transition from a long-term financial projection to a plan in 2020 has required that First 5 LA bring greater discipline to its current and future spending. In so doing, the Plan helps First 5 LA improve its long-range strategic investment planning, particularly as the organization places a higher emphasis on policy and systems change, and doing more with less, due to our ever-declining Proposition 10 Tobacco Tax revenues. This approach also allows the organization to manage the transition to a more sustainable spending plan in light of an ever-decreasing fund balance.

First 5 LA will continue working to identify the appropriate level of resources for distribution in support of the short and long-term 2020-2028 Strategic Plan efforts. Any changes to the proposed long-term plan costs and revenues will be shared with the Board for discussion, feedback and approval through the next long-term financial plan update.

# PROPOSED DRAFT FY 2021-22 BUDGET



Special Board/Budget & Finance  
Committee and Executive Committee

May 6, 2021

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# Memo

To: Board of Commissioners

From: Kim Belshé, Executive Director

Date: May 6, 2021

Subject: **FIRST 5 LA PROPOSED FISCAL YEAR 2021-22 BUDGET**

Members of the Commission,

We are pleased to present the budget for fiscal year (FY) 2021-2022. 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.

This budget is presented and approved by the Board at a time of ongoing change and challenge in the context of the COVID-19 pandemic. Throughout the proposed budget, Commissioners will see investments and strategies that reflect First 5 LA’s continued efforts to support staff, contractors and grantees, and young children and their families to navigate immediate and longer term implications of the pandemic. And, throughout the proposed budget the Board will see the team’s commitment to the three critical drivers of Strategic Plan implementation: focus and priority-setting, integration and alignment, and diversity, equity and inclusion.

The detail of the proposed budget is captured in Attachment A. Here, I want to lift up a number of critical aspects of the proposed budget that reflect First 5 LA’s evolution, our context and our enduring commitment - across all of our work - to our strategic direction, to our staff as “impact multipliers”, to sustainability, and to our values of collaboration, learning, integrity and diversity, equity and inclusion.

***Working in new, more integrated and high impact ways.*** To meet this moment, First 5 LA is embracing new approaches to our work. An important example is our work planning and resource forecasting process, which has helped us identify and clarify each team’s work, assess the work against our strategic plan goals, identify opportunities for integration and prioritization, and connect internal operational processes, like contract renewals and budget development, to strategic plan implementation. The proposed budget for fiscal year 2021-22 is the product of the First 5 LA team leaning into new approaches to achieve greater impact. In this proposed budget I hope Commissioners will see:

**COMMISSIONERS**

Los Angeles County Supervisor	Bobby Cagle	Jonathan E. Sherin,
Sheila Kuehl	Barbara Ferrer, Ph.D.,	M.D., Ph.D.
<i>Chair</i>	M.P.H., M.Ed.	Romalis J. Taylor
Judy Abdo	Astrid Heger, M.D.	Marlene Zepeda, Ph.D.
<i>Vice Chair</i>	Yvette Martinez	

**EX OFFICIO MEMBERS**

Jacquelyn McCroskey, DSW  
 Karla Pleitez Howell  
 Deanne Tilton  
 Keesha Woods

**EXECUTIVE DIRECTOR**

Kim Belshé

**EXECUTIVE VICE PRESIDENT**

John A. Wagner

**A PUBLIC ENTITY**

- Tighter alignment of requested resources to the refined strategic plan and strategic priorities.
- More intentional alignment of work across the organization, such as the focus of communications to strategic goals.
- Recognition of the long-term and evolving nature of trust- and partnership- building, systems change and policy and advocacy; and, a corresponding multi-year outlook beyond the budget year.
- Explicit focus on the critical asset the First 5 LA team represents, with Center/Team/Office overviews providing richer information of Center/Team/Office functional responsibilities, staffing and priorities for the year ahead.
- More intentional incorporation of sustainability as a responsibility shared across the organization and as a strategy aligned to diverse contexts and opportunities.
- Discipline and adherence to our investment guidelines; such as, for example, honoring the expiration of contracts.
- Inclusion of diversity, equity and inclusion as both an organizational value and investment guideline that is embedded in where we focus, what we hope to achieve, and how we undertake our work together and alongside partners.
- Alignment of resources with the functions of First 5 LA's new organizational structure.

**Advancing our clear strategic direction.** The Strategic Plan provides the roadmap to guide our work as a systems change leader and funder, grounded in our values and investment guidelines. Consistent with the Strategic Plan's direction, staff recommend resources to support work aligned to the four strategic priority areas:

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

The proposed budget for FY 2021-22 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. And, you'll see newer work that is gaining traction and momentum, such as early identification and intervention/Help Me Grow-LA and African American Infant and Maternal Mortality (AAIMM) initiative, and work that is more developmental, such as strategies to strengthen the delivery of Family Child Care and Family, Friends and Neighbor Care. Requested resources reflected the developmental stage and strategic opportunities associated with each initiative.

Commissioners will also note recommended resources that reflect closer integration of First 5 LA's activities. Examples include tightening the focus of our kindergarten readiness assessment strategy on the Best Start geographic regions and our strategic communications efforts on clear systems change priorities. Importantly, Commissioners will continue to 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 an enduring 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 continued senseless killings of people of color, 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 have discussed with the Board this past year our recognition 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 context in which we are doing work, and our strategic plan will guide our response. The recommended resources for FY 2021-22 speak directly to the opportunities we see for First 5 LA to adapt to our context and contribute to an LA County that is just, inclusive and equitable.

**Aligning to First 5 LA's new organizational structure, focusing on key budget year priorities.** The proposed budget is organized around the new structure announced in the fall of 2020. Appendix E provides an overview of each Center, Team and Office, along with the critical budget year priorities for each function that are foundational to our longer-term systems change goals. These two-page summaries provide a crisp presentation of the critical work ahead across the organization, the deployment of First 5 LA's human assets in furtherance of our goals, and points of integration across functional responsibilities.

**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. First 5 LA's fiscal imperative requires that we bring a comprehensive approach to sustainability, including operating within our fiscal reality, pursuing new revenue and fund leveraging strategies, and maximizing opportunities to co-invest with partners.

Throughout the budget, you'll see evidence of First 5 LA's sustainability efforts. Examples include: deploying non-First 5 LA funding to support our early care and education quality and dual language learners initiatives; securing grant funding for ACES Aware; leveraging philanthropic funding to extend the reach of our built environment initiative, LINK; structuring contracts to incentivize sustainability efforts, such as an incremental yearly decrease of First 5 LA's support of Regional Network Grantees; entering into agreements with Medi-Cal managed care organizations to support funding of essential family-centered services, such as home visiting, and securing, analyzing and leveraging data to help inform and drive policy changes, such as public CalWORKS support for home visiting.

**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 (DEI). Consistent with Board direction, we're challenging ourselves in our Strategic Plan implementation 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, Commissioners will see how DEI is informing and focusing our work, such as seen in efforts to close racial disparities in home visiting, our evolving early care and education strategic focus on family child care and the centrality of DEI in First 5 LA's

more focused policy agenda. In addition, the proposed budget includes resources to support the organizational work underway to ensure we are living our DEI values in the workplace, both programmatic and operational.

**Energizing 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 proposed budget recommends continued support of such critical advocacy investments as the Early Care and Education Coalition, the Association of First 5s, and our Sacramento and Washington, D.C.-based advocates. The budget also includes an additional year of support for the Early Care and Education Policy and Advocacy Fund, at a reduced level, and the Built Environment Policy and Advocacy Fund. As noted in the budget, resources are requested to undertake the initial work to establish an integrated Policy and Advocacy Fund aligned to the more holistic child and family goals outlined in the Strategic Plan.

**First 5 LA staff as impact multipliers.** We are careful stewards of First 5 LA’s resources and attentive to our evolving fiscal context. And, we recognize we are a resource rich organization – our programmatic funding, to be sure; and, importantly, each member of the First 5 LA team, the smart, strategic, energetic, mission-driven people I am proud to call my colleagues. The proposed budget recognizes our staff team as one of First 5 LA’s most significant investments in systems change and aligns operational expenditures with our new organizational structure and functionality required to successfully execute against our strategic plan.

The budget for FY 2021-22 includes a total budget request of approximately \$114.2 million as presented in the table below.

Budget Component	FY 2020-21 Budget		Proposed FY 2021-22 Budget	Variance
	Original	Revised		
<b>Program</b>				
<i>Center for Child &amp; Family Impact</i>	84,377,000	87,757,000	77,525,000	(10,232,000)
<i>Offices</i>	10,101,000	9,471,000	10,060,000	589,000
<i>Other*</i>	828,000	828,000	-	(828,000)
<b>Total 2020-2028 Strategic Plan</b>	<b>\$ 95,306,000</b>	<b>\$ 98,056,000</b>	<b>\$ 87,585,000</b>	<b>\$ (10,471,000)</b>
<i>Legacy Investments</i>	3,153,000	3,233,200	3,219,000	(14,200)
<i>Emerging Opportunities</i>	3,000,000	215,000	1,500,000	1,285,000
<b>Total Program</b>	<b>\$ 101,459,000</b>	<b>\$ 101,504,200</b>	<b>\$ 92,304,000</b>	<b>(9,200,200)</b>
<b>Operating</b>	<b>22,797,493</b>	<b>22,308,248</b>	<b>21,892,171</b>	<b>(416,077)</b>
<b>TOTAL BUDGET</b>	<b>\$ 124,256,493</b>	<b>\$ 123,812,448</b>	<b>\$ 114,196,171</b>	<b>\$ (9,616,277)</b>

\* Projects expired in FY 20-21 or included in a different budget

Finally, I’d like to close with my appreciation to Finance Department Director Raoul Ortega, Daisy Lopez and the Finance team for their collaborative budget development efforts with the Office of Equity, Strategy and Learning (OESL) team, Antoinette Andrews Bush and Kaya Tith. Informed by the OESL-facilitated work planning and resource forecasting process, the budget development process has reflected new approaches to advance a more focused, integrated and DEI-centered budget plan. In so doing, the First 5 LA team has been broadly engaged in work planning and budget development, which has elevated staff input and insights and yielded a

more aligned set of recommended investments. In so doing, Finance, OESL and the First 5 LA team broadly are modeling our values and advancing our systems change goals on behalf of young children and their families.



ATTACHMENT A:

FY 2021-22 BUDGET -  
HIGHLIGHTS

## **ATTACHMENT A: FY 2021-22 BUDGET – HIGHLIGHTS**

The FY 2021-22 Budget represents resources that will support Year 2 implementation of the 2020-2028 Strategic Plan, which was approved by the Commission in November 2019. This budget is the culmination of internal collaboration across teams, alignment of program costs to our strategic direction and fiscal realities of declining tobacco tax revenues, and the continued evolution of First 5 LA as it fulfills its multiple roles as advocate, convener, funder, catalyst, communicator, and partner. The reduced level of spending, compared to prior year, reflects the progress undertaken to apply the drivers of strategic plan implementation – focus and prioritization, alignment and integration, and diversity, equity and inclusion – to our work. This has led to greater clarity around how to deploy and maximize First 5 LA’s human and fiscal resources strategically and in alignment with the evolution of First 5 LA, our fiscal reality, and the results we seek for children and families in Los Angeles County.

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.

This FY 2021-22 Budget Highlights document provides a general overview of budget requests at the Team/Office/Center level, specifically calling out investments that are new, large, high-profile, or Commission priorities. The document is organized into four sections as detailed in the outline below:

- I. Budget Overview
  - A. Budget Development Context
    - o Format and Approach to the FY 2021-22 Budget
  - B. Overall Budget Summary
  - C. Program Costs Summary
    - 1) 2020-2028 Strategic Plan
      - 1A. Center for Child & Family Impact
        - a. Family Supports Team
        - b. Communities Team
        - c. Early Care & Education Team
        - d. Health Systems Team
        - e. Center Support Team
      - 1B. Offices
        - f. Office of Government Affairs & Public Policy
        - g. Office of Communications
        - h. Office of Data for Action
    - 2) Legacy Investments
  - D. Internal Operations (Operating Budget)
- II. Revenue Assumptions
- III. Impact on Fund Balance
- IV. Administrative Cost Limit

It is important to note the distinction and inter-relationship between our Program Costs Summary, which represent our external work, and Internal Operations (Operating Budget), which represent our work to improve our workplace and operational effectiveness. Aligned with First 5 LA's adapted structure, the teams listed under Program Costs Summary above lead First 5 LA's external, systems change work. Teams such as those within the Center for Operational Excellence (e.g. Finance, Information Technology, Workplace Management, Contract Administration and Purchasing, and Human Resources and Talent Management) as well as the Executive Director's Office, and Office of Equity, Strategy, and Learning focus on First 5 LA's internal policies, processes, culture, and physical assets – all of which enable our external work. Proposed resources supporting the work of these teams are reflected in the Operating Budget.

Further detail on Program and Operating Budget requests by each team is provided in Attachments C and E. 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 needed.

Key budget and supporting documents are organized as follows:

Attachment A: FY 2021-22 Budget – Highlights

Attachment B: Budget Summary - Programs

Attachment C: Program Budget Detail

Program Budget – Detail by Program

Attachment D: Operating

- Operating Costs Summary
- Administrative Limit Calculation
- Schedule of Authorized Positions

Attachment E: Operating Budget Detail

- Center/Office/Team Cover Page
- Operating Budget – Summaries & Detail by Center/Office/Team

For Attachment C, program detail is organized in order of the FY 2021-22 Program Summary. For Attachment E, operating detail is organized within the Center by Team/Office.

## **I. BUDGET OVERVIEW**

The FY 21-22 Budget framework is revised to align with the 2020-2028 Strategic Plan and First 5 LA's adapted organizational structure. The strategic plan pivots away from priority outcome areas toward a focus on four strategic priorities. Included in the attached materials is a Program Budget Summary that connects each FY 2021-22 project to a primary 2020-2028 Strategic Priority. The four Strategic Priorities are 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 are included in Attachments C and E.

## **A. BUDGET DEVELOPMENT CONTEXT**

### ***Format and Approach to the FY 2021-22 Budget***

As we journey into year two of the strategic plan, the budget structure is evolving to further align with the 2020-2028 Strategic Plan structure. We do anticipate that this budget structure will continue to take shape next year and better represent resources that will support strategic plan implementation moving forward through FY 2027-28.

The purpose of the FY 2021-22 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 2021-22 include: a work planning assessment of activities earmarked to end at the end in FY 2021-22 to ensure that activities that have completed their objectives are appropriately phased out and a continued emphasis in long-term sustainability.

Changes to the FY 2021-22 Budget:

1. Structural alignment of Program and Operating budgets to the FY 2020-2028 Strategic Plan and the Adapted Organizational Structure.
2. Adjustment to total number of authorized personnel, from 148 to 120.
3. Alignment and adherence to the \$116.2 million FY 21-22 spending limit outlined in the long-term plan approved by the Board last year.
4. Resources in support of work-related travel are included for the second-half of the fiscal year, based on the latest COVID-19 data, CDC and LAC DPH's guidance and Senior Leadership's guidance.
5. Twelve months of additional resources included in the operating budget to support the immediate telework needs of staff (mobile/internet stipend)

As an organization, we will 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 funding changes are noted in the pages that follow.

## **B. OVERALL BUDGET SUMMARY**

The total FY 2021-22 Budget is presented in a summary schedule in Attachment B. As shown in the following high-level table, the Budget totals \$114.2 million, a decrease of approximately \$9.6 million,

or 7.8% compared to the FY 2020-21 revised budget of \$123.8 million. Costs are estimated to decrease by 9.1% for programs and decrease by 1.9% for internal operations.

Budget Component	FY 2020-21 Budget		Proposed FY 2021-22 Budget	Variance
	Original	Revised		
<b>Program</b>				
<i>1A. Center for Child &amp; Family Impact Total</i>	84,377,000	87,757,000	77,525,000	(10,232,000)
<i>1B. Offices Total</i>	10,101,000	9,471,000	10,060,000	589,000
<i>Other*</i>	828,000	828,000	-	(828,000)
<b>Total 2020-2028 Strategic Plan</b>	<b>\$ 95,306,000</b>	<b>\$ 98,056,000</b>	<b>\$ 87,585,000</b>	<b>\$ (10,471,000)</b>
<i>Legacy Investments</i>	3,153,000	3,233,200	3,219,000	(14,200)
<i>Emerging Opportunities</i>	3,000,000	215,000	1,500,000	1,285,000
<b>Total Program</b>	<b>\$ 101,459,000</b>	<b>\$ 101,504,200</b>	<b>\$ 92,304,000</b>	<b>(9,200,200)</b>
<b>Operating</b>	<b>22,797,493</b>	<b>22,308,248</b>	<b>21,892,171</b>	<b>(416,077)</b>
<b>TOTAL BUDGET</b>	<b>\$ 124,256,493</b>	<b>\$ 123,812,448</b>	<b>\$ 114,196,171</b>	<b>\$ (9,616,277)</b>

\* Represents projects that expired in FY 20-21 or whose certain activities (not entire projects) were included in a different budget for FY 21-22

The FY 2021-22 Budget reflects a decline in spending across all areas, consistent with the decline of revenues and long-term strategic direction.

In addition, as noted in section A, the operating budget has been reorganized to align with the Adapted Organizational Structure implemented in November 2020 but not reflected in the budget resources or structure until FY 2021-22.

Funds to support evolving COVID-19 related needs have been built into both the program and operating cost areas.

## C. PROGRAM COSTS SUMMARY

### 1. 2020-2028 STRATEGIC PLAN

The FY 2021-22 Budget reflects the structural alignment of the program budgets to the FY 2020-2028 Strategic Plan and the Adapted Organizational Structure. This has resulted in a lot of movement within the budget at a detailed-level with the movement of project budgets from one area to another, the consolidation and centralization of similar resources across the organization into single projects, and the organization of projects by overseeing Team/Office instead of initiative. As the budget is adaptive to the environment, we will continue to assess and further refine the structure, costs and activities in this fiscal year and future years to best align with the 2020-2028 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 move into the second year of the revised and refined Strategic Plan and find ourselves over one year into a global pandemic.

The 2020-2028 Strategic Plan programmatic costs are captured within two of the three organizational components, based on the Adapted Organizational Structure: The Center for Child & Family Impact and the Offices.

Budget Component	Revised FY 2020-21 Budget	Proposed FY 2021-22 Budget	Variance
<b>Program</b>			
<i>Center for Child &amp; Family Impact</i>			
Family Supports	\$ 39,137,000	\$ 40,261,000	\$ 1,124,000
Communities	20,945,000	17,759,000	(3,186,000)
Early Care & Education Systems	21,288,000	12,964,000	(8,324,000)
Health Systems	5,725,000	5,846,000	121,000
Center Support**	662,000	695,000	33,000
<i>CCFI Total</i>	87,757,000	77,525,000	(10,232,000)
<i>Offices</i>			
Office of Government Affairs & Public Policy**	1,625,000	3,069,000	1,444,000
Office of Communications	5,363,000	4,614,000	(749,000)
Office of Data for Action**	2,483,000	2,377,000	(106,000)
<i>Offices Total</i>	9,471,000	10,060,000	589,000
<i>Other*</i>	828,000	-	(828,000)
<b>Total 2020-2028 Strategic Plan</b>	<b>\$ 98,056,000</b>	<b>\$ 87,585,000</b>	<b>\$(10,471,000)</b>

#### 1A. Center for Child & Family Impact

The functions previously organized in what was referred to as the Programs Division is now the Center for Child and Family Impact (CCFI), including: Family Supports, Communities, Early Care & Education Systems and Health Systems. CCFI also introduces a Center Support Team, a team whose work includes multi-sector and cross-cutting partnership-focused endeavors. More information is included below and in Attachment C.

##### Family Supports (\$40,161,000)

The Family Supports FY 2021-22 budget is largely comprised First 5 LA's continued investments in Welcome Baby and Select Home Visiting, which combined comprise a total of \$34.0 million of 84.7% of the total Family Supports budget.

Welcome Baby and Select Home Visiting (SHV) represent ongoing programs (“anchor investments”) that the Commission confirmed as 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, are offered 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 18 participating providers' intensive Select Home Visitation Program (Healthy Families America and Parents as Teachers). 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 and to ensure families are matched to the program type that will best meet their needs.

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.

Additional project costs proposed for FY 2021-22 include resources to ensure the adherence to program fidelity by Welcome Baby 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, funds to support consultation and guidance in family strengthening strategies and, evaluation studies. This budget also includes \$100,000 in funding from First 5 California for a two-year cross-sector collaboration project intended to strengthen early childhood development and family support systems by embedding home visiting as a critical component.

The above represents some examples of the budgets and costs included within the FY 2021-22 Family Supports Team budget.

For further information and detail on the FY 2021-22 Family Supports Team program budget amounts and activities please refer to Attachment C.

#### Communities (\$17,759,000)

Of the proposed FY 2021-22 costs within the Communities Team budget, 83.9% or \$14.9 million is driven by the fourth-year implementation of the revised Best Start Regional and Local Networks structure (regional with local customization), endorsed by the First 5 LA Board of Commissioners in May 2017.

The five Regional Network grantees (RNGs) represent a network of partners that work together to fulfill achieve outcomes aligned with community priorities at regional and local levels. Examples of this work across the five RNG's includes capacity building and leadership development, community change work, systems change activities, network building as well as organizational capacity building support.

This team budget also includes funds to help establish a cross-sector learning structure and processes with partners engaged in capacity building work within the Best Start geographies, strengthen the capacity of nonprofit organizations actively participating within the local and regional Best Start networks, and resources support community-based organizations in developing and implementing effective, culturally competent built environment policy- and systems-change advocacy initiatives in the Best Start geographies.

In addition, over the next year staff will be exploring options to more intentionally connect our work to build up the RNGs and regional capacity of partners from our Best Start communities to other First 5 LA resources, including within the Center for Child and Family Impact and across the entire organization.

The above represents some examples of the budgets and costs included within the FY 2021-22 Communities Team budget.

For further information and detail on the FY 2021-22 Communities Team program budget amounts and activities please refer to Attachment C.

#### Early Care and Education (ECE) Systems (\$12,964,000)

FY 2021-22 resources will support several activities including Kindergarten Readiness Assessment (KRA), Quality Start Los Angeles (QSLA) and the final year of the ECE Policy Advocacy Fund (ECE PAF).

The largest single investment in this team's budget for FY 2021-22 is the continued work with existing school districts across LA County to promote the collection of Kindergarten Readiness Assessment (KRA) data using the Early Development Instrument (EDI) that can help inform and drive ECE policy, fiscal and systems change. In addition, a major goal in FY 21-22 will be strategy refinement – to determine if and how the KRA data supports the needs of the Best Start Communities. The outcome of this evaluation may impact future KRA funding needs.

The QSLA model, system infrastructure and proposed expansion is using funding from First 5 CA to support quality improvement services in local counties. This expansion will fund a more inclusive structure which will extend the quality improvement services to family, friend, and neighbor (FFN) care, family child care (FCC) and more home-based licensed child care providers without state funding. The work to improve the system also includes funding from First 5 California to design and pilot a Dual Language Learners Program in partnership with others, to meet the needs of dual language learners, through training and professional development opportunities for child care providers.

The ECE Policy Advocacy Fund is in its final year of funding. This project has supported the expansion of publicly funded quality early learning by partnering with key ECE advocacy organizations and funding convenings, learning and evaluation. Although funding for ECE PAF is ending June 30, 2022, an integrated Public Advocacy Fund is expected to launch by next fiscal year.

For further information and detail on the FY 2021-22 Early Care & Education Team program budget amounts and activities please refer to Attachment C.

#### Health Systems (\$5,846,000)

The Health Systems work in FY 2021-22 continues to promote and fund systems change activities across child and family serving systems related to maternal and child health, as well as early screening and intervention to mitigate impacts of trauma exposure and developmental, behavioral delays. In partnership with LA County Department of Public Health (LACDPH), this includes the implementation of the Help Me Grow model in LA County (HMG LA), costs include 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 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: 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 identifying resource and referral and facilitating linkage to appropriate services and supports.

Key partnerships and pilots in support of HMG LA implementation is underway.

Another activity funded in FY 2021-22 includes discreet early identification and intervention First Connections activities such as care coordination as well as an evaluation of the care coordination activities to assess and share their impact on child health outcomes with interested external funders such as the Medi-Cal Managed Care Plans.

Additionally, First 5 LA will continue to invest in Trauma Informed Approaches through continued funding of a partnership with LA County Department of Health Services (DHS) to support their Strong, Healthy and Resilient Kids (SHARK) clinic to test multi-screen efforts (Adverse Childhood Experiences- ACEs as well as general development) and linkage to community services. First 5 LA will also continue to support key partners' expertise and leadership in trauma to ensure early childhood is prioritized. To reflect this supportive role, pooled funding is focused on working with partners to build their capacity and transform their system, practices, policies and culture to be more trauma-informed.

First 5 LA and LACDPH have also joined efforts to lead and invest in the African-American Infant and Maternal Mortality (AAIMM) project whose objective is to improve pregnancy, birth and infant outcomes, improve family wellbeing, and decrease health disparities among Black women of reproductive age countywide. This initiative is following a five-year action plan to reduce disparities by 30% at the end of that term.

For further information and detail on the FY 2021-22 Health Systems Team program budget amounts and activities please refer to Attachment C.

#### Center Support (\$695,000)

The Center Support Team is a new team whose work, responsibilities and resource needs are related to representing First 5 LA at multi-sector, cross-cutting tables where multiple early childhood issues are discussed, working with philanthropic and county partners, and supporting complex cross-cutting sustainability efforts and opportunities. The activities for FY 2021-22 include County Partnerships to address: prevention and early intervention, and economic & food security. Proposed resources and activities will also address: infrastructure support for sustainability and health planning, partnerships to improve care coordination for pregnant women, young children, and their families, the creation of sustainable financing and reimbursement mechanisms for healthcare-related investments, and cross-sector partnerships to network and collaborate on policy and systems change efforts.

For further information and detail on the FY 2021-22 Center Support Team program budget amounts and activities please refer to Attachment C.

#### 1B. Offices

Offices under the new Adapted Organizational Structure centralize and support key functions reporting directly to the Executive Director, including: The Office of Communications, Office of Data for Action,

and Office of Government Affairs & Public Policy, which largely replace the former Integration and Learning and Policy and Strategy Divisions and certain departments within those divisions. In addition, a new office, Office of Equity, Strategy, and Learning (OESL), is introduced to support one of our core values: Diversity, Equity and Inclusion. As OESL has not identified any programmatic resource needs for FY 2021-22, costs to support OESL's functions are included within the Internal Operations Budget (see section C for more information).

#### Office of Government Affairs & Public Policy (\$3,269,000)

Policy Change is one of the three key approaches to influencing broad systems change repeatedly highlighted throughout the 2020-2028 Strategic Plan. The leadership and strategic investments employed by the Office of Government Affairs & Public Policy (OGAPP) will have long-term effects for the organization and broader ECE systems.

FY 2021-22 investments in the OGAPP will focus on core government affairs, advocacy and public policy functions including: lobbying, lobbying compliance, articulating organization-wide public policy change priorities, First 5 Association activities and developing strong relationships with elected officials. Focused investments in advocacy and policy change priorities advances system sustainability goals through influencing state and federal budgets, administrative guidance and policy development. OGAPP centers equity as a central principle in assessing policy priorities and will also lead the policy development and prioritization process in consultation with staff across the organization.

Resources will also be used to develop and catalyze relationships and partnerships with cross-cutting external advocacy partners who collaborate with First 5 LA to advance public policy goals and Strategic Plan imperatives and strategically fund event sponsorships.

For further information and detail on the FY 2021-22 Office of Government Affairs & Public Policy program budget amounts and activities please refer to Attachment C.

#### Office of Communications (\$4,614,000)

To build public will and catalyze lasting and equitable change within systems that exist to serve young children and families, in FY 2021-22 the Office of Communications will develop marketing and communications strategies to elevate awareness and create urgency around issues and conditions that impact early childhood development. Changing norms, attitudes, behaviors and beliefs calls for engaging, educating, and influencing stakeholders. Communications strategies built in partnership with Center Teams and Offices, will engage decision-makers, including parents and caregivers, communities, and elected officials on early care and education, health care delivery systems; and with the Office of Government Affairs and Public Policy to help drive policy and systems change. To help advance the organization's strategic goals and priority focus areas, with emphasis on "hard-to-reach" communities, the Office will provide branding expertise and communications technical assistance, to manage, advance and achieve organization-wide communications needs. Deployed tactics will include traditional advertising, utilizing First 5 LA digital platforms and outlets (website, social media), internal communications, and building a more robust capacity through direct investments to fund organizations and news outlets to report on early childhood development issues.

For further information and detail on the FY 2021-22 Office of Communications program budget amounts and activities please refer to Attachment C.

#### Office of Data for Action (\$2,377,000)

Resources in the Office of Data for Action will support the organization with measurement, evaluation and data-related endeavors. This budget includes costs and activities that focus on strategizing First 5 LA's prioritized data needs; establishing a data infrastructure to facilitate access to high quality data; supporting HIPAA compliance; developing an infrastructure for the effective delivery of technical assistance to staff across the organization; and leading data partnerships with partners such as the Children's Data Network, the Public Health Foundation Enterprise (PHFE) WIC, and the County of Los Angeles Chief Information Office to support First 5 LA's systems change efforts and provide data for the Impact Framework.

In addition, resources in FY 2021-22 will support the continued development and refinement of the Impact Framework as it seeks to short- and long-term system outcomes and identify indicators to measure and track organizational performance and culture. Funds will also be used to develop and submit First 5 LA's Annual Report of investments and accomplishments to First 5 CA, as well as funding a consultant to collect, analyze, report data and develop an LA County Data Brief to promote First 5 LA's accountability, future strategic refinements and future strategic investments.

For further information and detail on the FY 2021-22 Office of Data for Action program budget amounts and activities please refer to Attachment C.

## **1. 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 2 (two) legacy investments in FY 2020-21, both will continue into FY 2021-22

#### **Baby Friendly Hospitals (\$40,000)**

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, due to COVID-19 the in-person designation visit from Baby Friendly was delayed. The hospital requested a no-cost extension to FY 2020-21, however, due to the ongoing pandemic the in-person onsite visit could not be completed in FY 2020-21. As such, a no-cost extension is being requested for FY 2021-22 to complete this work. The additional time will allow for the hospital to complete the assessment process to be designated as a Baby Friendly Hospital.

#### **Little by Little/One Step Ahead (\$3,179,000)**

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 2021-22, the initiative expects to provide services to over 60,000 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 2021, as well as anticipated needs for FY 2021-22, the budget includes approximately \$21.9 million for First 5 LA operating costs.

The \$21.9 million represents a decrease of approximately \$416,000 or 1.9% from the revised FY 2020-21 Budget, influenced primarily by decreases in Personnel Services, Operating Services and Professional Services.

OPERATING COST CATEGORY	FY 2020-21 Budget				Proposed	
	Original		Revised		FY 2021-22 Budget	
Personnel Services	\$ 17,804,695	78%	\$ 17,804,695	80%	\$ 17,304,109	79.0%
Operating Services	2,004,260	9%	1,853,610	8%	1,840,224	8.4%
Consultant Services	1,789,225	8%	1,772,225	8%	1,801,100	8.2%
Professional Services	484,718	2%	477,818	2%	468,623	2.1%
Travel Expenses	326,745	1%	40,550	0%	113,600	0.5%
Professional Development	387,850	2%	359,350	2%	364,515	1.7%
<b>Total Operating Costs</b>	<b>\$ 22,797,493</b>	<b>100%</b>	<b>\$ 22,308,248</b>	<b>100%</b>	<b>\$ 21,892,171</b>	<b>100%</b>

*Please note: Percentages reflected have been rounded to the nearest whole*

Attachments D and E provide additional detail on the operating budget requests, based on the November 2020 Adapted Organizational Structure.

**Highlights and Assumptions:**

The FY 2021-22 Budget reflects the revised level of authorized positions for the organization, from 148 to 120, in alignment to the Adapted Organizational Structure implemented in November 2020. One additional “floater” position is included in the Executive Director’s Office. This position is intended to fill an identified “gap” in the organization, to be determined. Although there is no change to the chart of accounts structure, the individual operating budgets are presented in the related materials by Team/Office/Center in lieu of Department and in alignment with the Adapted Organizational Structure.

The following are highlights of the major spending categories:

### Personnel Services

Approximately \$17.3 million, or 79.0%, of the total \$21.9 million in operating costs is for Personnel Services, which includes salaries and employee benefits. This represents a decrease of about \$501,000 or 2.8% compared to the revised FY 2020-21 personnel budget. As mentioned above, this overall decrease in personnel costs is primarily driven by the recent changes to staffing in alignment with the Adapted Organizational Structure and in response to the organization-wide effort to more closely align the budget with our fiscal realities. Additionally, although we have historically adjusted the total personnel costs to account for short and long-term vacancies throughout the year by way of an attrition and vacancy rate adjustment, due to the reduced staffing, all positions are budgeted full-time for a complete year. A complete schedule of authorized positions can be found in Attachment D.

### Operating Expenses

General operating expenses comprise \$1.8 million, or 8.4% of the total operating costs of \$21.9 million. This is a net decrease of approximately \$13,000 influenced primarily by the reduction to staffing and corresponding costs, as well as the continued telework arrangement. The nearly \$34,000 reduction to Cell Phone & Mobile Devices is due to the changes in staffing in alignment with the Adapted Organizational Structure. This reduction, as well as others, are offset by increases to other line items but most notably a \$149,000 increase to Miscellaneous/Contingency which was increased to support any unanticipated onsite costs related to the ongoing COVID-19 pandemic, such as increased janitorial expenses, increased security, safety services and equipment and the like.

### Consultant Services

The budget includes approximately \$1.8 million for Consultant Services, representing 8.3% of total operating costs and an increase of approximately \$29,000, or 1.6% compared to FY 2020-21. These services will be used for temporary, specialized IT staffing support, Morlin building management fees, building security, and talent leadership recruitment. Resources included in this cost category also support our ongoing diversity, equity and inclusion work as well as efforts to develop a learning infrastructure that facilitates ongoing reflection, adaptation, and refinement of the 2020-2028 Strategic Plan – both efforts being led by the Office of Equity, Strategy and Learning.

### Professional Services

The budget includes approximately \$468,000 to support Professional Services, representing 2.1% of total operating costs and a \$9,000 or approximately 1.9% decrease in funding level compared to the revised FY 2020-21 budget. Resources will fund staff recruitment, legal fees, HIPAA-specific legal services, audit fees and miscellaneous bank charges.

### Travel Expenses

Travel Expenses comprise 0.5% of the total operating costs at approximately \$114,000, representing an increase of \$73,000 or 180.1% compared to the revised funding for FY 2020-21 but a \$213,000 decrease compared to the original FY 20-21 budget. The original FY 20-21 budget only restricted travel for the first quarter of the fiscal year. Due to the ongoing pandemic, work-related travel was completely restricted in FY 20-21, and resources were adjusted accordingly at mid-year. For FY 2021-22, staff can budget and plan for the travel in the second half of the fiscal year.

## Professional Development

Professional Development expenditures represent 1.7% of the total operating budget, at nearly \$365,000. This budget includes a roughly \$5,000 increase in spending, or 1.4%, compared to the revised resources proposed in FY 2020-21. Professional Development costs were assessed across the organization to adhere to an industry standard of 3.0% of salaries and were adjusted accordingly. The budgeted professional development funds included support equal-access staff training and Leadership Development opportunities through our Human Resources and Talent Management Team, as well as Team/Office-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**

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 First 5 California (F5CA), pass-through resources from F5CA to advance and support strategies related to the Dual Language Learners initiative, funding from F5CA to implement the Home Visiting Coordination (HVC) project, and partnerships with the Los Angeles County Office of Education to continue to support Early Care and Education efforts for a total of \$5,144,000 in FY 2021-22.

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 continues to adopt a cautious approach in the projection of future Proposition 10 tax and Proposition 56 backfill revenue for FY 2021-22, projected to be approximately \$67.1 million. Due to the insufficient information shared by the State related to Proposition 56 backfill calculations, First 5 LA has adjusted the State tax revenue downward by 2% over the past three years, for the purposes of our planning. As payments have been disbursed more consistently, and we have seen a 2-4% uptick in projected Proposition 10 revenues, First 5 LA is revising the internal downward adjustment to 1% effective FY 2021-22. 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, programmatic support grants and pass-through funds. Interest earnings, projected to yield approximately \$4.0 million in revenue for FY 2021-22, are projected using an estimated 1.2% return on anticipated cash balances.

First 5 LA will continue to explore and identify new public and private revenues that could support and advance our strategic goals, in alignment with our 2020-2028 Strategic Plan strategic priorities, which includes *optimiz(ing) our effectiveness* and addressing fiscal challenges by maximizing available revenue sources. Additional funding received throughout the year, both restricted and unrestricted, will be included and shared with the Board of Commissioner's when the FY 21-22 Mid-Year Revised Budget is presented for review and approval or in the next Long-Term Financial Plan update, as applicable.

### 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 calculated at 50% of the projected annual fiscal year budget per Board approval in July 2020. Based on the approved policy limit, the FY 2021-22 Reserve is calculated at \$57.0 million, an amount that is also classified as unassigned for fund balance purposes.

Additionally, First 5 LA's continued emphasis on sustainability and alternative revenues will also have an impact on the fund balance. In FY 2021-22, the total budget of \$114.1 million is offset by just over \$5.1 million in external funds to support the work in the fiscal year. As such, the net demand on the First 5 LA fund balance is \$108.9 million.

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 2021-22 Budget do not exceed the remaining balance for these funding allocations, approval of the FY 2021-22 budget amounts for these initiatives will not commit additional dollars. The projected remaining allocation balances as of June 30, 2021 will be brought to the Commission for reaffirmation on June 10, 2021 in conjunction with the approval of the FY 2021-22 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 return to the assigned fund balance, which represents funds available for use within the parameters set by the Strategic Plan.

Balances for all fund balance categories will not be finalized until the completion of the FY 2020-21 year-end audit and Comprehensive Annual Financial Report (Annual Report). Fund balance updates will be provided in the updated 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: Executive Director's Office, Center for Operational Excellence, Board of Commissioners, Work Place Management Team, Office of Communications, Contract Administration & Purchasing Team, Facilities Management, Finance Team, Human Resources and Talent Management Team, Information Technology Team and the Center for Child and Family Impact Support.

In addition to these costs, the existing definition includes salary and employee benefit (S&EB) costs for Directors and Administrative Assistants in the following programmatic Teams/Offices: Communities Team, Early Care & Education Team, Family Supports Team, Health Systems Team, Office of Data for Action, Office of Government Affairs and Public Policy.

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 Director and Senior Leadership 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 D), the administrative cost for supporting First 5 LA programs is projected to be \$13.5 million, or 11.82% of the total budget. The increase from the previous year's revised 11.18% is due to the greater disparity between operational costs and programmatic expenditures proposed for FY 2021-22.



## ATTACHMENT B:

# FY 2021-22 BUDGET SUMMARY PROGRAMS

CENTER/TEAM/OFFICE	PROJECT NAME	STRATEGIC PRIORITY 1	STRATEGIC PRIORITY 2	STRATEGIC PRIORITY 3	STRATEGIC PRIORITY 4	FY 2020-21		FY 2021-22		VARIANCE	
						REVISED BUDGET	PROPOSED BUDGET	\$	%	\$	%
2020-2028 STRATEGIC PLAN											
<i>Center for Child and Family Impact</i>											
FAMILY SUPPORTS	Welcome Baby Hospitals	X				\$ 21,730,000	\$ 22,406,000	\$ 676,000	3%		
	Select Home Visiting Programs	X				10,800,000	11,596,000	796,000	7%		
	Deb Daro Consultation	X				35,000	35,000	-	0%		
	Family Strengthening Oversight Entity	X				3,600,000	3,810,000	210,000	6%		
	F5CA Home Visiting Coordination Project	X				100,000	100,000	-	0%		
	Funding to Support Home Visiting Health Plan Partnerships	X				50,000	-	(50,000)	-100%		
	Home Visiting Staff Diversity/Retention Consultant	X				120,000	20,000	(100,000)	N/A		
	Home Visiting Sustainability Support in Health Systems					75,000	-	(75,000)	-100%		
	Home Visiting Sustainability Support in Mental Health Systems					50,000	-	(50,000)	-100%		
	LAC Perinatal and Early Childhood Home Visiting Consortium	X				265,000	265,000	-	0%		
	MAMA's Visits Home Visiting Program Training and T.A. Support	X				667,000	667,000	-	0%		
	Stronger Families Database	X				1,154,000	1,362,000	208,000	18%		
	Welcome Baby Impact Study	X				230,000	-	(230,000)	-100%		
	Abriendo Puertas Project Dulce					221,000	-	(221,000)	-100%		
	Family Engagement Learning Community Support					40,000	-	(40,000)	-100%		
<b>Sub-total Family Supports</b>					<b>\$ 39,137,000</b>	<b>\$ 40,261,000</b>	<b>\$ 1,124,000</b>	<b>2.9%</b>			
COMMUNITIES	Neighborhood Action Councils					\$ 450,000	-	\$(450,000)	-100%		
	Region 1: Central-East Regional Network	X				4,392,000	3,953,000	(439,000)	-10%		
	Region 2: SLA Regional Network	X				5,014,000	4,513,000	(501,000)	-10%		
	Region 3: SFV Regional Network	X				2,315,000	2,084,000	(231,000)	-10%		
	Region 4: Port Cities Regional Network	X				2,644,000	2,380,000	(264,000)	-10%		
	Region 5: AV Regional Network	X				2,180,000	1,962,000	(218,000)	-10%		
	Network Capacity Strengthening	X				725,000	542,000	(183,000)	-25%		
	Network Knowledge Development and Dissemination	X				105,000	305,000	305,000	N/A		
	Food Security					105,000	-	(105,000)	-100%		
	Link Advocates Government Family and Parks (Link)	X				300,000	150,000	(150,000)	-50%		
	Best Start Learning Agenda	X				540,000	540,000	-	0%		
	Built Environment Policy Advocacy Fund (BEPAF)	X				1,000,000	875,000	(125,000)	-13%		
	Capacity Strengthening Learning Consortium	X				400,000	380,000	(20,000)	-5%		
	Data Analysis, Learning and Dissemination	X				700,000	-	(700,000)	-100%		
	Long Beach Mayor's Fund for Education: Business Partner Cultivation	X					75,000	75,000		N/A	
Stakeholder Engagement and Leveraging					180,000	-	(180,000)	-100%			
<b>Sub-total Communities</b>					<b>\$ 20,945,000</b>	<b>\$ 17,759,000</b>	<b>\$ (3,186,000)</b>	<b>-15.2%</b>			
ECE	County Liaison Consultant/CFA Data	X				75,000	45,000	(30,000)	-40%		
	Early Childhood Education Credential Advocacy Project	X				362,000	-	(362,000)	-100%		
	ECE Policy Advocacy Fund	X				3,350,000	2,450,000	(900,000)	-27%		
	Educare Policy and Advocacy					300,000	-	(300,000)	-100%		
	Kindergarten Readiness Assessment			X		6,141,000	3,400,000	(2,741,000)	-45%		
	Provider Advisory Group	X				200,000	175,000	(25,000)	-13%		
	Dual Language Learner	X				1,888,000	1,000,000	(888,000)	-47%		
	QRIS Continuous Site Engagement	X				2,077,000	-	(2,077,000)	-100%		
	ECE Workforce Registry	X				650,000	550,000	(100,000)	-15%		
	Home-Based Child Care Strategy	X				200,000	300,000	100,000	50%		
	IMPACT 2020	X				2,760,000	1,944,000	(816,000)	-30%		
	QSLA Database			X		600,000	600,000	-	0%		
	QSLA Expansion: IMPACT1	X				2,100,000	2,100,000	-	0%		
	VIVA Social Impact Partners	X				400,000	400,000	-	0%		
	Shared Services Support					3,000	-	(3,000)	-100%		
Early Childhood Educator Competencies Curriculum Project					182,000	-	(182,000)	-100%			
<b>Sub-total ECE</b>					<b>\$ 21,288,000</b>	<b>\$ 12,964,000</b>	<b>\$ (8,324,000)</b>	<b>-39.1%</b>			

CENTER/TEAM/OFFICE	PROJECT NAME	STRATEGIC PRIORITY 1	STRATEGIC PRIORITY 2	STRATEGIC PRIORITY 3	STRATEGIC PRIORITY 4	FY 2020-21		FY 2021-22		VARIANCE	
						REVISED BUDGET	PROPOSED BUDGET	PROPOSED BUDGET	\$	\$	%
HEALTH SYSTEMS	Help Me Grow	X				\$ 3,078,000	\$ 4,172,000	\$ 1,094,000		36%	
	First Connections	X				583,000	545,000	(38,000)		-7%	
	Early Identification and Intervention Evaluation	X				150,000	79,000	(71,000)		-47%	
	Trauma-Informed Approaches					514,000	-	(514,000)		-100%	
AAIMM Birth Outcomes and Disparities – Policy and Systems Change	X				1,400,000	1,050,000	(350,000)		-25%		
<b>Sub-total Health Systems</b>					<b>\$ 5,725,000</b>	<b>\$ 5,846,000</b>	<b>\$ 121,000</b>		<b>2.1%</b>		
CENTER SUPPORT	Bold Vision	X				\$ 150,000	\$ 150,000	-		0%	
	Center for Strategic Partnerships	X				25,000	25,000	25,000		N/A	
	County Partnership Fund	X				165,000	225,000	60,000		36%	
	Infrastructure Support for Sustainability and Health Planning	X				25,000	180,000	155,000		620%	
	Medi-Cal Administrative Activities Implementation Support	X			X	210,000	65,000	(145,000)		-69%	
	Southern California Grantmakers (SCG)	X				112,000	50,000	(62,000)		-55%	
<b>Sub-total Center Support</b>					<b>\$ 662,000</b>	<b>\$ 695,000</b>	<b>\$ 33,000</b>		<b>5.0%</b>		
<b>Sub-Total: Center for Child and Family Impact</b>					<b>\$ 87,757,000</b>	<b>\$ 77,525,000</b>	<b>\$ (10,232,000)</b>		<b>-11.7%</b>		
<b>Office of Government Affairs &amp; Public Policy</b>											
OFFICE OF GOVERNMENT AFFAIRS & PUBLIC POLICY	Policy Advocacy Fund Technical Assistance Provider	X				\$ -	\$ 400,000	400,000		N/A	
	Conference Funding to Advance the Field of Early Childhood Development		X			-	150,000	150,000		N/A	
	Organization-wide Sponsorships to Build Partnerships and Public Will for First 5 LA's Results Areas				X	-	200,000	200,000		N/A	
	Organizational Memberships and Stakeholder Engagement Efforts	X				175,000	508,000	508,000		N/A	
	Federal Policy and Sustainability Advocate	X				440,000	100,000	(75,000)		-43%	
	State Policy and Sustainability Advocate	X				1,010,000	448,000	(8,000)		2%	
	Strategic Plan Advocacy Strategies	X				1,263,000	253,000	(8,000)		25%	
	<b>Sub-Total: Office of Government Affairs &amp; Public Policy</b>					<b>\$ 1,625,000</b>	<b>\$ 3,069,000</b>	<b>\$ 1,444,000</b>		<b>88.3%</b>	
	<b>Office of Communications</b>										
	OFFICE OF COMMUNICATIONS	Strategic Communications	X				2,500,000	2,500,000	-		0%
Strategic Communications Partnerships		X				800,000	539,000	(261,000)		-33%	
Strategic Marketing			X			2,063,000	1,575,000	(488,000)		-24%	
<b>Sub-Total: Office of Communications</b>						<b>\$ 5,363,000</b>	<b>\$ 4,614,000</b>	<b>\$ (749,000)</b>		<b>-14.0%</b>	
<b>Office of Data for Action</b>											
OFFICE OF DATA FOR ACTION	Family and Community Engagement Best Practices					\$ 25,000	\$ -	(25,000)		-100%	
	Organization-wide Learning					14,000	-	(14,000)		-100%	
	Annual Reporting			X		-	74,000	74,000		N/A	
	Data Policies & Practices				X	25,000	150,000	125,000		500%	
	Data Requests			X		5,000	5,000	-		0%	
	Indicator Development					150,000	-	(150,000)		-100%	
	Children's Data Network (CDN)		X			850,000	850,000	-		0%	
	County Data Partnership		X			115,000	115,000	115,000		N/A	
	WIC Data Mining Research Partnership		X			547,000	384,000	(163,000)		-30%	
	Dissemination					20,000	-	(20,000)		-100%	
	Knowledge Management					25,000	-	(25,000)		-100%	
	Assisting and Supporting Staff with Information for Specialized Tasks			X		119,000	119,000	119,000		N/A	
	First 5 LA Data Strategy		X			100,000	250,000	150,000		150%	
	Impact Framework		X			125,000	430,000	305,000		244%	
Quality Rating and Improvement System Evaluation					522,000	-	(522,000)		-100%		
Capacity Building and Technical Assistance					75,000	-	(75,000)		-100%		
<b>Sub-total Office of Data for Action</b>					<b>\$ 2,483,000</b>	<b>\$ 2,377,000</b>	<b>\$ (106,000)</b>		<b>-4.3%</b>		

CENTER/TEAM/OFFICE	PROJECT NAME	STRATEGIC PRIORITY 1	STRATEGIC PRIORITY 2	STRATEGIC PRIORITY 3	STRATEGIC PRIORITY 4	FY 2020-21		FY 2021-22		VARIANCE	
						REVISED BUDGET	PROPOSED BUDGET	PROPOSED BUDGET	\$	\$	%
<b>Other - Projects Expired in FY 20-21 or Consolidated</b>											
	Los Angeles Area Chamber of Commerce					\$	30,000	\$	-		0%
	Los Angeles Partnership for Early Childhood Investment						30,000		-		0%
	LA Funders Collaborative						25,000		-		-100%
	LA-N-Sync						25,000		-		-100%
	Sector Partnership Development						470,000		-		0%
	Grantmaking Memberships						41,000		-		0%
	Municipalities Engagement						130,000		-		0%
	Parent Advocacy and Engagement						77,000		-		0%
	<b>Sub-total Other - Projects Expired in FY 20-21 or Consolidated</b>					<b>\$</b>	<b>828,000</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-100.0%</b>
	<b>TOTAL 2020-2028 STRATEGIC PLAN</b>					<b>\$</b>	<b>98,056,000</b>	<b>\$</b>	<b>87,585,000</b>	<b>\$</b>	<b>(10,471,000)</b>
<b>LEGACY INVESTMENTS</b>											
	Baby Friendly Hospitals				X		128,200	\$	40,000	\$	(88,200)
	Little by Little/One Step Ahead				X		3,105,000		3,179,000		74,000
	<b>TOTAL LEGACY INVESTMENTS</b>					<b>\$</b>	<b>3,233,200</b>	<b>\$</b>	<b>3,219,000</b>	<b>\$</b>	<b>(14,200)</b>
	Emerging Opportunities Fund						215,000	\$	1,500,000	\$	1,285,000
	<b>TOTAL FIRST 5 LA PROGRAM BUDGET</b>					<b>\$</b>	<b>101,504,200</b>	<b>\$</b>	<b>92,304,000</b>	<b>\$</b>	<b>(9,200,200)</b>
<b>INTERNAL OPERATIONS</b>											
	Administrative Costs						13,840,136	\$	14,088,866	\$	248,730
	Program Costs						8,468,112		7,803,305		(664,807)
	<b>TOTAL INTERNAL OPERATIONS</b>					<b>\$</b>	<b>22,308,248</b>	<b>\$</b>	<b>21,892,171</b>	<b>\$</b>	<b>(416,077)</b>
	<b>TOTAL FIRST 5 LA BUDGET</b>					<b>\$</b>	<b>123,812,448</b>	<b>\$</b>	<b>114,196,171</b>	<b>\$</b>	<b>(9,616,277)</b>
<b>NON-F5LA PROPOSITION 10 REVENUES</b>											
	F5CA Home Visiting Coordination Project							\$	100,000		
	F5CA Dual Language Learner								1,000,000		
	F5CA IMPACT								1,944,000		
	QSLA Expansion: IMPACT1								2,100,000		
	<b>TOTAL NON-F5LA PROPOSITION 10 REVENUES</b>							<b>\$</b>	<b>5,144,000</b>		
	<b>TOTAL DEMAND ON F5LA RESOURCES</b>							<b>\$</b>	<b>109,052,171</b>		

**LEGEND**  
 STRATEGIC PRIORITY 1: Strengthen public & community systems  
 STRATEGIC PRIORITY 2: Advance & build on community experience  
 STRATEGIC PRIORITY 3: Expand influence & impact with data  
 STRATEGIC PRIORITY 4: Optimize our effectiveness



## ATTACHMENT C:

# FY 2021-22 BUDGET PROGRAM DETAIL

# CENTER FOR CHILD & FAMILY IMPACT

# Family Supports Team

Initiative	Investment Category
Home Visiting	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Welcome Baby Hospitals	\$21,730,000		\$22,406,000		3.11%

### Program Summary

Welcome Baby (WB) programs are an integral component of the 2020-2028 Strategic Plan, with support for Priority #1 (Strengthening Public and Community Systems) and Objective 1.1 of providing program and policy leadership to support development and expansion of a universal system of home visiting that builds upon the existing infrastructure.

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.

### Spending Plan and Funding Methodology

In FY 21-22, program costs for 14 Welcome Baby providers are \$22,406,000. WB providers entered into a multi-year contract from FY 20-21 to FY 22-23 and projected expenditures for each of the three fiscal years.

The program budget of \$22,406,000 reflects an analysis based on budget amounts 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 21-22 takes this historical trend into account to provide a more accurate budget. As such, FY 21-22 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 considered when developing the FY 21-22 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.

\*FY 21-22 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.

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

**Initiative**

**Investment Category**

Home Visiting

2020-2028 Strategic Plan

Initiative	Investment Category
Home Visiting	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Select Home Visiting Programs	\$10,800,000		\$11,596,000		7.37%

**Program Summary**

Select Home Visiting (SHV) programs are an integral component of the 2020-2028 Strategic Plan, with support for Priority #1 (Strengthening Public and Community Systems) and Objective 1.1 of providing program and policy leadership to support development and expansion of a universal system of home visiting that builds upon the existing infrastructure.

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 95% of target children are linked to a medical/healthcare home.

**Spending Plan and Funding Methodology**

FY 21-22 is the eighth year of implementation for a total of 18 SHV providers. SHV grantees entered into a multi-year contract from FY 20-21 to FY 22-23 and projected expenditures for each of the three fiscal years.

Budgets were negotiated with grantees using data from the Stronger Families database to identify the number of active clients and the enrollment rate per provider. These data helped to estimate each provider’s program needs, including costs for personnel, supplies, and mileage; this does not preclude enrollment improvements. The Program Budget for FY 21-22 takes this historical trend into account to provide a more accurate budget. As such, FY 21-22 program budget is anticipated to be less than the actual total contract amount but reflects the trend of anticipated expenditures.

Most contract expenses will be spent on personnel, ongoing operating expenses and on costs such as supplies and mileage associated with client enrollment. The contract amount in FY 21-22 is estimated to be \$11,596,000. The following factors were considered when developing the FY 21-22 estimate:

- a) historical spending patterns
- b) year-to-date expenditures in FY 20-21
- c) grantee spending projections for FY 21-22.

The estimated contracted amount of \$11,596,00 takes into account the historical expenditure rate of spending 90% of the SHV contracted budget amounts.

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

**Initiative**

**Investment Category**

Home Visiting

2020-2028 Strategic Plan

Initiative	Investment Category
Home Visiting	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Deb Daro Consultation	\$35,000		\$35,000		0.00%

#### Program Summary

A Procurement Exception Request was approved for Dr. Deb Daro in June 2015 to provide consultation about First 5 LA's home visiting activities. Dr. Daro's involvement and knowledge of the implementation of First 5 LA's family strengthening strategies and extensive home visiting expertise has provided a unique combination and added value that is not available elsewhere. Dr. Daro's contributions to date have been fundamental in informing evaluation study designs and measurement tools and techniques for First 5 LA's family strengthening investments. Staff have also benefitted from her guidance in ensuring quality assurance strategies through the Family Strengthening Oversight Entity and policy consultation.

#### Spending Plan and Funding Methodology

Dr. Deb Daro will provide consultation and support in the following areas:

- A) Assistance and guidance regarding ongoing quality assurance and improvement efforts (50 hours at \$128/hour);
- B) Guidance to policy development staff on strategic opportunities at the State and Federal level (50 hours at \$128/hour);
- C) Assistance to Family Supports Team on available system linkages for extending Welcome Baby reach and impact (25 hours at \$128/hour);
- C) Guidance to inform the development, implementation, and oversight of the Welcome Baby Virtual Study and other home visiting evaluation efforts (80 hours at \$128/hour); and
- D) Maintain regular contact with F5LA leadership and conduct onsite or virtual visits with staff and partners (25 hours at \$128/hour and travel costs for up to two in-person visits in Quarters 3 and 4).

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

Initiative	Investment Category
Home Visiting	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
F5CA Home Visiting Coordination Project	\$100,000		\$100,000		0.00%

#### Program Summary

First 5 California Home Visiting Coordination funds are a two-year grant specifically intended to catalyze coordination and collaboration to yield significant systems change, with a focus on shared learning and capacity-building, resource sharing. The funding is intended to help F5's across California create sustainable, unified systems that support families with home visiting services, and maximizes available funding to serve more families

#### Spending Plan and Funding Methodology

The First 5 California Home Visiting Coordination Project funds awarded by First 5 California are being utilized to strengthen early childhood development and family support systems by embedding home visiting as a critical component. The funds will support consultation efforts to strengthen cross-sector collaboration between key funders and technical assistance providers at the implementation level and improve integration efforts between the emerging Help Me Grow (HMG) system in LA County and home visiting agencies by building and strengthening referral pathways.

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

Initiative	Investment Category
Home Visiting	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Family Strengthening Oversight Entity	\$3,600,000		\$3,810,000		5.83%

**Program Summary**

The Family Strengthening Oversight Entity (FSOE) aligns with the 2020-2028 Strategic Plan given its support for Strategic Priority # 1, Strengthening Public and Community Systems and Objective 1.1 of providing program and policy leadership to support development and expansion of a universal system of home visiting that builds upon the existing infrastructure.

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 21-22 the Family Strengthening Oversight Entity (FSOE) will continue to provide support to fourteen (14) Welcome Baby and eighteen (18) 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 participates and supports in the coordination of the Department of Public Health Home Visiting Expansion efforts via planning, database development, and training.

**Spending Plan & Methodology**

In FY 21-22 the Family Strengthening Oversight Entity (FSOE) will:

- Coordinate and provide input to evaluation activities and study designs with First 5 LA Office for Data in Action, 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.
- Coordination and development of reports to support First 5 LA's pilot efforts with Managed Care Organizations

Requested resources are consistent with historical expenditures and anticipated need. The following were taken into account when developing the FY 21-22 estimate:

- Anticipated merit increase for personnel
- Inclusion of virtual trainings and meeting costs for Quarters 1 and 2
- Funding to provide technical assistance to grantees to support high performance and enhanced service delivery

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

**Initiative**

**Investment Category**

Home Visiting

2020-2028 Strategic Plan

Initiative	Investment Category
Home Visiting	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Home Visiting Staff Diversity/Retention Consultant				\$20,000	0.00%

#### Program Summary

Consulting support to address home visiting staff diversity and retention will help identify and share best practices for recruiting and maintaining diverse staff, as well as support/promote strategies that lead to modification of existing policies and procedures. This includes efforts to increase African-American staff and client enrollment to more effectively address existing disparities.

#### Spending Plan and Funding Methodology

The consultant will conduct the following activities:

- A) Conduct research and identify best practices, strategies and data within home visiting to promote an increase in staff diversity and client retention within different target populations and maintain regular contact with staff (65 hours at \$150/hour)
- B) Conduct up to two convenings with home visiting site leadership to educate and promote new strategies. These efforts support increased staff retention, which decrease high programmatic costs associated with new recruitment and training and promote equity strategies. (\$5,000 per convening, anticipated to be in-person for Quarters 3 and 4).

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

Initiative	Investment Category
Home Visiting	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	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) expanded their MAMA’s Neighborhood program to include home visitation, and provides 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 continues to build their program infrastructure. This time-limited investment has provided DHS with the opportunity to build their program infrastructure to enhance program implementation in anticipation of a ramp-down of First 5 LA support by FY 21-22.

**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 21-22 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)

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

Initiative	Investment Category
Home Visiting	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Stronger Families Database	\$667,000		\$667,000		0.00%

#### 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 21-22 the system will incorporate database changes, such as changes resulting from the Department of Public Health and Department of Social Services home visiting efforts, continued support of Tableau reporting and additional features requested by users. Ongoing efforts to support evaluation efforts that utilize the database will continue.

FY 21-22 funds will support the following areas:

##### DATABASE DEVELOPMENT (\$255,000)

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
Home Visiting	2020-2028 Strategic Plan

Program Name	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Welcome Baby Impact Study	\$1,154,170	\$1,362,000	18.00%

### 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 COVID pandemic required a shift in the study to virtual visits; the Welcome Baby Virtual study will provide information to stakeholders, locally and nationally, about virtual visits within the Welcome Baby Program. The information will inform the program design in the long term as well as sustainability efforts. The goal for FY 21-22 is to complete enrollment of participants into the study and conduct the first and second wave of primary data collection to capture maternal and child experiences and outcomes.

### 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: \$194,000
- Collect and Analyze Primary Data Collection: \$581,000
- Project Management: \$79,000
- WIC Collaboration and comparison group data: \$392,000
- Total: \$1,362,000

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

Initiative	Investment Category
Baby Friendly Hospitals	Legacy Investments

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Baby Friendly Hospital Project - Cycle 4	\$128,200		\$40,000		-68.79%

#### 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 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 21-22. The end date for this project was June 31, 2020, however, due to COVID the in-person designation visit from Baby Friendly was delayed. The hospital may need an additional no-cost extension in the amount of \$40,000. 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%)

The estimated \$40,000 for FY 21-22 represents funding required to complete the final step of the Baby Friendly designation process, which is the on-site visit by Baby Friendly USA, which has been delayed due to COVID restrictions.

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

Program Name	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Little by Little/One Step Ahead Program	\$3,105,000	\$3,179,000	2.38%

### 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 21-22:

- 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 60,446 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 21-22 was determined based on contractor spending patterns in past years and the negotiated 39-month life of project contract estimates. In FY 21-22, the LBL program will provide services to an estimated total of 60,446 unique WIC participants for a total budget estimate of about \$3,179,000. The following are the major programmatic and administrative cost categories and estimated annual amounts for FY 21-22:

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: \$982,052
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: \$1,253,011.
3. Program Supplies- Program expenses are related to program materials and brochures. Total estimated expenses for supplies: \$625,799.
4. Operating and Administrative Costs- A total of \$121,361 is estimated for space, postage, travel, mileage, other related expenses.
5. Evaluation: A budget of \$24,025 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: \$173,164.

In November 2018 the board took action to extend the strategic partnership with PHFE-WIC (now Heluna Health) 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.

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

**Initiative**

**Investment Category**

Little by Little/One Step Ahead

Legacy Investments

# Communities Team

Initiative	Investment Category
Supporting the Emergence of Movements	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Region 1: Central-East Regional Network	\$4,392,000		\$3,953,000		-9.99%

**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 21-22 represents the fourth 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. Year 3 focused on continued refinement of the change agenda and to begin implementation of community efforts resulting in stronger networks, a better understanding of the social ecosystem and an ability adapt to changes in community conditions as presented with the challenges put forth by the COVID-19 pandemic.

The Best Start Region 1 (Central-East) Network includes Metro LA, Southeast LA, East LA and South El Monte/El Monte. In FY 22-23, the Region 1 Central-East Regional Network will strengthen the likelihood that movements focused on our long-term results and conditions of wellbeing will emerge.

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 develop broader networks that attract and engage new partners from communities not currently or meaningfully engaged in the Best Start networks, influence stakeholders in the ecosystem to coalesce around prenatal to 5 work, implement actions within the communities’ change agendas that address root causes of the systemic issues impacting children and families, and build a structure within the Best Start geographies committed to cohering movements focused on population level results aligned with one or more of the First 5 LA’s long term results for children and families and additional conditions of wellbeing.

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 21-22

- 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 \$3,952,800 for FY 21-22 was determined based on spending patterns anticipated in FY 21-22 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 21-22:

- 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: \$185,720.
- 2) Contracted Services- an estimated 7 subcontractors to support and develop Region 1 capacity building around

Initiative	Investment Category
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Supporting the Emergence of Movements

2020-2028 Strategic Plan

multi-level coordination, resource mobilization, collective advocacy, data and evaluation. Total estimated expenses for subcontracts: \$195,600.

3) Operating and Administrative Costs- A total of \$35,980 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: \$91,000.

5) Local Network Costs- A total of \$3,444,700 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.

Change from Prior Year (if >+-20%)
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Initiative	Investment Category
Supporting the Emergence of Movements	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Region 2: South LA Regional Network	\$5,014,000		\$4,513,000		-9.99%

**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 21-22 represents the fourth 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. Year 3 focused on continued refinement of the change agenda and to begin implementation of community efforts resulting in stronger networks, a better understanding of the social ecosystem and an ability adapt to changes in community conditions as presented with the challenges put forth by the COVID-19 pandemic.

The Best Start Region 2 (South LA) Network includes West Athens, Broadway-Manchester, Compton-East Compton, and Watts-Willowbrook. In FY 21-22, 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 that attract and engage new partners from communities not currently or meaningfully engaged in the Best Start networks , influence stakeholders in the ecosystem to coalesce around a prenatal-5 work, implement actions within the communities’ change agendas that address root causes of the systemic issues impacting children and families , and build a structure within the Best Start geographies committed to cohering movements focused on population level results aligned with one or more of the First 5 LA’s long term results for children and families and additional conditions of wellbeing.

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 21-22

- 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 \$4,512,600 for FY 21-22 was determined based on spending patterns anticipated in FY 21-22 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 21-22:

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: \$989,594.

Initiative	Investment Category
<p>Supporting the Emergence of Movements</p> <p>2) Operating and Administrative Costs – A total of \$181,595 is estimated for equipment, space, printing &amp; copying, telephone, postage, project supplies, travel, mileage, training expenses supplies, other related expenses.</p> <p>3) Evaluation – A budget of \$9,000 is needed to continue evaluation efforts, including fees and data collection and analysis activities.</p> <p>4) Indirect Costs: 10% of total contract amount excluding subcontractors (contractor services), equipment and depreciation: \$156,600.</p> <p>5) Local Network Costs – A total of \$1,970,044 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.</p> <p>6) 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: \$1,206,167.</p>	<p>2020-2028 Strategic Plan</p>
<p><b>Change from Prior Year (if &gt;+-20%)</b></p>	

Initiative	Investment Category
Supporting the Emergence of Movements	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Region 3: San Fernando Valley Regional Network	\$2,315,000		\$2,084,000		-9.97%

**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 21-22 represents the fourth 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. Year 3 focused on continued refinement of the change agenda and to begin implementation of community efforts resulting in stronger networks, a better understanding of the social ecosystem and an ability adapt to changes in community conditions as presented with the challenges put forth by the COVID-19 pandemic.

The Best Start Region 3 (San Fernando Valley) Network includes Northeast Valley and Panorama City & Neighbors. In FY 21-22, 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. The Regional Network will continue to strengthen the likelihood that movements focused on our long-term results and conditions of well-being will emerge.

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 develop broader networks that attract and engage new partners from communities not currently or meaningfully engaged in the Best Start networks, influence stakeholders in the ecosystem to coalesce around prenatal to 5 work, implement actions within the communities’ change agendas that address root causes of the systemic issues impacting children and families, and build a structure within the Best Start geographies committed to cohering movements focused on population level results aligned with one or more of First 5 LA’s long-term results for children and families and additional conditions of well-being.

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 21-22

- 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 \$2,083,500 was determined based on spending patterns anticipated in FY 21-22 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 21-22:

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: \$224,747.

Initiative	Investment Category
Supporting the Emergence of Movements	2020-2028 Strategic Plan

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: \$29,214.

3) Contracted Costs- Includes the cost for the financial audit. The total for this cost category is \$2,250.

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: \$372,078.

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: \$20,098.

6) Evaluation – Evaluation expenses are: \$13,500.

7) Indirect Costs- 10% of total contract amount excluding subcontractors (contractor services), equipment and depreciation: \$32,400.

8) Local Network Costs- A total of \$1,389,713 is estimated for capacity building and leadership development, community change work, coordination and support costs for Panorama City & Neighbors and Northeast Valley.

<b>Change from Prior Year (if &gt;+-20%)</b>
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Initiative	Investment Category
Supporting the Emergence of Movements	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Region 4: Port Cities Regional Network	\$2,644,000		\$2,380,000		-9.98%

**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 21-22 represents the fourth 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. Year 3 focused on continued refinement of the change agenda and to begin implementation of community efforts resulting in stronger networks, a better understanding of the social ecosystem and an ability adapt to changes in community conditions as presented with the challenges put forth by the COVID-19 pandemic.

The Best Start Region 4 (Port Cities) Network includes Central Long Beach and Wilmington. In FY 21-22, 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 Regional Network will continue to strengthen the likelihood that movements focused on our long-term results and conditions of well-being will emerge.

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 develop broader networks that attract and engage new partners from communities not currently or meaningfully engaged in the Best Start networks , influence stakeholders in the ecosystem to coalesce around prenatal to 5 work, implement actions within the communities’ change agendas that address root causes of the systemic issues impacting children and families , and build a structure within the Best Start geographies committed to cohering movements focused on population level results aligned with one or more of the First 5 LA’s long term results for children and families and additional conditions of 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 21-22

- 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 \$2,379,600 for FY 21-22 was determined based on spending patterns anticipated in FY 21-22 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 21-22.

Initiative	Investment Category
Supporting the Emergence of Movements	2020-2028 Strategic Plan

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 advocacy and resource mobilization. Total estimated expenses for personnel: \$382,605.40.

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: \$22,500.

3) Operating and Administrative Costs – A total of \$98,817.30 is estimated for equipment, space, printing & copying, telephone, postage, project supplies, travel, mileage, training expenses supplies, other related expenses.

4) Evaluation – A budget of \$34,200 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: \$26,820.

6) Local Network Costs- A total of \$1,427,200 is estimated for capacity building and leadership development, community change work, coordination and support costs for Central Long Beach and Wilmington.

7) Regional Network Expenses- A budget of \$387,857.30 is needed for regional level network building, systems change activities as well as organizational capacity building support.

<b>Change from Prior Year (if &gt;+-20%)</b>
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Initiative	Investment Category
Supporting the Emergence of Movements	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Region 5: Antelope Valley Regional Network	\$2,180,000		\$1,962,000		-10.00%

**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 21-22 represents the fourth 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. Year 3 focused on continued refinement of the change agenda and to begin implementation of community efforts resulting in stronger networks, a better understanding of the social ecosystem and an ability adapt to changes in community conditions as presented with the challenges put forth by the COVID-19 pandemic.

The Best Start Region 5 (Antelope Valley) Network includes Lancaster and Palmdale. In FY 21-22, 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. The Regional Network will continue to strengthen the likelihood that movements focused on our long-term results and conditions of well-being will emerge. Region 5 will also work to build greater alignment around vision and strategy among partners, 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 develop broader networks that attract and engage new partners from communities not currently or meaningfully engaged in the Best Start networks, influence stakeholders in the ecosystem to coalesce around prenatal to 5 work, implement actions within the communities’ change agendas that address root causes of the systemic issues impacting children and families, and build a structure within the Best Start geographies committed to cohering movements focused on population level results aligned with one or more of the First 5 LA’s long term results for children and families and additional conditions of wellbeing,

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 21-22

- 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 21-22 budget is \$1,962,000.

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: \$377,590.

Initiative	Investment Category
Supporting the Emergence of Movements	2020-2028 Strategic Plan
<p>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 \$165,230.</p> <p>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, postage, travel and staff mileage, communications, financial audit, and miscellaneous costs. The total cost for this cost category is \$70,000.</p> <p>4) Indirect Costs- 10% of total contract amount excluding subcontractors (contractor services), equipment and depreciation. The total for this cost category is \$42,732.</p> <p>5) Local Network Costs - A total of \$1,210,148 is estimated for capacity building and leadership development, community change work, coordination and support costs for Lancaster and Palmdale.</p> <p>6) Delayed Regional and Local Efforts: \$96,300 to support activities in the FY 20-21 RNG contract that are projected to be moved into FY 21-22 due to unanticipated delays resulting from the COVID-19 pandemic.</p>	
<p><b>Change from Prior Year (if &gt;+-20%)</b></p>	

Initiative	Investment Category
Supporting the Emergence of Movements	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Network Capacity Strengthening	\$725,000		\$542,000		-25.24%

### 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 Network Capacity Strengthening, First 5 LA seeks to strengthen the capacity of nonprofit organizations actively participating within the local and regional Best Start Networks. These projects seek 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. The convenings, trainings, technical assistance, and coaching may be conducted virtually based on public health guidance.

This program includes two projects: Optimizing Organizational Capacity (OOC) and Communities of Practice (CoP). The purpose of the OOC is to strengthen the capacity of nonprofit organizations actively participating within each of the 14 Best Start community geographies to more effectively influence policy and systems level change within the local and regional Best Start networks. To this end, 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 systems change within the local and regional Best Start networks and the larger social ecosystem.

The CoP is to create a space for RNGs to deepen partnerships, provide updates, share practices, and create a sense of community that inspires ongoing reflection, adaptation, and practice improvements.

### Spending Plan and Funding Methodology

Network Capacity Strengthening has two projects included for FY21-22, which total \$542,300. Estimated expenditures include:

1. Optimizing Organizational Capacity Strengthening: \$367,300 (rounded to the 367,000 for budget system)

Estimated expenditures of \$367,300 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. Total project is based on current contract funding. Projected expenditures support the following functions:

- a) Co-designing a capacity strengthening approach and plan – in coordination with First 5 LA and the RNGs – based on an assessment of the capacity strengthening needs of nonprofit organizations in the Best Start partnerships.
- b) Coordinating and convening of project participants and implement peer-to-peer learning exchanges and increase collaboration.
- c) Providing training, technical assistance, and coaching to nonprofit organizations actively participating within the local and regional Best Start networks.
- d) Serving as the project's evaluation and learning coordinator by collecting data 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.
- e) Share learnings and insights with First 5 LA staff, leadership and board as appropriate and strengthen relationships with other capacity builders and funders to explore leveraging opportunities to support the nonprofit sector within our Best Start regions.

Initiative	Investment Category
Supporting the Emergence of Movements	2020-2028 Strategic Plan

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 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.

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

\$150,000 decrease for FY 21-22 realized from the FY 20-21 COVID response grant to support the Center for Nonprofit Management and The Nonprofit Partnership (subcontractor) to address the immediate capacity building needs of nonprofits within the Best Start geographies that are being exacerbated by the COVID-19 pandemic.

Initiative	Investment Category
Supporting the Emergence of Movements	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Network Knowledge Development and Dissemination			\$305,000		0.00%

### 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. 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.

This program includes two projects for FY 21-22: Advancement Project California (APCA) and Learning Dialogues.

The APCA project is to guide staff and community reflection and discussion about the state of Best Start communities and the focus of our collective policy and systems change efforts. This information builds from First 5 LA's Impact Framework, particularly as it relates to the Communities Outcome.

The Learning Dialogues are a space for 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.

### Spending Plan and Funding Methodology

Network Knowledge Development and Dissemination has two projects included for FY21-22, which total \$385,000. Estimated expenditures include:

1. Advancement Project California (APCA): \$225,000

Total estimated cost for FY 21-22 is \$225,000. Estimated expenditures include:

Advancement Project: \$225,000 covers current Strategic Partnership with the Advancement Project, approved by the Board in April 2019 including co-designing with First 5 LA staff, providing data and analysis of indicators and the data infrastructure, collecting and analyzing data pertinent to First 5 LA COVID-10 rapid response.

2. Learning Dialogues: (\$80,000): Based on historical expenditures, and experience with similar activities, costs include resources to support local and regional level convenings with decision-makers, other funders, and cross-sector leaders = \$80,000. (Approximately 2-3 per region and up to 5 cross-regionally). The Learning Dialogues may be conducted virtually based on public health guidance.

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

Initiative	Investment Category
Field Building	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Link Advocates Governments Families and Parks (LINK)	\$300,000		\$150,000		-50.00%

### 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 amongst 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 underinvested 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.

\$150,000 for FY 21-22 will represent a one-year extension of this project to leverage philanthropic contributions to pilot up to two more Best Start regions.

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, The Rosalinde and Arthur Gilbert Foundation, and leverages resources from Enterprise Community Partners. Resources from the pooled fund were originally designed to support two municipal districts within Best Start geographies. Currently, Link supports 3 Best Start communities: Panorama City, El Monte, and Southeast LA (Cities of Cudahy and Maywood). UCLA Luskin Center has also been contracted to provide evaluation and learning support for Link.

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 was added to the pooled fund. First 5 LA's funds have leveraged an additional \$200,000 from the Resources Legacy Fund and \$100,000 from the Rosalinde and Arthur Gilbert Foundation. The \$150,000 for FY 21-22 will represent a one-year extension of this project to leverage philanthropic contributions to pilot up to two more Best Start regions. While the second disbursement of \$300,000 was issued in FY 20-21, the current contract with Resources Legacy Fund goes through October 2021; and the \$150,000 for FY 21-22 will represent a one-year extension of this project to leverage philanthropic contributions to pilot up to two more Best Start regions.

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

The first \$300,000 was disbursed to the pooled fund in FY 19-20. In FY 20-21, the second disbursement of \$300,000 was added to the pooled fund. While the second disbursement of \$300,000 was issued in FY 20-21, the current contract with Resources Legacy Fund goes through October 2021 and therefore there is zero budget implications for FY 21-22.

Initiative	Investment Category
Field Building	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Best Start Learning Agenda	\$540,000		\$540,000		0.00%

### Program Summary

Since 2010, First 5 LA has worked to strengthen community leadership and infrastructure in 14 communities in Los Angeles County through Best Start, an approach that emphasizes the critical role of “place” and its impact on a child’s development. The purpose of the Best Start initiative is to cultivate strong collaborative efforts among parents, residents, organizations, and key leaders (i.e. Best Start networks) so that, together, they are a powerful catalyst for systems changes that achieve and sustain positive outcomes for children and families in their communities.

Through the Best Start Learning Agenda (BSLA), First 5 LA sees an opportunity to learn together with our grantees, contractors, and communities, and establish proof of concept to inform county-wide systems improvement strategies. The BSLA learning efforts will deepen First 5 LA’s and its partners’ understanding of how community-led systems change emerges through stronger networks, and how community-led efforts support movement building that shifts mental models, policies, and practices that create better “places”—structures, systems, and environments—for young children and families.

To support the refinement and implementation of the BSLA, First 5 LA is hiring a contractor to serve as a strategic thought partner, primary architect and implementor of the Best Start Learning Agenda. The approach is expected to leverage existing research and learning efforts and strengthen First LA’s learning alongside our partners, grantees, contractors, and community members. The Office of Data for Action, and the Office for Equity, Strategy and Learning collaborated with the Communities Team to develop the solicitation of the Best Start Learning Agenda Research Team (hereafter BSLA Research Team).

Resources support data gathering and analysis of multiple primary and secondary data sources including interviews and grantee reports across investments in order to inform learning for ongoing improvement, communicate progress and increase accountability. Resources also support data dissemination and reports on emergent learnings to strengthen the evidence base and support for community-driven investments and strategies that improve results for children and families.

### Spending Plan and Funding Methodology

HOW FUNDS WILL BE SPENT IN FY 21-22:

- 1) Planning, Design and Project Management (\$190K): This includes initial onboarding activities, including document review, planning and design. This amount assumes approximately 1300 hours at a rate of \$150 per hour to perform activities related to managing the BSLA design and implementation.
- 2) BSLA Research Activities (\$330K): This includes the creation of engagement structures, refining learning questions, and creating research plan, including the development of instruments and summary documents. This amount is based on F5LA’s prior experience with similar activities.
- 3) As a reference, 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.
- 4) BSLA Convenings (\$20K): The amount budgeted is for costs associated with 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%)

This program was previously with the Department of Measurement, Learning and Evaluation and with the recent organization-wide changes it has been transitioned to the Communities Team.

Initiative	Investment Category
Field Building	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Built Environment Policy Advocacy Fund (BEPAF)	\$1,000,000		\$875,000		-12.50%

**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 is 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.

Currently, First 5 LA invests in three separate Policy Advocacy Funds across three different teams – Built Environment in Communities, Early Learning in ECE, and Child Health in the Office of Government Affairs and Public Policy. These projects have been aligned to all conclude at the end of FY 21-22.

Moving forward, to support more integrated policy development and advocacy work aligned with the more holistic child and family public policy goals outlined in the Strategic Plan, First 5 LA will develop a plan to establish an integrated Policy Advocacy Fund housed within the Office of Government Affairs and Public Policy. The integrated fund will be co-developed and implemented in partnership with teams across First 5 LA, and support policy change activities aligned with First 5 LA’s Board-approved Policy Agenda and rules governing public agency advocacy activities.

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 21-22, BEPAF will support the following:

- 1) Policy Advocacy Implementation Grants: Up to 5 grants of \$75,000 – \$100,000 each (up to \$550,000 total) to support built environment advocacy organizations that are uniquely positioned to accelerate countywide or regional efforts that advance the BEPAF focus areas. These grants are intended to support responsive and highly impactful policy advocacy and systems change efforts including coalition-building, community organizing, policy advocacy, and other activities that will improve the lives of young children and their families in LA County, and particularly in Best Start communities.
- 2) Policy Advocacy Incubation Grants: Up to 2 grants of \$40,000-\$50,000 each (up to \$90,000 total) to strengthen the built environment policy advocacy capacity of organizations that are working directly with parents and community residents in Best Start communities.
- 3) Strategic Response Grants: 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 \$550,000 of the total budget is allocated for two BEPAF grant categories: Policy

Initiative	Investment Category
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Field Building	2020-2028 Strategic Plan
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Advocacy Incubation Grants (between \$25,000 - \$50,000 each); Policy Advocacy Implementation Grants (between \$75,000 - \$100,000 each);

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 \$249,758.

Administrative expenses also include additional technical assistance to community-based organizations for built environment policy- and systems-change advocacy in underinvested Best Start areas, like Antelope Valley.

3) Evaluation and Learning Expenses- estimated at \$75,000.

Change from Prior Year (if >+-20%)
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Initiative	Investment Category
Field Building	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Capacity Strengthening Learning Consortium	\$400,000		\$380,000		-5.00%

### Program Summary

FY 21-22 represents year two of this three year project to 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 \$380,000. How funds will be Spent in FY 21-22:

- 10 Capacity Building Learning Consortium sessions at approximately 7 hours each
- Contract with guest speakers/panelists for Consortium
- 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 (\$45,250): Convening expenses include costs for an estimated 10 convenings. Proposed budget based on historical expenditures for logistics (venue, childcare, catering, translation/interpretation) averaging approximately \$4525/event. Total Estimated: Convening Expense: \$45,250. These convenings may be conducted virtually based on Public Health guidance.
- 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

2020-2028 Strategic Plan

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%)**

Initiative	Investment Category
Field Building	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Long Beach Mayor's Fund for Education: Business Partner Cultivation			\$75,000		0.00%

### Program Summary

This two year project (through September 2022) established a strategic partnership with Community Partners, fiscal sponsor for the Long Beach Mayor's Fund for Education, for the purpose of activating and recruiting a network of business leaders and early childhood development (ECD) advocates in Long Beach to amplify the business voice for ECD policies and advocate for access to ECE as a central strategy in the post-COVID economic and community recovery efforts in the City of Long Beach. In FY 21-22, the Mayor's Fund for Education will accomplish the following:

- 1) Identify targeted business leaders and small businesses well positioned to move up the Ladder of Engagement and create individualized methodologies for each targeted business.
- 2) Measure current local business engagement in early childhood issues and family-friendly workplace policies to serve as a baseline metric to measure strategy implementation.
- 3) Facilitate coordinated outreach to the Long Beach business community amongst various early childhood advocates, including the City of Long Beach, First 5 LA, Child360, Long Beach Best Start Network, and ReadyNation California, utilizing Mayor's Fund and City contacts.
- 4) Activation of select business leader recruits to advocate for ECD policies within the City of Long Beach and Long Beach Unified School District.
- 5) Develop a local business ECD engagement case study to capture scalable solutions and model.

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.

### Spending Plan and Funding Methodology

#### HOW FUNDS WILL BE SPENT IN FY 21-22

The total estimated cost for FY 21-22 for Long Beach Business Partner Cultivation is \$75,000. Funds spent in FY 21-22 will be spent pursuing the following tactics:

- 1) Create a communications strategy to message early childhood issues to business leaders, including important issues and trends highlighted in Best Start Central Long Beach's report The Status of Young Children, and informed by community context, issues, and priorities.
- 2) Engage with Long Beach BSC Network to elevate community-based narratives to provide context of EC issues to business leaders.
- 3) 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.
- 4) Convene Mayor's ECE Economic Engagement Roundtable.
- 5) Create a communications strategy for newly cultivated business ECD Champions to effectively relay messages about early childhood issues to other business and policy leaders.

Initiative	Investment Category
Field Building	2020-2028 Strategic Plan

6) Establish a company baseline for the economic baseline of business ECD engagement (baseline data).

7) Develop a tailored ECD-friendly business implementation plan capitalizing on the economic benefits of ECE engagement (progression plan).

Track changes in recruitment results, retention, productivity, workplace satisfaction, etc. (post-implementation report)

Track changes in family-friendly workplace practices as measured by employee recruitment results, retention, productivity, work-place satisfaction, etc.

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

# ECE Team

Initiative	Investment Category
County Systems Building	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
County Liaison Consultant/CFA Data	\$75,000		\$45,000		-40.00%

**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 the Office for the Advancement of Early Care and Education.

In FY 2019-2020, the Office of Child Protection in partnership with the Office for the Advancement of Early Care and Education and First 5 LA produced a County Fiscal Analysis of Early Care and Education dollars in the county. This report and recommendations helped inform the strategic plan of Office for the Advancement of Early Care and Education. The County Liaison consultant will facilitate and support implementation of these recommendations through support of Office for the Advancement of Early Care and Education.

**Spending Plan and Funding Methodology**

FY 2021-2022 estimates 50 hours per month at a cost of \$135 per hour to fund the consultant's time supporting the Office for the Advancement of Early Care and Education (OAECE). Activities include agenda preparation and meeting facilitation for the County Fiscal Assessment (CFA) Implementation Workgroup and the Workforce Pathways Joint Committee, coordination of training and housing of the CFA revenue and expense models, survey development and data analyses to support implementation of OAECE's strategic plan, and coordinating alignment of these activities with Quality Start Los Angeles, First 5 LA, and other County ECE efforts. The rate is the same as was determined at the project's inception in 2018 and the number of hours is estimated on current spend rate with an anticipated increase in work to pre-pandemic levels as restrictions decrease. Some of the project's activities are operating at decreased pace because of OAECE's and other County offices' pandemic response.

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

Expecting a decrease in support and not for the entire duration of the fiscal year.

Initiative	Investment Category
County Systems Building	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
ECE Policy Advocacy Fund	\$3,350,000		\$2,450,000		-26.86%

**Program Summary**

First 5 LA currently invests in three separate Policy Advocacy Funds across three different teams – Built Environment in Communities, Early Learning in Early Care and Education, and Child Health in the Office of Government Affairs and Public Policy. These projects have been aligned to all conclude at the end of FY 21-22.

Moving forward, to support more integrated policy development and advocacy work aligned with the more holistic child and family public policy goals outlined in the Strategic Plan, First 5 LA will develop a plan to establish an integrated Policy Advocacy Fund housed within the Office of Government Affairs and Public Policy. The integrated fund will be co-developed and implemented in partnership with teams across First 5 LA, and support policy change activities aligned with First 5 LA’s Board-approved Policy Agenda and rules governing public agency advocacy activities.

The Early Care and Education Policy and Advocacy Fund supports organizations engaging in advocacy activities to support the expansion of publicly funded quality early learning. Though the project originally was to go only through December 2021, ECE is working with Contract, Administration, and Purchasing team to get board approval for an additional six months of the project to ensure a smooth transition to the integrated Policy Advocacy Fund set to launch in July 2022.

**Spending Plan and Funding Methodology**

Costs for FY 2021-2022 include \$450,000 for administration of the fund. Activities for the last year of the fund include grant administration, convening, and a final learning and evaluation report. The amount is based on the standard 18-20% of grantmaking plus additional funds for the wrap-up activities. Additionally, planning for an integrated policy and advocacy fund is underway and is anticipated to launch at some point during FY 2021-2022, so \$2 million is included for regranting to support organizations in the transition before the next round of Policy, Advocacy Funding is launched. This includes \$1,325,000 for 8 reduced Partnership Grants ranging from \$100,000-\$200,000 and \$675,000 for 9 Field-Building Grants of \$75,000.

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

Reduction due to the final year of funding. Funding for the integrated policy and advocacy fund is captured in the Office of Government Affairs and Public Policy's budget under Policy Advocacy Fund Technical Assistance Provider.

Initiative	Investment Category
County Systems Building	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Kindergarten Readiness Assessment	\$6,141,000		\$3,400,000		-44.63%

**Program Summary**

The refined Strategic Plan reaffirms First 5 LA’s commitment to the Kindergarten Readiness Assessment 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.

The FY 21-22 Kindergarten Readiness Assessment budget includes funding for data collection for Los Angeles Unified School District, El Monte Central School District, Rosemead School District, Mountain View School District, and Long Beach Unified School District. These districts are all in Best Start geographies. This budget also reflects funding for Pomona Unified School District, Santa Monica, and the City of Pasadena. These partnerships will sunset as part of the Kindergarten Readiness Assessment strategy. These funds are extended to recognize the challenges COVID-19 presented for school districts and the KRA strategy and will allow partners to accomplish goals that could not be completed in FY21 due to the pandemic.

In addition to funding these partnerships, a major goal of the KRA project in FY 21-22 will be strategy refinement. We will be evaluating how/if KRA data supports the work of the Communities team and the needs of the Best Start geographies. This strategy refinement work will likely impact future funding needs.

**Spending Plan and Funding Methodology**

Assumes First 5 LA will continue to fund district coordination and teacher engagement and community engagement and action planning with existing Kindergarten Readiness Assessment districts/communities.

The Kindergarten Readiness Assessment’s funding model includes a low, medium, and high costs district correlated with district size. The Los Angeles Unified School District is an outlier and has its own funding model and is the largest cost driver of Kindergarten Readiness Assessment.

For districts collecting Early Development Instrument data, the assessment supported by this project, funding is based on the following main costs: teacher incentives and release time for both training and data collection time, costs for supplies, postage, and materials needed for school and community level engagement opportunities, and personnel time for district/agency staff supporting the Kindergarten Readiness Assessment strategy implementation.

For non-collecting districts, funding is based on the following main costs: costs for creating collateral to distribute to communities, other costs for supplies, postage, and materials needed for school and community level engagement opportunities, and personnel time for district/agency staff supporting the Kindergarten Readiness Assessment strategy implementation.

The budget amount is based off previous years' costs. Every year, these include the standard rates per district for teacher release and training time, standard costs for supplies, materials, and other needs for sharing Kindergarten Readiness Assessment data with various stakeholder groups (printing, custodial services, educational materials for parents). This year's amounts were determined first by determining the number of collecting or non-collecting district partners. For non-collecting districts, the budget amount was set assuming costs similar to previous non-collection year costs and the standard data sharing activities in non-collection years. For collecting districts, the funding amount was determined by the data collection goal (meaning number of students) and the corresponding number of teachers who will need training and paid release time in order to participate in the strategy as well as assuming similar engagement, training and personnel costs as previous collection years.

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

Initiative	Investment Category
County Systems Building	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Provider Advisory Group	\$200,000		\$175,000		-12.50%

#### Program Summary

The Early Care and Education team plans on launching an Advisory Group to co-design strategies to support home based child care programs.

The group will be comprised of providers based on specific dimensions of diversity ensuring representation from a cross-section of LA County providers. These providers will support the Early Care and Education team in understanding how to best support providers and better understand their lived experience.

Additionally, the Early Care and Education team is launching a survey panel to further receive input directly from parents.

#### Spending Plan and Funding Methodology

\$100,000 is to launch a survey panel to begin to immediately solicit input directly from providers & parents. This cost is determined by looking at the survey panel used in San Francisco for a similar purpose - supporting parent input for the Office of Early Care and Education.

\$75,000 is for a consultant to help plan for a Community Advisory Group. This is calculated at 500 hours at the cost of \$150/hour.

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

Initiative	Investment Category
Quality Improvement System	2020-2028 Strategic Plan

Program Name	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Dual Language Learner	\$1,888,000	\$1,000,000	-47.03%

#### Program Summary

Dual Language Learner program is funded by First 5 CA. This funding is distributed amongst our partners to support providers in meeting the needs of Dual Language Learners. Funding will cover developing training modules, training Quality Start Los Angeles coaches, and opening professional development opportunities for child care providers.

This program has a two year anticipated life cycle, with contracts being executed in FY 2020-2021.

#### Spending Plan and Funding Methodology

Total funding from First 5 CA is \$1.8 million. Contracts to partners are being executed in February 2021 with \$800,000 budgeted for FY 20-21 to offset start-up costs and the remaining \$1,000,000 included for FY 21-22.

Original contract term was through December 2021. However, as per First 5 CA direction, the First 5 LA & First 5 CA contract will be amended and extended in July 2021 for an additional 6 months and will end on June 30, 2022. Therefore First 5 LA partner contracts will also be extended until June 30, 2022.

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

Funding adjusted to reflect timing of contract execution. There was a delay in receiving contract and funding from First 5 CA.

Initiative	Investment Category
Quality Improvement System	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
ECE Workforce Registry	\$650,000		\$550,000		-15.38%

#### 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 Early Care and Education 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 California Early Care and Education Workforce Registry (the Registry) will solely support LA County operations, which includes new enrollment and maintenance of the data system for the LA County Early Care and Education workforce.

We arrived at this budget based on spending patterns in recent years specific to LA County operations, which has a heavy emphasis on Personnel and Contracted Services 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.

First 5 LA's financial support of the Registry will continue to decline in FY 21-22, as the development and infrastructure of the Registry is solidified and First 5 CA gradually increases its support of the Registry's operations statewide. The reduction also reflects plans to implement a sustainable funding plan for the Registry.

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

Initiative	Investment Category
Quality Improvement System	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Home Based Child Care Strategy	\$200,000		\$300,000		50.00%

#### Program Summary

In the refined 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. Home based 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, family child care and family, friend, and neighbor care serves the families and children we would prioritize under an equity framework. Improving access to quality supports is also a strategy identified by Quality Counts California as a priority of Improve and Maximize Programs so All Children Thrive 2020 (IMPACT 2020) funding.

However, in order to develop responsive programming to meet the needs of home-based care providers not previously reached through LA County quality support efforts, we must learn more about the population, their needs, and what is needed to support their ability to provide quality early learning experiences to children in their care. To that end, First 5 LA has identified two primary activities in FY 21-22. The first is a landscape analysis of Family, Friend, and Neighbor providers. Partnering with the Child Care Alliance of Los Angeles, they will use their existing relationships with unlicensed providers to conduct a landscape of Family, Friend, and Neighbor providers. In addition, First 5 LA staff will work with Duane Dennis, an expert on Family, Friend, and Neighbor care in Los Angeles County who will build the team's understanding of the home-based care sector in Los Angeles County and serve as a thought partner as staff work to develop responsive programming to meet the needs of this diverse and underserved population that has historically been excluded from broader quality improvement efforts.

#### Spending Plan and Funding Methodology

The amount of \$200,00 includes a landscape analysis of the circumstances and conditions facing home based care providers and the families who chose that care. The amount was determined by looking at previous landscape analyses.

An additional \$100,000 is to develop criteria for and pilot strategies to support home based child care based off of learnings from the landscape analysis. We anticipate that these funds will support the Child Care Alliance of Los Angeles (the local association of Resource and Referral Agencies) as our implementing partner. These agencies already provide the backbone and infrastructure of our local early care system, and we will use that infrastructure to pilot strategies developed. The strategies developed will be informed from the landscape analysis and input from the Advisory Group. The \$100,000 will support consultant services: \$25,000, Parent & Provider Focus Groups: \$25,000, Stipends & Incentives: \$30,000, Materials & Shipping: \$15,000, Subscriptions: \$5,000.

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

Increase represents funding for pilots in addition to the landscape analysis.

Initiative	Investment Category
Quality Improvement System	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
IMPACT 2020	\$2,760,000		\$1,944,000		-29.56%

**Program Summary**

Improve and Maximize Programs so All Children Thrive (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 draws down the funding. This funding supports expansion and stabilization of Quality Start Los Angeles allowing us to serve a greater diversity of child care providers.

**Spending Plan and Funding Methodology**

This project will be funded through a drawdown from First 5 CA through the previous Improve and Maximize Programs so All Children Thrive (IMPACT) initiative and the current Improve and Maximize Programs so All Children Thrive 2020 initiative, funded through June 2023. This funding will be used to support Quality Start Los Angeles as part of a single application submitted to Quality Counts California - in particular the plans to expand Quality Start Los Angeles into a more inclusive quality improvement structure for all provider settings by expanding quality improvement services to family, friend, and neighbor care and more home-based licensed child care providers without state funding.

\$2.1M of these funds come from money originally drawn down from First 5 CA's Improve and Maximize Programs so All Children Thrive initiative. The Los Angeles County Office of Education was awarded these funds via competitive solicitation, with grants of \$2.1M in each 2020-2021 and 2021-2022. Following that, those funds will be expended and remaining funds will be through the Improve and Maximize Programs so All Children Thrive 2020 initiative. In FY 2020-2021, Los Angeles County Office of Education expenditures of Improve and Maximize Programs so All Children Thrive 2020 funds were \$1.3M. The estimated expenditures in subsequent years are \$1.94M in FY 21-22 and \$3.1M in FY 22-23, for a total Improve and Maximize Programs so All Children Thrive 2020 expenditure of \$6.349M through FY 22-23.

In FY 21-22, these funds will be spent on Los Angeles County Office of Education staff to administer Quality Start Los Angeles (\$170K), contracted services to Child Care Alliance of Los Angeles and Child360 (\$1.73M) to conduct quality improvement activities (i.e., coaching, technical assistance, stipends for Quality Start Los Angeles participating sites, etc.) per the application submitted to Quality Counts California (a joint effort of the California Department of Education and First 5 CA).

Total budget is rounded down from \$1,944,214 to the nearest thousand, per internal practice.

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

Initiative	Investment Category
Quality Improvement System	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
QSLA Database	\$600,000		\$600,000		0.00%

#### Program Summary

The QSLA Data System supports First 5 LA's broad approach to quality by providing a central data system for housing all data related to 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 quality improvement efforts in Los Angeles County and increase administrative efficiency.

#### Spending Plan and Funding Methodology

System updates and improvements are an ongoing aspect of the QSLA 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). The QSLA data system vendor has a fee for administering the Teachstone proprietary assessment, CLASS. Additionally, funding also covers staffing to support the administration of the database.

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

<b>Initiative</b>	<b>Investment Category</b>
Quality Improvement System	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
QSLA Expansion: IMPACT 1	\$2,100,000		\$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 QSLA services (coaching, training and technical assistance, stipends to participating sites, etc.) 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.

**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. First 5 LA has allocated the total funding from First 5 CA across three fiscal years (FY 19-20, FY 20-21, FY 21-22) with stable funding each year.

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

Initiative	Investment Category
Quality Improvement System	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
VIVA Social Impact Partners	\$400,000		\$400,000		0.00%

#### Program Summary

All QSLA 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 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 2021-2022 budget covers both the facilitation of the governing body of QSLA in addition to providing the external communications strategy and infrastructure for QSLA. Budget was derived based on a similar level of support needed to advance QSLA's work as in the previous FY. Funds will be used for meeting preparation/facilitation, data visualization, parent/provider survey panel work, and other priorities as identified by F5LA and LACOE to advance QSLA's work.

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 Team

Initiative	Investment Category
Early Identification and Intervention	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Help Me Grow	\$3,078,000		\$4,172,000		35.54%

### Program Summary

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 and linkage to intervention. 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 (LACDPH) 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 7 community collaboratives, HMG LA Pathways, focused on strengthening and expanding referral pathways via technology, infrastructure within a set geographic region. In addition, our evolving work supporting trauma informed approaches will continue via our partnership with LA County Department of Health Services, specifically around data collection and analysis of their multi-screen work (developmental and Adverse Childhood Experiences (ACEs)) and linkage to services.

### Spending Plan and Funding Methodology

Budget categories align with key areas of work that emerged from the First 5 LA Strategic Plan implementation planning process as well as ongoing planning with the Los Angeles County Department of Public Health (LACDPH), who are co-implementing HMG LA with First 5 LA.

The categories include: 1) Help Me Grow LA (HMG LA) Implementation and 2) Trauma Informed Approaches

The FY 21-22 budget to support HMG LA related activities is based on current trend and anticipated implementation costs, resulting from staffing and or infrastructure investment to procure.

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.

#### 1. HMG LA IMPLEMENTATION (\$4,061,000)

A. Centralized Access Point and Data Collection and Analysis Components (LACDPH Lead) \$1,731,000 –LAC DPH will continue to serve as the HMG Organizing Entity for a fourth year starting July 1, 2021 (Initial Board approval for a 5-year Strategic Partnership with LAC DPH to serve as the HMG organizing entity occurred in May 2018, total amount \$10.1M). As the HMG Organizing Entity, LACDPH 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. LACDPH's FY 21-22 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 21-22 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 LACDPH 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.

B. Child Health Provider Outreach Component (First 5 LA lead) \$550,000- Costs include funding for Year 1 of a 4-year investment with LA Care Plan to support a developmental screening and linkage to services pilot. Additional project(s) include dyadic care/family therapy guidance implementation pilot targeting high volume pediatric clinics addressing early screening and linkage to services for children's mental health.

C. Community and Family Engagement Component (First 5 LA lead) \$1,780,000—Costs include continued implementation of five HMG LA Pathways Collaboratives across LA County and technical assistance support, this funding is for year 2 of a 3-year investment (Board approved October 2020). In addition, First 5 LA has released an

Initiative	Investment Category
Early Identification and Intervention	2020-2028 Strategic Plan

RFP (Spring 2021) for 2 additional communities, total of 7, to ensure countywide coverage. The HMG LA Pathways community collaboratives seek to strengthen referral pathways among cross-sector agencies that are a part of the early identification and intervention continuum. Costs also include managing the HMG Community and Family Engagement Council (CFEC) and funding activities identified by the council as well as networking events with key stakeholders. Lastly, Communications including consultant(s) support, content development for HMG LA such as graphic design support of outreach materials, translation and interpretation, copy editing and proofing, and printing for HMG LA.

2) TRAUMA INFORMED APPROACHES (\$111,000)

A. Costs include continued funding of a partnership with LA County Department of Health Services to support their Strong, Healthy and Resilient Kids (SHARK) clinic. First 5 LA covers the costs of a data analyst position to support collection, tracking and evaluation. Additional funds (\$5,000) included to support internal efforts, capacity building related to Mental Health Awareness.

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

Increased budget represents full implementation costs of key projects/HMG LA components: Centralized Access Point, HMG LA Pathways, LA Care Health Plan pilot.

Initiative	Investment Category
Early Identification and Intervention	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
First Connections	\$583,000		\$545,000		-6.51%

### 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 Healthcare Effectiveness Data and Information Set (HEDIS) measure compliance.

### Spending Plan and Funding Methodology

First Connections Care Coordination activities (\$420,000); costs are based on historical data and anticipated need for discrete activities for 12 months (7/1/21-06/30/22).

Board approval in October 2020 supported a funding extension to continue First Connections' care coordination activities for an additional two years through September 2022. This extension aims to transition some First Connection grantees to non-First 5 LA funding sources. 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 provides 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.

Care Coordination Analysis (\$125,000) Estimate based off similar data review projects and evaluations. Funding meant to support First Connection care coordination analysis to demonstrate impact on child health outcomes of interest to external funding sources (e.g. Medi-Cal Managed Care Plans) .

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

Initiative	Investment Category
Early Identification and Intervention	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Early Identification and Intervention Evaluation	\$150,000		\$79,000		-47.33%

### 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 21-22 to inform implementation and assess outcomes: (1) LA Care pilot and (2) Help Me Grow Pathways. The goal for FY 21-22 is to release RFQ(s), identify evaluation contractor(s), develop 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 the LA Care Pilot.

(1) Evaluation of the LA Care Pilot:

Evaluation Plan (50 hrs x \$200/hr) = \$10,000

Data Analysis (292 hrs x \$200/hr) = \$58,400

Project oversight (40 hrs x \$200/hr) = \$8,000

Software (\$2600)

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.

Hour estimates are based on previous experience conducting evaluation projects.

These resources will supplement resources being contributed by other funders such as LA Care.

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

Budget for FY 21-22 was reduced based on the anticipated timeline for RFP release, contracting, etc. We anticipate releasing an RFP in July 2021 and bringing the contractor on board in January 2022. The budget then only reflects resources for the January-June 2022 period.

Initiative	Investment Category
AAIM Birth Outcomes and Disparities	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
AAIM Birth Outcomes and Disparities – Policy and Systems Change	\$1,400,000		\$1,050,000		-25.00%

### Program Summary

First 5 LA (F5LA) and the Los Angeles County Department of Public Health's (LACDPH) have joined efforts to lead the African-American Infant and Maternal Mortality (AAIMM) initiative. The Initiative designs, supports and implements novel and evidence-based strategies and activities to improve pregnancy, birth and infant outcomes, improve family wellbeing, and decrease health disparities among Black women of reproductive age countywide.

AAIMM strategies are centered around the Center for Health Equity's 5-year action plan to reduce disparities by 30%. AAIMM acknowledges the root cause of disparities as racism related toxic stress, and strategies are designed to achieve the following outcomes in response: A) Reduce the sources of stress in women's lives; B) Help women block the pathway from social stress to physiological stress; and C) Intervene early to reduce the impact of stress on health.

AAIMM's primary, evidence-based direct service interventions are implemented and funded by LACDPH and other partners. As LACDPH's co-lead on the AAIMM Initiative, First 5 LA's unique contribution and investment strategy is grounded in policy and systems change in support of AAIMM interventions through three strategies: 1) system optimization and innovation; 2) sustainability; and 3) stakeholder engagement/will building.

### Spending Plan and Funding Methodology

Budget is in alignment with county and/or statewide efforts to address birth disparities for African-American women. FY 21-22 expenditures were calculated based on analysis of expended and projected FY 20-21 costs.

Pritzker Fellow (\$100,000): grant opportunity to be submitted in Summer 2021, matching/implementation costs for Pritzker Fellow.

Stakeholder Engagement, Policy and Advocacy (\$45,000): includes cost related to community engagement (Steering Committee, Community Actions Teams) as well as convenings/forums to elevate the work.

Communications (\$280,000): includes consultant(s), website, sponsorship, public education ads, and collateral materials.

Philanthropic Partnerships/Pooled Funds (\$175,000) includes AAIMM Innovation Fund representing matching contribution and other philanthropic partnership efforts (e.g. Black Equity Collective).

Cherished Futures (\$250,000): includes match for Year 2; hospital quality improvement initiative.

Emerging Opportunities (\$100,000): potential projects, co-funded with LACDPH, include Community Action Teams fiscal sponsorship, Charles R. Drew Center of Excellence in Maternal Care.

First 5 LA integration (\$100,000): potential projects include Best Start for Black Babies, Maternal Early Identification and Intervention, Home Visitation and Doula services

Total: \$1,050,000

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

Reduction in funding resulting from First 5 LA contribution to multi-year efforts limited to 1-year (FY20-21). For example, AAIMM evaluation co-funded with LA County DPH, First 5 LA contributed \$400,000 for FY20-21, DPH will continue to fund subsequent year(s).

# Center Support Team

Initiative	Investment Category
Cross-Cutting Funder Partnerships	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
<b>Bold Vision</b>	\$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 of \$150,000 remains the same as in FY 20-21.

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

Initiative	Investment Category
Cross-Cutting Funder Partnerships	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Center for Strategic Partnerships			\$25,000		0.00%

**Program Summary**

An initiative of Southern California Grantmakers (SCG), 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.

**Spending Plan and Funding Methodology**

Funding has been determined as follows:  
 \$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). Our contribution is in accordance with other core funders of the Center.

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

Initiative	Investment Category
County Partnerships	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
County Partnership Fund	\$165,000		\$225,000		36.36%

### 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

#### \$75,000 - PREVENTION/SUPPORTING OCP/THRIVING FAMILIES/FAMILY RESOURCE CENTERS

- Continue partnering closely with the Office of Child Protection to advance primary prevention initiatives and shared data initiatives (advancing SP1) – OCP's emphasis on primary prevention and ability to work across Departments and align efforts makes it a unique partner to First 5 LA. OCP is a key stakeholder on FFPSA, Thriving Families. Estimating \$25,000 to support OCP.
  - Leverage Thriving Families Safer Children Initiative to elevate Best Start community priorities and advance primary prevention (Advancing SP2) – This initiative represents a unique opportunity to transform the child welfare system into a child well-being system. TFSC is a national technical assistance grant with close partnership from the Administration of Children and Families, Casey Family Programs, Prevent Child Abuse America and the Annie E. Casey Foundation. The initial phase of work will focus on deep community engagement with prioritized communities like the Antelope Valley and South LA. Estimating \$25,000 to support TFSC.
  - Co-design family resource centers in partnership with Best Start Communities (Advances SP1 and SP2) – the Family Resource Center concept has significant backing from DMH, DCFS and DPH and appears to have the right personnel in place to move the project forward. Because the Antelope Valley is targeted first, we can build upon the AV Resource Infusion effort elevate community voice in the design of the family resource center. The remaining supervisorial districts/Best Star Communities will be considered later. Estimating \$25,000 to connect the FRCs with our Best Start community engagement efforts.
- Based on the above estimates, we recommend a budget of \$75,000 to support Prevention initiatives.

#### \$75,000 ECONOMIC/FOOD SECURITY INITIATIVE

- Serve as Strategic Liaison for the Center for Strategic Partnerships aligning CSP's economic security focus area with First 5 LA's strategic priorities – The Center increases the influence, partnership network and sustainability of First 5 LA. We do not plan to lead the economic security strategy development for the Center but can align opportunities that intersect with our core priorities. For example, economic security may be layered on the AAIMM initiative or our work in prevention and we will seek to target investments/pilots within the Best Start Communities
  - Food Security and CalFresh report amplification – We expect this stream of work to dwindle in time commitments, but there is still ample opportunity to guide the creation and priorities of the County's new Food Equity Roundtable (built on the Food Security Task Force that emerged out of the pandemic response and which F5LA is a member)
- We believe a budget of \$75,000 will help launch an initiative, demonstrate leadership and commitment among partners and leverage public and private funding.

#### \$75,000- SUPPORTING PREVENTION AND EARLY INTERVENTION IN MENTAL HEALTH SYSTEMS

This line item was previously in the Home Visiting sustainability budget. We have moved it over to the County Partnership Fund due to the shifting work of this contract. Because DMH is poised to eliminate funding in home visiting, this funding will support broad prevention and early intervention in DMH and prioritize MHA/PEI funding for early childhood. Part of this budget will also support the development of the family resource center initiative (described above) to ensure it is aligned with our Antelope Valley Resource Infusion project.

- We are estimating a budget of \$75,000 in line with previous annual budgets.

**Initiative**

**Investment Category**

County Partnerships

2020-2028 Strategic Plan

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

Part of this increase reflect new budget items being added to the County Partnership fund ("Supporting Prevention and Early Intervention in Mental Health Systems"). This budget item remains the same as FY 20-21 but was added to the CPF because the scope of this project is more aligned to county partnerships. We have also increased support for prevention from \$40,000 to \$75,000. We are continuing to see stronger alignment here and the Thriving Families initiative presents opportunities to align more closely with Best Start Communities and truly advance primary prevention initiatives. We have also decreased the economic security budget from \$100,000 to \$75,000. So far, this item remains unspent in FY 20-21 as there is still significant work needed to build the field and align county and philanthropic partners around this concept

Initiative	Investment Category
Home Visiting	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Infrastructure Support for Sustainability and Health Planning	\$25,000		\$180,000		620.00%

#### 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. This funding will support the work to create sustainable financing mechanisms for First 5 LA's investment areas in the healthcare field. This proposed budget includes funding for a continuing relationship with health consultants Healthcare Management Associates, funding to create a reimbursement infrastructure for First 5 LA to secure payment, and funding for additional consultation from health care experts.

#### Spending Plan and Funding Methodology

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, as well as historical data on expenditures for health care expert consultation support. More specifically, this includes funding for the following three activities: 1. HMA: \$120,000 based on historical data and utilization/expenditure of current agreement at same level. 2. Infrastructure support: \$25,000 based on research into possible mechanisms for billing/claiming/invoicing health plans for services rendered. 3. Consultant support: \$35,000 based on historical information and anticipated need for services as health plan partnerships move forward.

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

The increase is explained by the fact that this is a new budget line item that brings together three budget lines that were previously separate: Health Plan Consultants, HV Sustainability in Health Systems (HMA Support), and Infrastructure Support for Health Plan Reimbursement.

Initiative	Investment Category
Home Visiting	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Medi-Cal Administrative Activities Implementation Support	\$210,000		\$65,000		-69.04%

#### Program Summary

First 5 LA has decided to eliminate its County-Based Medi-Cal Administrative Activities (CMAA) program starting July 1, 2021. While the program will no longer be billing for CMAA activities starting July 1, because Medicaid is a reimbursement program there will be activities in FY21-22 associated with securing the reimbursement for the activities billed up until July 1. In FY21-22, this budget line contains funding for two items: funding for an agreement with Optimas, Inc. to conduct invoicing for County-Based Medi-Cal Administrative Activities (CMAA) being billed by the Welcome Baby pilot site Maternal Child Health Access prior to July 1, 2021, and funding to pay the required administrative fees for CMAA to the Los Angeles County Auditor Controller (A/C) and Local Governmental Agency (LGA).

#### Spending Plan and Funding Methodology

Optimas Services, Inc. will continue to provide support to First 5 LA in order to invoice for CMAA activities billed by Welcome Baby site MCHA. First 5 LA will also pay administrative fees for CMAA to the County LGA and A/C. The program budget estimate is based on historical expenditures.

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

The reduction is explained by the fact that First 5 LA has decided to discontinue the CMAA program at MCHA beginning in the next fiscal year, meaning that Optimas, Inc. will be performing significantly fewer activities to support the program and therefore the budget is lower. There are activities associated with the billing for CMAA being done in FY20-21 that will require administration in FY21-22, so this budget line accounts for those activities as well as estimated administrative fees to be paid to the County LGA and A/C.

Initiative	Investment Category
Cross-Cutting Funder Partnerships	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Southern California Grantmakers	\$112,000		\$50,000		-55.35%

**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.

**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. Because this general operating support has a scope of work attached to it, we will keep this component of SCG funding in the Center Support Team. Membership dues, sponsorships and Advocacy Day support (all of which do not have a contract/SOW) will move to OGAPP's budget.

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

We are eliminating support for the SCG Learning consortium (\$45,000) as we do not see strong alignment with the F5LA Strategic Plan. Please note that membership dues, sponsorships and Advocacy Day support for SCG will be moved to OGAPP's budget.

# OFFICES

# Office of Government Affairs & Public Policy

Initiative	Investment Category
Integrated Policy and Advocacy Fund	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Policy Advocacy Fund Technical Assistance Provider			\$400,000		0.00%

**Program Summary**

First 5 LA will support consultants and a intermediary funder to provide technical assistance, advice, support and guidance to develop integrated funding guidelines to support policy grantees in a number of key areas including: evaluation support, strategic planning, navigating complex policy systems and decisions, and reviewing data to develop recommendations. In addition, the consultant will provide new First 5 LA staff with technical assistance, coaching, and support as the initiative closes, and will produce status reports, presentations, and articles to capture learning from the initiative which can be disseminated internally and externally.

First 5 LA currently invests in three separate Policy Advocacy Funds across three different teams – Built Environment in Communities, Early Learning in ECE, and Child Health in the Office of Government Affairs and Public Policy. Each of these existing funds are scheduled to end over the course of FY 21-22.

Moving forward, to support more integrated policy development and advocacy work aligned with the more holistic child and family public policy goals outlined in the Strategic Plan, First 5 LA will develop a plan to establish an integrated Policy Advocacy Fund housed within the Office of Government Affairs and Public Policy. The integrated fund will be co-developed and implemented in partnership with teams across First 5 LA, and support policy change activities aligned with First 5 LA’s Board-approved Policy Agenda and rules governing public agency advocacy activities.

**Spending Plan and Funding Methodology**

Cost for intermediary support (\$400,000) to develop the integrated Policy and Advocacy Fund to support 6 months of design and planning to lead to grantmaking starting FY 22-23.

ECE PAF grantmaking ends June 2021, included in the ECE team budget is gap funding to get to June 2022 (\$2,500,000) including final evaluation to provide input for design of the new integrated PAF. The current BEPAF was already planning a second round of grants to continue to June 2022 included in the Communities budget (\$875,000). The ECE PAF expansion grants related to ECD Health are planned as one-time grants rather than ongoing funding for this pilot, no additional funds are being added.

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

Initiative	Investment Category
Organization-wide Sponsorships & Engagements	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Conference Funding to Advance the Field of Early Childhood Development			\$150,000		0.00%

**Program Summary**

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 review process and funding parameters under the Office of Government Affairs and Public Policy as established in FY 20-21.

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.

**Spending Plan and Funding Methodology**

The submission and review of conference sponsorships under the Office of Government Affairs and Public Policy, will continue with the same process and funding parameters established in FY 20-21. Based on the last two fiscal years conference funding utilized per fiscal quarter in Q1, Q2, Q3 and Q4 averages \$37,500. Recognizing that First 5 LA has continued to fund virtual conference in FY 20-21 due to the effects of the COVID-19 pandemic, this portion of the budget reflects no reduction in funding from FY 20-21.

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

The Strategic Partnerships Department Sponsorships outlined in Communication Department from FY20-21 has been moved to OGAPP. The total budget includes \$25,000 in sponsorship events for Southern California Grantmakers annually, (\$10,000 for the annual SCG conference, SCG Foundations on the Hill at \$5,000 and \$10,000 for the annual SCG Policy conference) that have been moved to the OGAPP from the Communications Department budget sponsorships. SCG conference sponsorship support is based on prior year's investment level of \$10,000 per conference event x 2 events.

Initiative	Investment Category
Organization-wide Sponsorships & Engagements	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Organization-wide Sponsorships to Build Partnerships and Public Will for First 5 LA's Results Areas			\$200,000		0.00%

#### Program Summary

The Office of Government Affairs and Public Policy (OGAPP) will develop a strategy for organization-wide sponsorships and partnership-building efforts that will build First 5 LA's reputation as an advocate and trusted source, engage and influence decision makers and stakeholders; 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. The proposed budget request includes funds for First 5 LA's organization-wide sponsorships and events in alignment with First 5 LA's mission, vision, and work.

#### Spending Plan and Funding Methodology

The FY 21-22 budget reflects the role of sponsorships as an organizational strategy critical to First 5 LA's brand, building new relationships, and increasing the number of organizations, businesses and philanthropic partners engaged in early childhood advocacy and policies affecting children 0 to 5 and their families. The methodology used to develop this budget is based upon an analysis of the last three years of successful sponsorship engagement work associated with First 5 LA. First 5 LA has historically supported events and activities hosted by key partners to advance its policy and system change goals. These events are opportunities to engage partners and other stakeholder audiences.

Based on event sponsorships in FY 20-21 during the COVID-19 pandemic, which range from \$5,000 to \$25,000 for table or gala sponsorships this request of \$200,000 would allow First 5 LA to support up to 20 events in FY 21-22. This assumes an average contribution of \$10,000 per event. Recognizing that First 5 LA has continued to fund virtual sponsorship events in FY 20-21 due to the effects of the COVID-19 pandemic, this portion of the budget reflects a 50% reduction in funding from FY20-21. OGAPP is developing an updated sponsorship strategy to align advocacy and sector engagement with sponsorships as a critical outreach and relationship cultivation strategy to advance our Policy Agenda. OGAPP anticipates that the developed strategy will level set funding projections based on the developed forecasting calendar in the 22-23 budget which may revise the budget to previous levels after COVID-19.

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

The organization-wide sponsorships outlined Communication Department in FY20-21 moved to OGAPP in FY21-22 with a 50% change in the requested amount from the prior year. The projected reduction recognizes that First 5 LA has continued to fund virtual conference in FY 20-21 due to the effects of the COVID-19 pandemic.

Initiative	Investment Category
Organization-wide Sponsorships & Engagements	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Organizational Memberships and Stakeholder Engagement Efforts			\$508,000		0.00%

### Program Summary

The 2020-2028 Strategic Plan and refined policy agenda will employ a variety of stakeholder engagement strategies and activities to support First 5 LA's advocacy priorities: policy education and advocacy events, engagement efforts with sector groups (e.g., business and grantmaking), key stakeholder meetings and coalitions, caucus policy retreats, and policy speaker series which elevate First 5 LA priorities.

In addition, grantmaking projects and organizational membership offer a place for 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 key strategic engagement projects, sector groups and grantmaking and organization membership have been identified as critical to support First 5 LA's 2020-2028 Strategic Plan and policy refinement work across the organization.

### Spending Plan and Funding Methodology

In FY 21-22, First 5 LA will continue to build relationships with stakeholder, sector groups and advocacy partners to elevate the importance of early childhood development. In addition, OGAPP will work to engaged untapped sectors that have agendas and/or impact families and children but do not prioritize the special populations of children 0 to 5 (e.g., immigration, justice, and business groups).

#### 1) Center for Strategic Partnerships (\$25,000)

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. 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.).

Funding is \$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).

#### 2) Grantmaking and Organizational Memberships (\$215,000)

First 5 LA has historically engagement in a number of grantmaking and organizational memberships and 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. Grantmaking Memberships and annual organizational membership rates are determined by the membership organization rate structure, depending on an organizations asset and/or total budget. Grantmaking and organizational memberships included as part of the total budget are as follows:

- American Public Health Association (APHA)— The annual membership rate is \$2,000.
- Civic Alliance — All Civic Alliance contribution fees are managed by the California Community Foundation (CCF) for \$75,000.
- California Chamber of Commerce — The annual membership rate is \$800; previously under the Human Resources & Talent Management (Professional Dues).
- Central City Association — The annual membership rate is \$350.00
- Council for Strong America — The annual membership rate is \$TBD.
- 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

Initiative	Investment Category
Organization-wide Sponsorships & Engagements	2020-2028 Strategic Plan

foundation professionals are effective stewards of philanthropic resources and all social entrepreneurs reach their potential as leaders. The annual membership rate is \$7,500.

- First 5 California Association— The annual membership rate is \$75,000.
- 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.
- Los Angeles Business Federation (BizFed) — The annual membership rate is \$635.
- 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.
- Southern California Grantmakers (SCG)— 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).
- UNITE-LA — The annual membership rate is \$TBD.
- Valley Industry & Commerce Association — The annual membership rate is \$1,760.00.

### 3) LA Chamber Area of Commerce Membership Dues and Engagement Efforts (\$38,000)

First 5 LA will also 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.

The annual membership fee is \$11,000 for annual membership and board dues for the First 5 LA Executive Director, \$2,000. First 5 LA will also maintain its level of financial support for the following LA Area Chamber of Commerce and Chamber activities and special events which present opportunities for First 5 LA to elevate and advance our Strategic Plan goals to include ACCESS DC \$15,000; ACCESS Sacramento \$10,000; ACCESS LA \$5,000; LA Chamber Annual Inaugural Dinner \$5,000.

### 4) LA Partnership for Early Childhood Investment— LA PECI (\$30,000)

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.

### 5) LA-N-Sync (\$25,000)

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, 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. Funds are also included in FY 21-22 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 21-22 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.

Initiative	Investment Category
Organization-wide Sponsorships & Engagements	2020-2028 Strategic Plan

6) LA Funders Collaborative (\$25,000)

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 21-22 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. In FY 21-22, the First 5 LA budget includes \$11,000 for annual membership and board dues for the First 5 LA Executive Director, \$2,000 annual organizational membership dues.

Funds are included in FY 21-22 to ensure First 5 LA will 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 \$2,500 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.

7) Policy and Advocacy Stakeholder Engagement Events (\$150,000)

First 5 LA has historically supported a number of events and activities which highlight important early childhood policy issues, educate decision-makers on early childhood priorities, and influence policy and systems change. These include Advocacy Day, California State Legislative caucus, policy retreats, and policy conferences and speaker series which elevate First 5 LA priorities.

Funding will support virtual engagements with advocacy partners to elevate the importance of early childhood development and family friendly policies. This will include in Q1, Q2 and Q3 of FY21-22 Advocacy Day, California State Legislative caucus policy retreats, and policy conferences and speaker series which elevate First 5 LA priorities. In FY21-22, the total budget for this will also include activities to engage caucus and sectors groups (philanthropy, business, and justice groups). Due to the current pandemic, COVID-19 and recent conversations regarding state and LA County guidelines for events, we expect these stakeholder engagement activities to materialize in FY21-22 as events taking place within a virtual context. The costs identified for these activities are subject to change based on actual need as more information is made available.

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

The proposed FY 21-22 budget for Organizational Memberships and Stakeholder Engagement Efforts (previously referred to the Policymaker Education Efforts and Policy Events under the Communication Sponsorships Department Budget) reflects an approximately 37.5% increase in funding. As explained in the spending plan and methodology and program summary, this is a function of the shift from the Communications Department Budget to First 5 LA's newly created Office of Government Affairs and Public Policy (OGAPP), which allows First 5 LA's stakeholder resources to include policy events, grantmaking and membership organizations to be more integrated and aligned with First 5 LA's 2020-2028 Strategic Plan.

Organization membership dues were also moved from the Humna Resources & Talent Management and the Executive Directors Office to newly created Office of Government Affairs and Public Policy (OGAPP). These funds include the First 5 Association membership fee, California Chamber of Commerce and Civic Alliance.

Initiative		Investment Category			
Policy Agenda/Advocacy		2020-2028 Strategic Plan			
Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Federal Policy and Sustainability Advocate	\$175,000		\$100,000		-42.85%

#### 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 May 30, 2021.

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 delayed and the federal advocacy procurement is unlikely to move forward until summer 2021. 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 worked to extend the contract with The Raben Group to ensure federal advocacy support is available for First 5 Network 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. The budgeted amount will contribute to federal policy strategic advisors or policy development support as engagement transitions over 21-22.

#### Spending Plan and Funding Methodology

First 5 LA will continue to support federal advocacy in FY 21-22 to contribute to a statewide First 5 network federal advocacy to be executed by First 5 CA.

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 is 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 May 1, 2020. Due to state restrictions on procuring new contracts resulting from the COVID-19 pandemic, First 5 CA was delayed in procuring a federal advocate until at Spring 2020, though First 5 CA remains committed to executing an agreement. First 5 CA still plans to enter into a \$450,000 contract with a federal advocate in FY 20-21 to cover a three year term, expanding capacity to conduct federal advocacy on behalf of the First 5 network. Additionally First 5 CA will be pursuing a federal policy development and coalition membership RFP. First 5 LA plans to contribute \$75,000 to the coordinated advocacy efforts and First 5 CA executed contract, allocated in this budget item. This would allow First 5 LA to direct up to 30% of total contract toward LA County specific priorities.

The main cost component to support federal advocacy 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.

**Initiative**

Policy Agenda/Advocacy

**Investment Category**

2020-2028 Strategic Plan

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

Reduction of lobbying support federal advocacy efforts coordinated by First 5 California.

Initiative	Investment Category
Policy Agenda/Advocacy	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
State Policy and Sustainability Advocate	\$440,000		\$448,000		1.81%

### 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 21-22 is based on \$26,000 per month, which is the same rate utilized in FY 20-21. 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 20-21 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. The Office of Government Affairs and Public Policy will be working with CAP to solicit a competitive procurement in Fall of 2022 for a revised scope of work and reduced budget to reflect the expanded capacity and strategic advantage First 5 LA has developed. The new procurement will be aimed for contract start in November 2022.

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

Initiative	Investment Category
Policy Agenda/Advocacy	2020-2028 Strategic Plan

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Strategic Plan Advocacy Strategies	\$1,010,000		\$1,263,000		25.04%

**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 21-22 budget includes costs related to the following activities:

(1) California Strategies (\$192,500) to coordinate and strengthen the State Early Care and Education Coalition. This reflects a one-time increase of \$42,500 from FY 20-21 to reflect Coalition coordination under a new governance structure, three sub-committees, possible alignment to federal opportunities and California Strategies' on-going strategic political guidance. In FY 21-22, California Strategies will continue to grow and build up capacity of the coalition and further expand the state and federal investment in our ECE system. First 5 CA also provides funding support to the ECE Coalition, focused primary on communications strategies and Coalition coordination. Forty-four percent of the total FY 21-22 funding for the ECE Coalition will come from First 5 LA. The total First 5 LA cost for facilitating and supporting the ECE Coalition is \$192,500.

(2) Community Partners (\$65,000) to continue supporting the implementation of the expanded Early Childhood Development Policy Advocacy Fund (ECD PAF) Funds. These funds will continue support expanded PAF administration, oversight, and learning activities conducted by Community Partners and its consultants.

(3) Masters Policy Consulting(\$150,000) to continue supporting staff training and technical assistance related to policy and systems change. The contract with Masters Policy Consulting, an advisory firm working to build staff knowledge and capacity of systems and policy change strategies, is focused on training 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.

(4) First 5 Association (\$700,000) 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 provided in FY 19-20. Previously we have budgeted in the Communications, Health Systems and Policy teams but are centralizing the budget in 21-22 to better reflect and coordinate the funding. Activities supported from 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. OGAPP anticipates a midyear budget adjustment to support one-time investments the Association is developing to support network sustainability, learning hubs and strategic communications.

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

Initiative	Investment Category
Policy Agenda/Advocacy	2020-2028 Strategic Plan

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.

5) Advocacy and Sector Engagement (\$155,000) to support sector advocacy strategies including business and stakeholder partnership. First 5 LA has previously collaborated and driven sector engagement strategies and will be transitioning to supporting roundtables and convenings that align shared priorities. First 5 LA will continue to collaborate and rely on relationships with key sector audience advocacy organizations like Public Private Partnerships, Council for Strong America, UniteLA and LA PECEI, among others.

<b>Change from Prior Year (if &gt;+-20%)</b>
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# Office of Communications

Initiative		Investment Category			
Communications & Marketing		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Strategic Communications	\$2,700,000		\$2,500,000		-7.40%

### Program Summary

Communications is recognized as critical for driving change in family-serving systems and is essential to further advance and execute First 5 LA's strategic priorities. As part of First 5 LA's 2020-28 Strategic Plan, communications and marketing will continue to be used to build public will to support changes to systems of services and policies so they work better for children and their families, and to influence the change of norms, attitudes, behaviors and beliefs.

During FY 21-22, the Office of Communications 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, and elevate awareness and create urgency on issues affecting young children and their families to help create lasting, equitable change. Efforts also include support of 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 the needs of young children and families in local, state and federal budget and policy decisions is essential to the state's economic recovery and lasting stability.

The proposed budget request for Strategic Communications includes funds for communications expertise to support the development and execution of First 5 LA's programs, efforts and initiatives. This includes line items for three communications contracts to support several strategies including public relations, content creation and storytelling, as well as social media and digital marketing to amplify with urgency the stories of young children and their families. This line item also includes audience research and analysis on the attitudes and beliefs of the general public and parents on early childhood development that will be used to shape public will-building efforts, as well as targeted audience research to support specific issue-based campaigns.

Efforts outlined in the Office of Communications' Strategic Marketing budget are intended to support and complement outreach to targeted audiences to inform and influence decisions that prioritize young children in budget and policy decisions. In collaboration and consultation with Center Teams and Offices, the Office of Communications' marketing outreach strategy will now focus narrowly and more intensely on normalization and behavior change to support specific programs and efforts, with an emphasis on reaching "hard-to-reach" communities using in-language communications and making the most of trusted messengers.

These strategies are further supported and complemented by efforts outlined under the Office of Communications' Strategic Partnerships budget to build the capacity of newsrooms to cover health and early learning issues affecting young children under the age of 5 and their families to help build public awareness and public will. By elevating these issues through thoughtful reporting in outlets trusted and respected by decision makers, First 5 LA will continue to help catalyze decisions by key stakeholders to help drive policy and systems change.

### Spending Plan and Funding Methodology

The methodology used to develop this budget is based on unique scope of work estimates for activities planned in FY 21-22, including support for Internal Communications; support for public will-building efforts, development of issue-based campaigns in partnership with the Office of Government Affairs & Public Policy and Center Teams, as well as analysis and refinements to First 5 LA's websites and digital properties; and qualitative and quantitative research on the public's perceptions of early childhood development and connecting audiences to First 5 LA's mission, vision, and work.

The Office of Communications is currently developing specific strategies to advance organization-wide goals and achieve Short-Term Markers of Progress (STMPs). This strategic communications planning process is slated to conclude by the end of Q1 of FY 21-22. The estimates used in this budget are based upon preliminary conversations with Center Teams and Offices to identify strategies and recommended tactics the Office of Communications could deploy to reach specific organization-wide goals, objectives and STMPs. The Office of Communications will adjust the budget at midyear of FY 21-22 to better reflect estimated spending on projects once the strategy is developed,

Initiative	Investment Category
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Communications & Marketing	2015-2020 Strategic Plan: Focusing for the Future
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narrowed and aligned.

The methodology also includes defined costs associated with the utilization of agency partners with an expertise in strategic communications and marketing, social media and digital marketing, as well as multimedia creative services.

**Program Detail**

1) \$2,500,000 General Communications and Marketing Support for First 5 LA Programs, Efforts, and Initiatives:

During FY 21-22, the Office of Communications will partner with Center Teams and Offices to provide strategic communications and marketing counsel to reach target STMPs and achieve the goals of the 2020-28 Strategic Plan. The proposed budget request includes \$2,200,000 for strategic communications and marketing services to engage decision makers; build upon First 5 LA’s reputation and brand; elevate awareness and urgency among key stakeholders; support Internal Communications efforts; and provide general communications support and coordination for County agency and coalition-led efforts aligned with First 5 LA’s goals.

In FY 20-21, three agencies with specific scopes of work were procured through the Request for Qualifications (RFQ) process and will continue to lead several 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. The goal of employing diverse agency expertise is to design insightful integrated communications and marketing campaigns that inform, educate and influence the change of norms, attitudes, behaviors and beliefs of early childhood development.

Rescue Agency, LLC (Rescue) was awarded the Integrated Communications and Marketing contract to lead development of data-driven, research-based creative concepts to maximize reach and engagement of target audiences and build upon current and future public will building and behavior change campaigns and initiatives. BARÚ Advertising, Inc. (BARÚ) was awarded the Social Media and Digital Marketing contract to provide strategic, data-driven creative concepts to maximize reach and engagement of target audiences and build upon current and future social media and traditional marketing campaigns utilizing First 5 LA’s social media channels (Facebook, Twitter, Instagram) and digital platforms and distribution channels (websites, e-newsletters). Bumpercar, Inc. was awarded the Multimedia Creative Services contract to provide a full range of multimedia production services (video, collateral, webpage design, graphic design for print collateral, advertising creative, etc.) to complement and enhance integrated communications and marketing, and social media and digital marketing projects.

In FY 21-22, the Office of Communications’ Strategic Communications work will continue to focus on developing integrated communications and marketing strategies to further advance First 5 LA’s strategic priorities, specifically to help build engagement and trust with target audiences and advance our advocacy efforts.

In FY 21-22, with the support of Rescue Agency, the continued work will include development of data-driven, research-based creative concepts to maximize reach and engagement of target audiences and builds upon current and future public will building and behavior change campaigns and initiatives. Support also includes earned media relations (local, regional, statewide and national press) and public relations strategic insight and message development to reach target audiences. For example, in consultation and collaboration with the Office of Government Affairs & Public Policy, the Office of Communications will develop “issue-specific” campaigns and engagement efforts to target key stakeholders and general public in an effort to build understanding of the critical need and opportunity to support the healthy development of young children with a “whole family, whole child” framing in funding, policy and practice decisions.

In FY 18-19, the Office of Communications 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 FY 21-22, Rescue will support the Office of Communications to 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 systems change for young children and their families, and directly contributes to STMP #14 to gain insight into messaging that will resonate with target audiences as foundational to the development and adoption of common language between home visiting, Early Identification and Intervention, Help Me Grow, and Early Care and Education system partners that reflects the services and goals of early identification and intervention priorities. The Office of Communications will also continue to share relevant research externally to engage decision-makers and stakeholders, and to propel First 5 LA’s policy agenda and

Initiative	Investment Category
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<p>Communications &amp; Marketing</p> <p>advocacy efforts.</p>	<p>2015-2020 Strategic Plan: Focusing for the Future</p>
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In FY 21-22, Rescue also will continue to support Internal Communications to meet content development needs and production of organization and brand style tools for organization-wide use, including but not limited to the First 5 LA Writing Style Guide.

The blended retainer and task order contract with Rescue Agency is not to exceed \$1.2 million in FY 21-22.

The Office of Communications also will continue to deploy social media and digital marketing strategies to maximize reach and engagement of target audiences and amplify storytelling that lifts-up the urgency of early childhood development issues. In FY 21-22, the Office of Communications will continue to work with BARÚ to develop strategic, data-driven creative concepts and build upon current social media and traditional marketing campaigns. This will include creative asset production (graphics, animation used across social media platforms and F5LA websites), paid media strategy (see Strategic Marketing budget for further details on paid advertising budget), content/storytelling strategy and planning, online community management, as well as measurement and reporting on the impact of executed strategies and tactics. Examples of past campaigns include a “Issue Explainer” video series developed to educate and engage target audiences via digital and social media platforms on the areas of early learning, home visiting and Early Identification and Intervention/developmental screenings. In FY 21-22, campaign development utilizing social media and digital platforms will be done in partnership with Center Teams and Offices to further advance and elevate priorities.

Additionally, BARÚ will serve on the Internal Communications digital community production team to provide expertise in web-based user experience and content structure in development of a SharePoint content dissemination and repository hub for all employees.

This blended retainer and task order contract with BARÚ is not to exceed \$650,000 in FY 21-22.

In support of the integrated communications and marketing, as well as the social media and digital marketing strategies, a full range of multimedia production services will be provided by Bumpercar, Inc. In FY 21-22, project-based work includes, but is not limited to, message development, copywriting, graphic design for print, digital, social media and presentations, photography, photo cataloging and organization, videography, film editing, audio production, post-production and related services, and coordination with other entities and agency partners as projects require. Such projects include a new “About First 5 LA” video that visually explains the refined 2020-2028 Strategic Plan, our role as policy and systems change agents and our North Star, as well as ongoing support for Office and Center Team programs (i.e., production of collateral materials, promotional items, and video content).

In FY 21-22, Bumpercar, Inc. also will serve on the Internal Communications digital community production team and provide expertise in First 5 LA brand and design in development of a SharePoint content dissemination and repository hub for all employees.

This fee for service contract with Bumpercar, Inc. is not to exceed \$350,000 in FY 21-22.

In addition, \$300,000 has been allotted for editorial, translation, video production, and other content creation support services that are outside of the scope of work of vendors previously contracted through the RFQ process. This includes reporting, writing, and copyediting/proofing services provided by contracted vendors, HyperTexted, LLC, and Christina Hoag.

<b>Change from Prior Year (if &gt;+-20%)</b>
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Initiative		Investment Category			
Communications & Marketing		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Strategic Communications Partnerships	\$600,000		\$539,000		-10.16%

**Program Summary**

Program Summary:  
 Communications is critical for catalyzing decisions by key stakeholders to drive change among systems, communities and families. As part 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 FY21-22, the Office of Communications will build upon learnings from previous investments in strategic communications partnerships to engage decision makers on early childhood development issues. Past fiscal years have included direct investments to fund organizations and news outlets to build their capacity to cover issues affecting young children and their families, with a focus on early education and health care delivery systems. This complements the efforts of First 5 LA’s Office of Government Affairs & Public Policy 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 has been able to help catalyze decisions by key stakeholders to help drive policy and systems change.

The Office of Communications values the goal of building the capacity of newsrooms to cover health and early learning issues affecting young children under the age of 5 and their families. It is essential to helping build public awareness and public will to create lasting change and aides in the effort to change behaviors and beliefs. The COVID -19 pandemic adds an increased urgency to the credible coverage of these issues. However, one learning from First 5 LA’s previous investments was the management of multiple grantees inhibits the Office of Communications from fulfilling its core competencies. For FY21-22, the Office of Communications will develop a single strategic partnership with one organization to manage a portfolio of grants that seeks to accomplish this same goal.

Funding includes:

- 1) \$539,000 Strategic Partnerships to Engage Decision Makers on Early Child Development

**Spending Plan and Funding Methodology**

The FY 21-22 budget reflects the role of communications in advancing the 2020-2028 Strategic Plan’s policy and systems change goals.

The Office of Communications is currently developing specific strategies to advance organization-wide goals. This strategic communications planning process is slated to conclude by the end of Q1 of FY 21-22.

The estimates used in this budget are based upon preliminary conversations with Center Teams and Offices to identify a menu of tactics the Office of Communications could employ to reach specific organization-wide goals, objectives and Short-Term Markers of Progress (STMPs). The Office of Communications will adjust the budget at midyear of FY 21-22 to better reflect estimated spending on projects once the strategy is developed, narrowed and aligned.

The methodology used to develop this budget is based upon analysis of several years of 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) \$539,000 Strategic Partnerships to Engage Decision-Makers on Early Childhood Development

As part of public will-building efforts, it is essential to support the capacity of news outlets to cover early childhood issues to help elevate and explain their importance and urgency. This helps inform, captivate, and catalyze decisions by leading stakeholders to prioritize young children, complementing the advocacy efforts of the Office of Government Affairs & Public Policy, and the priorities of the Center for Child & Family Impact.

First 5 LA will continue strategic partnerships with the Center for Health Reporting and Pacific Oaks College to

Initiative	Investment Category
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Communications & Marketing

2015-2020 Strategic Plan:  
Focusing for the Future

produce impactful reporting on early childhood development for local and statewide audiences. Both of these agreements are in their final year.

This funding also will be utilized to create a strategic partnership with the Los Angeles Partnership for Early Childhood Investment (LAPECI) to begin a shift in strategy from direct management of these grants to building a pooled fund with other potential funders.

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 build public will as part of the 2020-28 Strategic Plan.

The strategic partnerships are funded as follows:

The Center for Health Reporting at the USC Schaeffer Center for Health Policy and Economics: \$125,000 (Year 2 of a 2-year partnership)

The Pacific Oaks College Early Childhood Journalism Fellowship: \$164,000 (Year 2 of a 2-year partnership)

The budget reflects anticipated cost of a two-year strategic partnership in FY 21-22 for the amount of \$250,000 to be part of a pooled fund with The Los Angeles Partnership for Early Childhood Investment.

Change from Prior Year (if >+-20%)
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Three strategic partnerships from FY 20-21 were in the last year of their contract agreements. This includes the USC Annenberg Center for Health Journalism National Health Journalism Fellowship at \$36,000, Fostering Media Connections at \$75,000 and CalMatters at \$75,000. Based on a shift in strategy, these agreements will not be renewed in FY 21-22.

Initiative		Investment Category			
Communications & Marketing		2015-2020 Strategic Plan: Focusing for the Future			
Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Strategic Marketing	\$2,063,000		\$1,575,000		-23.65%

**Program Summary**

During FY 21-22, the Office of Communications, in partnership, collaboration and consultation with the Center for Child & Family Impact teams and Office teams, will use marketing strategies to reach, educate, engage and influence the public, parents, caregivers and the community. Anchored in research and First 5 LA’s strategic direction, strategic marketing efforts will help catalyze changes in behavior – such as reaching new and expectant parents to normalize the use of Home Visiting, defining “quality” for parents seeking childcare, and explaining to key stakeholders and the public how children under the age of the 5 are a “special population” that should be prioritized in budget and policy decisions.

The Office of Communications’ previous marketing strategy included using broad-based parent education efforts on evergreen parenting topics such as nutrition, school readiness and the protective factors. In partnership, collaboration and consultation with the Center for Child & Family Impact teams and Office teams, the Office of Communication’s FY 21-22 marketing outreach strategy will focus narrowly and more intensely on normalization and behavior change to support specific programs and efforts, emphasizing “hard-to-reach” communities, using in-language communications, and making the most of trusted messengers to help advance the 2020-28 Strategic Plan’s results areas and support First 5 LA’s policy and systems change efforts.

For example, in the context of the COVID-19 pandemic, 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 includes funds for paid advertising to be used in strategic alignment with First 5 LA’s public education campaigns and strategic marketing efforts, and toward the development of content and production of materials and collateral items to connect with audiences and help advance First 5 LA’s organization-wide goals.

**Spending Plan and Funding Methodology**

- Investments
- \$500,000 Marketing Strategies to Educate and Engage Parents and Caregivers on Early Childhood Development Programs and Services
- \$400,000 Marketing Strategies to Educate and Engage Policy and Decision-makers, Stakeholders, and Non-parents to Build Public Will on Policy and Systems Change for Early Childhood Development
- \$250,000 Strategic Marketing Partnerships for Public Service Announcements (PSAs) and Content Integration
- \$425,000 Printing material, collateral items, and direct-to-home mailing to Reach “Hard-to-Reach” Audiences

The FY 21-22 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 public, community members and partners.

The Office of Communications is currently developing specific strategies to advance organization-wide goals. This strategic communications planning process is slated to conclude by the end of Q1 of FY 21-22. The estimates used in this budget are based upon preliminary conversations with Center, Teams and Offices to identify a menu of tactics the Office of Communications could deploy to reach specific organization-wide strategic goals, objectives and Short-Term Markers of Progress (STMPs). The Office of Communications will adjust the budget at mid-year of FY 21-22 to better reflect estimated spending on projects once the strategy is developed, narrowed and aligned.

To help build this budget, analysis and historical measurements of success (analytics, impressions, surveys) over several years of marketing has helped hone-in on strategy that helps align results toward First 5 LA’s North Star. Included are costs associated with creating, developing and distributing targeted content, paid media advertising placements and production of associated campaign materials.

**Program Detail**

- 1) \$500,000 Marketing Strategies to Engage Parents and Caregivers on Early Childhood Development Programs and Services

Initiative	Investment Category
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Communications & Marketing

2015-2020 Strategic Plan:  
Focusing for the Future

Marketing strategy engagement efforts will be focused on issues-based campaigns reflective of the four results for families to help audiences understand the benefits, modes of access, and reasons to prioritize Early Care and Education, Early Identification and Intervention services, and family supports such as Home Visiting. Ultimately contributing to First 5 LA reaching its strategic goals.

These efforts will complement First 5 LA's advocacy efforts by incorporating calls-to-action and will help catalyze changes in behavior. For example, reaching new and expectant parents to normalize and destigmatize the use of Home Visiting, and helping to build an understanding of "quality" in Family, Friend and Neighbor childcare settings. The efforts will explain to key stakeholders and the public how children under the age of 5 are a "special population" that should be prioritized in budget and policy decisions. Ultimately, helping First 5 LA reach its organization-wide goals.

This request for funding supports advertising placements targeting a parenting and caregiver audience and other logistical support services like content development and materials production.

Cost estimates are based on previous spending on work conducted in FY19-20 for the US Census campaign in collaboration with the First 5 Association. \$449,000 was invested for ad placements in English, Chinese and Spanish on tv program integration segments, radio (both on-air and digital), newspapers and outdoor (convenience stores, transit, digital billboards). The ads delivered close to 50,000,000 impressions and helped drive behavior change among parents, encouraging them to participate in the census to help prevent the undercount of children 5 and under.

In FY 18-19, \$300,000 was spent on the "Asking is Advocacy" campaign, for out-of-home, radio and print advertising, to encourage parents to be advocates for their children during daily life activities like going to the pediatrician or engaging with schoolteachers.

Consistent with First 5 LA's Diversity, Equity and Inclusion value, the Office of Communications will continue to use a variety of tactics to reach and be inclusive of "hard-to-reach" audiences. This will extend the impact of First 5 LA's marketing efforts to reach audiences that may not have access to the internet and consume more traditional media, such as mainstream broadcast TV and terrestrial radio. Alternate languages, such as Spanish and Chinese, and ethnic media outlets will be used to reach audiences equitably. The Office of Communications also will continue to leverage its relationships with media partners to secure value added opportunities extending the reach of the budget allocation. Historically, providing up to 30% over invested budgets.

## 2) \$400,000 Marketing Strategies 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 also will use paid media advertising and marketing efforts targeting policy and decision-makers, stakeholders, and non-parents, focused on the importance of child development and the programs and services needed to reach this "special population" of young children and their families. These efforts will be executed in collaboration with the Strategic Initiatives stream of work.

This request for funding will provide marketing support, such as targeted paid media advertising placements and other logistical support services as a key component to complement and help amplify and promote advocacy efforts. This work will be for "issue-specific" public education and engagement efforts and will incorporate calls-to-action to help build public understanding of the critical need for prioritizing young children in budget funding, policy and practice decisions.

Diverse outlets are typically used to reach this audience, for example: Local newspapers and public radio.

## 3) \$250,000 Strategic Marketing Partnerships for Public Service Announcements and Content Integration

Funds for Public Service Announcements (PSAs) and content integration will be used to complement public education efforts by creating strategic marketing sponsorships with local broadcast television and radio outlets for Public Service Announcements, and digital and print advertising, and through programming or editorial content integration. Content integration differs from advertising in that it allows First 5 LA to sponsor "in-show" segments or

Initiative	Investment Category
<p>Communications &amp; Marketing</p> <p>“sponsored” editorial focused on early childhood development and parent advocacy, making the most of an outlet’s trust with its audiences. This creates opportunities to normalize and destigmatize early child development programs and services, in support of specific Center for Child &amp; Family Impact teams and organization-wide goals. Estimates are based on previous strategic partnerships that have ranged in cost from \$250,000 to \$350,000. Examples of this work are the morning show segments that ran on Telemundo for the Census participation campaign. Some of these outlets integrate targeted community event sponsorships.</p> <p>4) \$425,000 Printing and Mailing to Reach “Hard-To-Reach” Communities</p> <p>First 5 LA previously published the “Parenting Guide,” a quarterly publication for parents and caregivers in L.A. County, as well as a variety of collateral materials and mission-aligned promotional items distributed at events to reach traditionally “hard to reach” communities, build relationships of trust with the public and targeted audiences, and connect them with our mission, our vision and our work.</p> <p>As part of issue-based campaign strategies being developed by the Office of Communications in Q1 of FY 21-22, preliminary research has found that a shift from an event-based strategy to a more focused and specific direct-mail marketing strategy can be effective in engaging parents in “hard-to-reach” communities. The Office of Communications will develop issue-based campaigns to target, in part, audiences who do not consume digital media and are more comfortable being communicated with in a language other than English. This approach may include using consumer-level marketing data to specifically target and reach audiences in the language with which they are most comfortable. As well as parents and community members with specific characteristics – such as women within an ethnic group under-enrolled in Home Visiting services within a geographic service area – identified by Center for Child &amp; Family Impact teams and Office teams to help advance their goals.</p> <p>For example, available consumer marketing data has identified approximately 40,000 mailable households with children under age 5 in Best Start Communities. A direct mail marketing program would cost approximately \$80,000 for four quarterly mailings. Similarly, there are nearly 200,000 mailable households with young children across L.A. County. A countywide mailing program of four quarterly mailings would cost approximately \$320,000.</p> <p>The frequency and scope of such direct mailing programs is still under consideration and will be determined in consultation with Center for Child &amp; Family Impact teams and Office teams. This effort will also complement other marketing efforts such as Public Service Announcements (PSAs) and content development.</p> <p>This funding also includes \$25,000 to support First 5 LA’s agency-wide printing (such as business cards, letterhead, flyers, booklets, brochures and other printed materials, including signage needed inside the First 5 LA offices).</p> <p>The frequency and scope of such direct mailing programs is still under consideration and will be determined in consultation with Offices and Teams. This effort also will complement other marketing efforts such as PSAs, content development and community event sponsorships.</p> <p>This funding also includes \$25,000 to support First 5 LA’s agency-wide printing (such as business cards, letterhead, flyers, booklets and brochures and other printed materials). This includes printing and signage needed inside the First 5 LA offices.</p>	<p>2015-2020 Strategic Plan: Focusing for the Future</p>
<p><b>Change from Prior Year (if &gt;+-20%)</b></p>	

# Office of Data for Action

Initiative	Investment Category
Data Development	Research & Evaluation

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Annual Reporting	\$0		\$74,000		0.00%

**Program Summary**

This budget item will fund a consultant to collect, analyze and report data and develop an LA County brief using data collected in support of our Annual Report submission to First 5 California. 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.

The following provides a more comprehensive overview of the work envisioned.

**PROJECT DESCRIPTION:** The Annual Reporting project includes a report created by First 5 LA and submitted to First 5 California in alignment with Proposition 10 requirements. The report developed for First 5 California summarizes First 5 LA’s past fiscal year’s accomplishments and investments. Additionally, the proposed work will include an LA County Data brief and data mining to facilitate local use of data.

The proposed work enables First 5 LA to hold itself accountable to our mission and vision for LA County children and families by examining and reflecting on what we invest in and who our investments are reaching. This understanding and accountability can inform future investments. The data mining component of the proposed work will also enable First 5 LA to elevate policy and systems change work and highlight accomplishments and success stories.

The Annual Reporting project aims to create the following conditions:

- 1) First 5 LA will maintain compliance with First 5 California reporting requirements
- 2) First 5 LA staff and key local stakeholders will understand what First 5 LA is investing in and who its investments are reaching and impacting

**WORKSTREAMS:**

1. Annual Reporting
2. LA County Data Brief
3. LA County Data Mining Preparation

**STRATEGIC PRIORITY ADVANCEMENT:** Strategic Priority 3 Expand Influence and Impact with Data. The Annual Report work will provide First 5 LA with an overview of its impact in LA County. Specifically, data disaggregated by geography and race/ethnicity and the success stories will facilitate access, use and sharing to internal and external stakeholders including First 5 LA staff and partners in the Best Start geographies. Understanding the possible disparities elevated in First 5 LA’s investments can also serve to inform First 5 LA’s investment policies and practices.

**DEI Value:** The Annual Report work will provide insight to who is reached and impacted by First 5 LA’s investments and in what ways investments have been successful. The data reported through Annual Reporting process will serve First 5 LA by allowing it to take a closer look at the demographics of the people served by its investments and make informed decisions to respond to any disparities in its investments.

**Spending Plan and Funding Methodology**

(1)The funds requested for this year will be used to hire a consultant team to achieve the following objectives associated with three workstreams.

**WORKSTREAM 1: ANNUAL REPORTING** a) Identify and implement the necessary updates to Annual Reporting training materials, provide training, and offer technical assistance b) Collect and analyze grantee data in alignment with First 5 CA Guidelines c) Develop a codebook based on implementation experience d) Complete of Annual Reporting requirements to First 5 CA and prepare all necessary presentation materials

**WORKSTREAM 2: LA COUNTY DATA BRIEF** a) Develop LA County Data Brief to support data use b)

Initiative	Investment Category
Data Development	Research & Evaluation

Collaborate with First 5 LA for input and design

WORKSTREAM 3: LA COUNTY DATA MINING PREPARATION a) Prepare a finalized data set to support data use

(2) Cost estimates are based on 490 hours of work at \$150 per hour which rounds to \$74,000. The hourly rate is consistent with the rate used for comparable services.

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

This work will have an increase of over 20% from FY 20-21 because includes program costs for a consultant to collect Annual Reporting data, develop a codebook to document assumptions and coding decisions, work collaboratively with the Office of Communications on the LA County Data Brief and the preparation of a data mining file. The increased costs reflect a greater need for consultant support in the Annual Reporting process.

Initiative	Investment Category
Data Development	Research & Evaluation

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Data Policies & Practices	\$25,000		\$150,000		500.00%

### Program Summary

The purpose of the Data Policies and Practices Project is to establish and adopt organization-wide data policies and practices to facilitate access to data that is aligned with the First 5 LA Data Strategy. This work will support First 5 LA with revising and developing universal policies and practices related to issues of data requirements, ownership, sharing and protecting confidentiality. The proposed work includes (a) conducting a needs assessment to identify and prioritize the need for new or refined policies and practices, (b) engaging teams in developing and refining data policies and practices, and (c) supporting and monitoring the adoption of new and refined data policies and practices.

The Data Policies and Practices Project will advance Strategic Priority #3 and #4. The goals of are to optimize our effectiveness by (a) aligning and adapting our business processes to bring consistency to the way we obtain data and how we ensure confidentiality when collecting and sharing data, (b) developing universal data policies and practices that increase our efficiency to obtain data and adopt data sharing agreements with contractors and grantees, which can reduce staff and financial resources, and (c) providing access to data needed to measure the progress of our Strategic Plan.

### Spending Plan and Funding Methodology

(1) The funds requested for this year will be used to hire one or more consultants to achieve the following objectives associated with three workstreams.

WORKSTREAM 1: Needs Assessment. This workstream will consist of a needs assessment to 1) assessing the current and desired state of First 5 LA data policies and practices, as they relate to data requirements, ownership, sharing and confidentiality; 2) identifying and prioritizing revisions to existing policies and practices and development of new ones; 3) determining the approach to development of prioritized policies and practices.

WORKSTREAM 2: Policy Development. This workstream will involve 1) revising existing policies and practices; 2) developing new policies and practices;

WORKSTREAM 3: Policy Adoption. This workstream will involve 1) socializing new policies including training, communicating expectations and other activities; 2) supporting staff and teams with adopting and implementing new policies and practices

(2) Cost estimates are based on 1,000 hours of work at \$150/hour which totals \$150,000. The hourly rate is consistent with the rate used for comparable services. The hours were estimated based on the time needed to accomplish the objectives.

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

A total of \$25,000 for this project was included in the FY 20-21 budget as minimal work was anticipated beyond procurement. With the expansion of the scope of work for this project and the assumption that we will have a consultant on board by Q2, the total anticipated spending for FY 21-22 is \$77,000.

Initiative	Investment Category
Data Development	Research & Evaluation

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Data Requests	\$5,000		\$5,000		0.00%

#### Program Summary

The purpose of this budget item is provide funds to First 5 LA to acquire various data sets on an as needed basis to support First 5 LA's information needs including purchasing data from state agencies such as the California Department of Education or Geographic Information System shape files in support of Impact Framework indicator tracking or other efforts.

#### Spending Plan and Funding Methodology

In FY 21-22 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+. Anticipated costs are based on previous experience purchasing these types of data sets.

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

Initiative	Investment Category
Data Partnership	Research & Evaluation

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Children's Data Network (CDN)	\$850,000		\$850,000		0.00%

### Program Summary

The purpose of the Children's Data Network (CDN) is to inform effective system delivery and policies through (1) improved system-specific and cross-system data infrastructure and (2) early childhood research focused on improving access and alignment of family-serving systems and assessing the effectiveness of preventative services. The purpose of CDN's linked administrative data is to leverage existing records to provide a holistic view of services received by families with young children, informing policies and practices to break down service siloes.

### Spending Plan and Funding Methodology

The funds requested for FY21-22 will be used to fund the Children's Data Network to achieve the following objectives associated with four workstreams.

**WORKSTREAM 1: SYSTEM-SPECIFIC DATA INFRASTRUCTURE:** (a) Improve and expand the Home Visiting system in LA County by leveraging the Children's Data Network's early childhood and home visiting system expertise, and (b) Improve the Child Welfare System by leveraging the Children's Data Network's research and expertise to draw federal funding and integrate prevention services. In FY21-22, the focus will be on providing guidance and support to these systems to meet data and evaluation needs related to Families First Act funding.

**WORKSTREAM 2: LINKED DATA INFRASTRUCTURE ACROSS SYSTEMS:** (a) In collaboration with First 5 LA, inform the LA County Office of Child Protection efforts to build a countywide prevention metrics data system as part of the efforts to implement the LA County Prevention Plan, (b) Provide expertise on population-based data linkage and data system development and provide access to linked data related to early childhood to support statewide population-based data integration efforts at the state and local level, (c) Develop new and renew existing data sharing agreements with state and local agencies, including revisions based on data ownership changes brought in by the Governor's Early Care and Education Master Plan, and (d) Maintain up-to-date linked state administrative data in secure data systems.

**WORKSTREAM 3: FIRST 5 LA'S DATA STRATEGY:** (a) Inform First 5 LA's Data Strategy and Impact Framework by leveraging the Children's Data Network's expertise on measurement and data access approaches, and (b) the Children's Data Network will generate research products aligned with First 5 LA's Data Strategy that First 5 LA staff can use to inform and execute their strategies.

**WORKSTREAM 4: DATA AND RESEARCH USE:** (a) Complete the infrastructure of the Research Data Hub to facilitate secure access to deidentified linked administrative data by other researchers and county representatives, (b) Engage local leaders and county departments to facilitate use of findings, and (c) Share findings with State leaders to inform policy. In FY21-22, the focus will be to support access and use of LA County-specific data and research.

(2) Costs are based on historical trends since the beginning of the data partnership in 2012. These include:

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 University of California Berkeley, 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
Data Partnership	Research & Evaluation

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
County Data Partnership			\$115,000		0.00%

### Program Summary

The purpose of this partnership is to consolidate efforts to measure and track key indicators for children, families, and communities in Los Angeles. This partnership allows First 5 LA to access data related to our Data Strategy, which otherwise might be challenging to access. The proposed work includes (a) supporting CIO's efforts to finalize the remaining list of actionable indicators, and data sources, for the countywide prevention metrics, (b) obtaining data extracts to data that informs First 5 LA's Impact Framework and additional prioritized data that supports First 5 LA's Data Strategy. The goals of this partnership are to (a) obtain access to data needed to measure the progress of our Strategic Plan, (b) establish data policies and practices to expedite the obtainment of data needed for First 5 LA's Data strategy, including the Impact Framework and (c) streamline data acquisition efforts by utilizing CIO's Analytic Center of Excellence to analyze and publish data that informs First 5 LA's Data Strategy.

### Spending Plan and Funding Methodology

(1) The funds requested for this year will be used to achieve the following objectives associated with three workstreams.

**WORKSTREAM 1: Countywide Prevention Metrics.** This workstream involves supporting the LA County Office of the Chief Information Officer with the development of a Prevention Metrics Indicator product that informs stakeholders on the progress of the County's Prevention Plan. First 5 LA will continue to support the development of the Prevention Metrics indicators and product on an annual basis.

**WORKSTREAM 2: First 5 LA's Impact Framework.** This workstream involves analyzing and extracting data in support of First 5 LA's Impact Framework. We anticipate the LA County Office of the Chief Information Officer will provide yearly (or real-time) data extracts. For FY 20-21, we allocated ~\$15,000 for this work, but anticipate in FY21-22 the number of indicators (i.e. Result, Contextual, Long Term System Outcome, and Short Term Marker of Progress) the data provided will significantly increase, therefore cost estimates for FY 21-22 are higher.

**WORKSTREAM 3: First 5 LA's Data Strategy.** Through this workstream, the LA County Office of the Chief Information Officer will provide First 5 LA with data that reflects our prioritized data needs. In FY 21-22, we anticipate OCIO will participate in discussions around our data strategy and assist with convening other county departments to have conversations around the data strategy.

(2) Cost estimates are based on 830 hours of work at \$138/hour which totals \$114,540. The hourly rate is consistent with the rate we currently are paying the LA County Office of the Chief Information Officer for this work. The hours were estimated based on the time needed to accomplish the objectives.

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

The anticipated spending for FY21-22 is \$115,000. The increase is justifiable, because during this year, the scope of the work will significantly increase. The LA County Office of the Chief Information Officer will be obtaining, analyzing and providing First 5 LA with data to measure an unknown increased number of Impact Framework indicators. We will also engage the LA County Office of the Chief Information Officer in conversations about First 5 LA's data strategy and continue supporting the development of the Prevention Metrics work.

Initiative	Investment Category
Data Partnership	Research & Evaluation

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
WIC Data Mining Research Partnership	\$547,000		\$384,000		-29.79%

### Program Summary

The purpose of the WIC Data Mining Partnership is to leverage WIC's extensive administrative data and infrastructure to elevate parent voice about families' early childhood experiences and to better understand the health and well-being of WIC families in L.A. County, who make up almost half of First 5 LA's target population. The findings from the WIC Data Mining Partnership are intended to provide comprehensive information to health planners, policy makers, and community leaders about local families in need – a crucial first step to better serving this vulnerable population.

### Spending Plan and Funding Methodology

(1) The funds requested for this year will be used to fund the Strategic Partnership with Public Health Foundation Enterprises, Inc. WIC to achieve the following objectives associated with four workstreams.

**WORKSTREAM 1: MAINTAIN WIC ADMINISTRATIVE DATA SYSTEMS:** Maintain up-to-date linked WIC administrative records in secure data systems.

**WORKSTREAM 2: WELCOME BABY STUDY COMPARISON SAMPLE DATA COLLECTION:** (a) Complete data collection for 3-month and 10-month timepoints, and (b) In collaboration with American Institutes for Research, complete planning and preparation for final data collection timepoint.

**WORKSTREAM 3: FIRST 5 LA DATA STRATEGY:** (a) Complete analyses for prioritized data needs in alignment with First 5 LA's Data Strategy, including data and analyses for the Impact Framework as well as initiative-specific and emergent data needs, and (b) generate research products that First 5 LA staff can use to inform and execute their strategies.

**WORKSTREAM 4: DATA ACCESS AND USE:** (a) The LA County WIC Website will be an up-to-date and easy to use tool for accessing key statistics on the conditions of L.A. County WIC families, including disaggregation by race/ethnicity and geography, and (b) First 5 LA's key partners, especially partners in Best Start Communities, will have an awareness of the data available to them through the WIC Data Mining Partnership and have access to key findings generated through the partnership.

(2) Funding estimates were based on previous years' cost expenditure data implementing administrative data maintenance and analysis, as well as estimates for data collection for the Welcome Baby Study. This includes:

- WIC Administrative Data Servers: \$9,000
- Incentives and Mailing Costs: \$32,000
- An estimated 2286 hours x \$150: \$342,900

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

Decreased costs are associated with the completion of 2020 LA County WIC Survey administration, which was completed in December 2020.

Initiative	Investment Category
Learning and Integration	Research & Evaluation

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Assisting and Supporting Staff with Information for Specialized Tasks			\$119,000		0.00%

### Program Summary

This budget item will fund the consultant necessary to support the infrastructure development of the Assisting and Supporting Staff with Information for Specialized Tasks (ASSIST) work. The ASSIST consultant will conceptualize, design, and execute an approach to developing First 5 LA's technical assistance and support infrastructure in alignment with First 5 LA's reorganization process. The following is a description of the overview, purpose, goals, objectives, and connection to First 5 LA's priorities and values.

**PROJECT DESCRIPTION:** The ASSIST work will develop the infrastructure required to support the effective delivery of technical assistance and support related to data, measurement, and evaluation at First 5 LA. The proposed work will include procurement of a consultant to support the development of the infrastructure, in addition to the development of the infrastructure.

First 5 LA's previous organizational structure produced unfruitful outcomes. In response, First 5 LA implemented a new structure to produce better outcomes by delivering the Office of Data for Action's expertise in a manner that benefits every individual and team. The new structure redistributes ownership of data projects to initiative leaders and establishes the role of the Office of Data for Action as technical assistant. In doing so, First 5 LA will benefit by ensuring that the people closest to the work are able to articulate their data-related needs and incorporate data into their work.

The ASSIST work aims to achieve the following conditions:

1. First 5 LA's staff have the capability to articulate their data-related priorities and integrate the data into their approach at every level of the organization,
2. First 5 LA's staff contribute to the advancement of First 5 LA's Data Strategy

#### Workstream 1: Infrastructure Development

**STRATEGIC PRIORITY ADVANCEMENT:** The ASSIST work will primarily advance Strategic Priority 4 by building the infrastructure necessary to promote a data-driven approach to First 5 LA's work at every level of the organization, inclusive of planning, funding, investing, and learning. By equipping First 5 LA with the capability to articulate data-related needs and integrate data into its work, First 5 LA's effectiveness will be optimized and advance Strategic Priority 4.

**DEI VALUE:** By implementing an organizational structure that promotes data-driven approaches to work, the ASSIST work repositions First 5 LA's staff to be better equipped to advocate for fair and just systems that serve young children and families. Specifically, if staff have the capability to call for better data quality and advocate for disaggregated data sets, then the projects they plan and implement will be better informed to serve the groups experiencing the most disparate outcomes.

### Spending Plan and Funding Methodology

(1) The funds requested for this year will be used to hire a consultant to achieve the following objectives associated with one workstream.

**WORKSTREAM 1: INFRASTRUCTURE DEVELOPMENT** a) Develop the processes, tools, roles and responsibilities for submitting, assessing, and providing support for technical assistance (ASSIST) requests which will include the convening of a new advisory group b) Develop a system for recording and tracking ASSIST requests

(2) Cost estimates are based on 795 hours of work at \$150 per hour which rounds to \$119,000. The hourly rate is consistent with the rate used for comparable services.

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

Initiative	Investment Category
Learning and Integration	Research & Evaluation

There was no spending for this in the FY 20-21. The increase is greater than 20% because it launches the development of the infrastructure, which is work that has not been done before.

Initiative	Investment Category
Learning and Integration	Research & Evaluation

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
First 5 LA Data Strategy	\$100,000		\$250,000		150.00%

### Program Summary

The Data Strategy will articulate First 5 LA's prioritized data needs grounded in the strategic plan and the approaches we will use to address them. The proposed work includes (a) identifying and prioritizing data needs across the organization, (b) identifying the approaches to meeting prioritized data needs, and (c) facilitating the application and integration of data for intended purposes. The purpose of the proposed work is to ensure First 5 LA has the data needed to (a) optimize our effectiveness, (b) drive system change efforts and (c) measure the progress of our system change efforts. Goals of the Data Strategy include inspiring shared commitment to prioritized data needs and positioning First 5 LA to use data to inform resource allocation, strategy development, planning and decision-making. In FY 21-22, the funds in this line item will be used to engage a consultant to support with (i) data strategy development, (ii) data strategy implementation, and (iii) data strategy application. Once the Data Strategy has been developed we will expand our efforts to include disseminating and using the data that is generated. One tool we anticipate developing in support of this is a dashboard. Goals of the Data Dashboard include ensuring staff, commissioners and stakeholders have access to real-time aggregate and trend data that communicates progress of our systems change efforts and positions First 5 LA as a trusted data source among policy makers, community leaders and community members.

### Spending Plan and Funding Methodology

(1) The funds requested for this year will be used to hire a consultant team to achieve the following objectives associated with three workstreams.

**WORKSTREAM 1: DATA STRATEGY DEVELOPMENT** (a) identify First 5 LA's prioritized data needs through the current implementation period (and if applicable the 2028 strategic plan) and (b) identify initial approaches to address prioritized data needs (assuming there may be subsequent steps that aren't determined at this stage). In FY 21-22 the focus will be on new work and work already underway.

**WORKSTREAM 2: DATA STRATEGY IMPLEMENTATION** (a) facilitate the alignment of ongoing data efforts with Data Strategy Priorities, (b) develop an approach and process to monitor and track data efforts and (c) develop an approach to quality assurance and adherence to the goals of the Data Strategy for ongoing data efforts. In FY 21-22 the focus will be on new work and work already underway.

**WORKSTREAM 3: DATA STRATEGY APPLICATION** (a) facilitate the application of findings, knowledge and learnings from the Data Strategy and (b) facilitate the sharing and dissemination of knowledge from the Data Strategy. In FY 21-22, the focus will be on work already underway.

(2) Cost estimates are based on 1600 hours of work at \$150/hour which totals \$240,000 and \$10,000 in direct costs such meeting expenses, travel and supplies. The hourly rate is consistent with the rate used for comparable services. The hours were estimated based on the time needed to accomplish the objectives.

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

The increased funding level is a due to the expanded scope of this work to include data needs and strategies associated with our internal operational performance in addition to programmatic and system focused efforts.

Initiative	Investment Category
Learning and Integration	Research & Evaluation

Program Name	2020 - 2021	Revised Budget	2021 - 2022	Budget	% Variance
Impact Framework	\$125,000		\$430,000		244.00%

#### Program Summary

The purpose of the Impact Framework is to help navigate the complexity of First 5 LA's systems change work and hold ourselves accountable for progress towards the North Star. The Impact Framework compiles existing data related to First 5 LA's prioritized work to inform organization-wide planning and decision-making.

#### Spending Plan and Funding Methodology

(1) The funds requested for this year will be used to hire two consultants to achieve the following objectives associated with two workstreams:

WORKSTREAM 1: IMPACT FRAMEWORK MEASUREMENT: (a) First 5 LA will have revised Impact Framework Indicators that are aligned with the Strategic Goals and prioritized work of the organization, (b) First 5 LA will have identified accessible and quality data sources for Impact Framework Indicators, (c) First 5 LA will have obtained accessible Impact Framework Indicator data, and (d) Staff will have access to current Impact Framework data and findings.

WORKSTREAM 2: IMPACT FRAMEWORK USE: (a) First 5 LA staff will have clarity as to the priority ways to use the Impact Framework, and (b) First 5 LA will have achieved the FY21-22 Impact Framework use goals.

(2) Cost estimates for the Key Performance Indicator Consultant is based on 1,312 hours of work at \$150/hour, which totals \$196,800.

Cost estimates for the System Outcomes Consultant is based on 1,554 hours of work at \$150/hour, which totals \$233,100.

The hourly rate is consistent with the rate used for comparable services. The hours were estimated based on the time needed to accomplish the objectives.

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

Increase in costs is associated with the launch of the development of the Key Performance Indicators (KPIs) as well as with the need to collect data associated with the Short-term Markers of Progress (STMPs). Both of these aspects represent new phases of work for the Impact Framework.



## ATTACHMENT D:

### FY 2021-22 BUDGET SUMMARY

- Operating Costs Summary
- Administrative Limit Calculation
- Schedule of Authorized Positions

## OPERATING COSTS SUMMARY FY 2021-22

	FY 2020-21			FY 2021-22			Proposed Budget	Variance from FY 2020-21
	Revised Budget	Estimated Expenditures	Variance	BOC	Center for Operational Excellence	Center for Child and Family Impact		
<b>Personnel Services</b>								
Salaries	13,722,800	11,776,496	1,946,303	-	4,101,627	4,708,436	13,051,970	(670,830)
Total Employee Benefits	4,081,895	3,533,653	548,242	-	1,351,178	1,612,560	4,252,139	170,244
<b>Total Personnel Services</b>	<b>17,804,695</b>	<b>15,310,149</b>	<b>2,494,546</b>	<b>-</b>	<b>5,452,805</b>	<b>6,320,996</b>	<b>17,304,109</b>	<b>(500,586)</b>
<b>Operating Services</b>								
6205 ADP-Payroll	40,000	28,278	11,722	-	40,000	-	40,000	-
6210 Worker's Compensation Insurance	61,000	63,139	(2,139)	-	65,000	-	65,000	4,000
6215 Utilities	145,000	155,424	(10,424)	-	135,000	-	135,000	(10,000)
6220 Corporate Insurance	101,000	31,000	70,000	-	106,000	-	106,000	5,000
6225 Mileage, Parking and Other Transportation	34,670	21,569	13,101	1,500	1,600	11,380	7,200	(12,980)
6230 Telephone	70,000	57,621	12,379	-	70,000	60,600	70,000	-
6235 Cell Phone & Mobile Devices	167,400	33,332	134,068	-	26,400	46,800	133,800	(33,600)
6240 Outside Printing & Publishing	3,600	18,422	(14,822)	-	500	1,000	1,500	(2,100)
6245 Other Supplies	10,250	16,148	(5,898)	250	5,000	-	5,250	(5,000)
6250 Postage & Delivery	13,200	13,200	-	-	8,000	-	8,000	(5,200)
6255 Educational Supplies	2,900	1,903	997	-	500	1,000	1,600	200
6260 Office Supplies	77,570	62,848	14,722	2,000	29,500	12,400	15,800	(17,870)
6265 Subscriptions & Publications	28,240	4,158	24,082	-	1,833	5,400	23,947	2,940
6270 Capital Outlay	144,500	191,000	(46,500)	-	134,000	-	134,000	(10,500)
6275 Equipment-Rents & Leases	27,000	73,562	(46,562)	-	27,000	-	27,000	-
6280 Building Repair & Maintenance	150,000	192,000	(42,000)	-	150,000	-	150,000	-
6285 Equipment Repairs & Maintenance	12,000	20,000	(8,000)	-	10,500	1,000	11,500	(500)
6290 Offsite Storage	29,550	17,413	12,137	-	18,000	9,000	27,000	(2,550)
6295 Hardware & Software Maintenance	470,730	203,262	267,468	-	441,734	3,480	445,214	(25,516)
6300 Miscellaneous/Contingency	95,000	-	95,000	-	194,000	-	244,000	149,000
6305 Stipend/Honorarium	-	-	-	-	-	-	2,100	2,100
6310 Internal Meetings	95,000	86,612	8,388	3,500	15,200	31,500	84,200	(10,800)
6315 Divisional Capacity Building	75,000	75,000	-	-	35,000	-	35,000	(40,000)
<b>Total Operating Services</b>	<b>1,853,610</b>	<b>1,290,891</b>	<b>562,719</b>	<b>7,250</b>	<b>1,479,767</b>	<b>158,280</b>	<b>1,840,224</b>	<b>(13,386)</b>
<b>Consultant Services</b>								
6410 Consultant Fees	1,418,725	888,203	530,523	-	808,600	65,000	1,481,100	62,375
6420 Other Professional Fees	350,500	315,000	35,500	20,000	320,000	-	320,000	(30,500)
6430 External Reviewers	3,000	450	2,550	-	-	-	-	(3,000)
<b>Total Consultant Services</b>	<b>1,772,225</b>	<b>1,203,653</b>	<b>568,573</b>	<b>20,000</b>	<b>1,128,600</b>	<b>65,000</b>	<b>1,801,100</b>	<b>25,875</b>
<b>Professional Services</b>								
6510 Audit	90,000	61,000	29,000	-	90,000	-	90,000	-
6520 Legal Fees	150,000	78,392	71,608	-	32,800	5,600	225,000	75,000
6540 Professional Dues	119,818	21,665	98,154	-	32,800	-	44,023	(75,795)
6550 Staff Recruitment	10,000	5,060	4,940	-	10,000	-	10,000	-
6560 Commissioners Stipends	25,000	24,000	1,000	23,000	-	-	23,000	(2,000)
6570 Web-Based Services	48,000	14,482	33,518	-	56,600	-	56,600	8,600
6580 Bank & Other Service Charges	35,000	32,000	3,000	-	20,000	-	20,000	(15,000)
<b>Total Professional Services</b>	<b>477,818</b>	<b>236,539</b>	<b>241,279</b>	<b>23,000</b>	<b>209,400</b>	<b>5,600</b>	<b>468,623</b>	<b>(9,195)</b>
<b>Travel Expenses</b>								
6610 Airfare	10,500	108,517	(98,017)	-	-	-	-	21,350
6620 Lodging	6,000	61,082	(55,082)	1,000	2,850	20,500	31,850	38,900
6640 Per Diem	4,125	41,149	(37,024)	750	2,000	13,450	20,100	15,975
6650 Other Travel Expense	19,925	12,872	7,053	250	9,250	5,500	16,750	(3,175)
<b>Total Travel Expenses</b>	<b>40,550</b>	<b>223,620</b>	<b>(183,070)</b>	<b>3,000</b>	<b>17,850</b>	<b>71,950</b>	<b>113,600</b>	<b>73,050</b>
<b>Professional Development</b>								
6810 Training Materials & Supplies	11,300	5,392	5,908	-	4,200	300	7,200	(4,100)
6820 Internal Training	48,000	10,000	38,000	-	50,000	-	63,500	(27,500)
6830 Leadership Programs	142,650	88,246	54,404	1,500	172,000	-	172,000	123,500
6840 Conference Registrations	65,900	34,333	31,567	1,500	8,515	38,700	87,215	(55,435)
6850 External Education/Training	359,350	143,236	216,114	1,500	246,815	49,000	34,600	(31,300)
<b>Total Professional Development</b>	<b>22,308,248</b>	<b>18,408,149</b>	<b>3,900,100</b>	<b>54,750</b>	<b>8,535,187</b>	<b>6,670,826</b>	<b>21,892,171</b>	<b>(416,077)</b>

**First 5 LA  
FY 2021-22 Operating Budget  
Administrative Limit Calculation**

**Teams/Centers/Offices Budgets:**

Work Place Management Team	\$ 757,960
Board of Commissioners	54,750
Office of Communications	1,400,105
Contract Administration & Purchasing Team	1,528,232
Executive Director's Office	1,521,446
Facilities Management Team	714,000
Finance Team	1,574,596
Human Resources & Talent Mgmt. Team	1,505,800
Information Technology Team	1,926,341
Center for Child and Family Impact <sup>2</sup>	564,024
Center for Operational Excellence	550,058

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

Communities Team	278,790
Early Care & Education Team	299,262
Family Supports Team	193,115
Health Systems Team	322,257
Office of Data for Action	226,887
Office of Government Affairs and Public Policy	329,596
Office of Equity, Strategy and Learning	341,647

**Total FY 2021-22 Administrative Budget** **\$ 14,088,866**

Total FY 2021-22 Operating Budget	21,892,171
Total FY 2021-22 Program Budget	92,304,000

**Total FY 2021-22 Budget** **\$ 114,196,171**

<b>Administrative Cost Percentage</b>	<b>12.34%</b>
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1. Directors and Administrative Assistants outside of COE only  
2. Center Support Team's Budget not included (Programmatic)

**FIRST 5 LA  
SCHEDULE OF AUTHORIZED POSITIONS**

Teams/Offices/Centers	FY 2021-22				
	Authorized Positions <sup>1</sup>	Filled Positions as of March 2021	Baseline	Addition/Deletion	Total
<b>Center for Operational Excellent</b>	2	2	2	0	2
Workplace Management Team	3	3	3	0	3
Contract Administration & Purchasing Team	10	8	10	0	10
Finance Team	9	9	9	0	9
Human Resources & Talent Management Team	4	3	4	0	4
Information Technology Team	6	5	6	0	6
<b>Executive Director's Office</b>	6	5	7	0	7
Office of Data for Action	7	3	6	0	6
Office of Equity, Strategy & Learning	6	2	6	0	6
Office of Communications	9	9	9	0	9
Office of Government Affairs and Public Policy	10	8	10	0	10
<b>Center for Child and Family Impact</b>	4	4	4	0	4
Communities	19	17	19	0	19
Early Care & Education	8	7	8	0	8
Family Supports	9	7	9	0	9
Health Systems	8	7	8	0	8
	<b>120</b>	<b>99</b>	<b>120</b>	<b>0</b>	<b>120</b>

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



## ATTACHMENT E:

### FY 2021-22 BUDGET

- Team/Office/Center Cover Pages
- Operating Detail

# CENTER FOR CHILD & FAMILY IMPACT

**CENTER FOR CHILD & FAMILY IMPACT SUMMARY FY 2021-22**

	FY 2020-21		FY 2021-22					Proposed Budget	Variance from FY 2020-21
	Revised Budget	CCFI	Communities Team	ECE Team	Family Supports Team	Health Systems Team			
<b>Personnel Services</b>									
Salaries									
Total Salaries	4,957,941	591,202	1,715,218	798,561	774,624	828,831	4,708,436	(249,505)	
Total Employee Benefits	1,545,524	155,350	604,920	254,679	333,178	264,433	1,612,560	67,036	
<b>Total Personnel Services</b>	<b>6,503,466</b>	<b>746,552</b>	<b>2,320,138</b>	<b>1,053,240</b>	<b>1,107,802</b>	<b>1,093,264</b>	<b>6,320,996</b>	<b>(182,470)</b>	
<b>Operating Services</b>									
6205 ADP-Payroll	-	-	-	-	-	-	-	-	
6210 Worker's Compensation Insurance	-	-	-	-	-	-	-	-	
6215 Utilities	-	-	-	-	-	-	-	-	
6220 Corporate Insurance	-	-	-	-	-	-	-	-	
6225 Mileage, Parking and Other Transportation	10,820	500	4,000	2,880	3,000	1,000	11,380	560	
6230 Telephone	-	-	-	-	-	-	-	-	
6235 Cell Phone & Mobile Devices	-	-	-	-	-	-	-	-	
6240 Outside Printing & Publishing	81,900	4,800	22,800	9,600	13,800	9,600	60,600	(21,300)	
6245 Other Supplies	-	-	-	-	-	-	-	-	
6250 Postage & Delivery	-	-	-	-	-	-	-	-	
6255 Educational Supplies	1,000	-	1,000	-	-	-	1,000	-	
6260 Office Supplies	13,420	1,500	6,000	2,400	1,000	1,500	12,400	(1,020)	
6265 Subscriptions & Publications	4,540	250	1,900	2,700	50	500	5,400	860	
6270 Capital Outlay	-	-	-	-	-	-	-	-	
6275 Equipment-Rents & Leases	-	-	-	-	-	-	-	-	
6280 Building Repair & Maintenance	-	-	-	-	-	-	-	-	
6285 Equipment Repairs & Maintenance	1,000	-	1,000	-	-	-	1,000	-	
6290 Offsite Storage	-	-	-	-	-	-	-	-	
6295 Hardware & Software Maintenance	-	-	-	-	-	-	-	-	
6300 Miscellaneous/Contingency	-	-	-	-	-	-	-	-	
6305 Stipend/Honorarium	22,100	5,300	14,000	7,200	2,000	3,000	31,500	9,400	
6310 Internal Meetings	-	35,000	-	-	-	-	35,000	35,000	
6315 Divisional Capacity Building	-	-	-	-	-	-	-	-	
<b>Total Operating Services</b>	<b>134,760</b>	<b>47,350</b>	<b>50,700</b>	<b>24,780</b>	<b>19,850</b>	<b>15,600</b>	<b>158,280</b>	<b>23,500</b>	
<b>Consultant Services</b>									
6410 Consultant Fees	-	-	-	-	-	-	-	-	
6420 Other Professional Fees	175,725	25,000	20,000	10,000	5,000	5,000	65,000	(110,725)	
6430 External Reviewers	-	-	-	-	-	-	-	-	
<b>Total Consultant Services</b>	<b>175,725</b>	<b>25,000</b>	<b>20,000</b>	<b>10,000</b>	<b>5,000</b>	<b>5,000</b>	<b>65,000</b>	<b>(110,725)</b>	
<b>Professional Services</b>									
6510 Audit	-	-	-	-	-	-	-	-	
6520 Legal Fees	-	-	-	-	-	-	-	-	
6540 Professional Dues	7,040	-	1,000	2,000	1,000	1,600	5,600	(1,440)	
6550 Staff Recruitment	-	-	-	-	-	-	-	-	
6560 Commissioners Stipends	-	-	-	-	-	-	-	-	
6570 Web-Based Services	-	-	-	-	-	-	-	-	
6580 Bank & Other Service Charges	-	-	-	-	-	-	-	-	
<b>Total Professional Services</b>	<b>7,040</b>	<b>-</b>	<b>1,000</b>	<b>2,000</b>	<b>1,000</b>	<b>1,600</b>	<b>5,600</b>	<b>(1,440)</b>	
<b>Travel Expenses</b>									
6610 Airfare	-	3,000	2,000	6,000	7,000	2,500	20,500	20,500	
6620 Lodging	-	3,000	4,000	5,500	15,000	5,000	32,500	32,500	
6640 Per Diem	-	1,500	2,500	2,450	5,000	2,000	13,450	13,450	
6650 Other Travel Expense	-	1,500	1,000	-	2,000	1,000	5,500	5,500	
<b>Total Travel Expenses</b>	<b>-</b>	<b>9,000</b>	<b>9,500</b>	<b>13,950</b>	<b>29,000</b>	<b>10,500</b>	<b>71,950</b>	<b>71,950</b>	
<b>Professional Development</b>									
6810 Training Materials & Supplies	1,300	-	-	-	300	-	300	(1,000)	
6820 Internal Training	3,000	-	-	-	-	-	-	(3,000)	
6830 Leadership Programs	-	-	-	-	-	-	-	-	
6840 Conference Registrations	37,950	4,500	10,200	6,000	11,000	7,000	38,700	750	
6850 External Education/Training	21,000	-	-	-	-	-	10,000	(11,000)	
<b>Total Professional Development</b>	<b>63,250</b>	<b>4,500</b>	<b>10,200</b>	<b>6,000</b>	<b>21,300</b>	<b>7,000</b>	<b>49,000</b>	<b>(14,250)</b>	
<b>Total OPERATING EXPENSES</b>	<b>6,884,261</b>	<b>882,402</b>	<b>2,411,538</b>	<b>1,109,970</b>	<b>1,183,950</b>	<b>1,132,964</b>	<b>6,670,826</b>	<b>(213,435)</b>	

**Office/Center/Team Name: Family Supports Team**

**Authorized Positions:**

<b>Position</b>	<b>#</b>
Director	1
Senior Program Officers	2
Program Officers	5
Program Associate	1
<b>Total:</b>	<b>9</b>

**Overview:**

The Family Supports team works with others to lead and fund systems change activities related to family strengthening services, primarily home visiting, with the goal of ensuring families have the resources necessary to optimize their child’s development and that children are safe from abuse, neglect, and other trauma. The team serves as subject matter experts for family support services at First 5 LA and collaborates with functional leads within First 5 LA to inform the prioritization of organization-wide efforts related to home visiting including communications, research and data, learning, and public policy. In collaboration with the teams from the Center for Child and Family Impact, the Family Supports team also focuses on strengthening integration and alignment efforts, both internally and externally.

**Priorities for FY21-22 Narrative:**

The Family Supports team will engage in the following work in support of the 2020-2028 Strategic Plan:

***Grantee Oversight***

The team administers and oversees thirty-two home visiting Welcome Baby and Select Home Visitation grants. Through the three home visiting program models’ clients receive client-centered, strength-based information and support during visits with a focus on positive parenting behaviors and child development and information on key developmental topics. This effort includes overseeing a complex, standardized portfolio that requires cross-team collaboration and a continual focus on program implementation and improvements. This workstream also includes Little by Little/One Step Ahead and the last remaining Baby Friendly Hospital Project, which was included due to a potential no-cost extension.

***Home Visiting System Building***

The Home Visitation System Building (HVSB) workstream aims to build upon existing infrastructure to develop and sustain the home visiting system while continuing momentum towards the long-term vision of expanding reach and increasing diversity of LA County home visiting programs. Efforts include collaboration to support the Foundation for California Community Colleges’ Home Visitation Apprenticeship Project. The First 5 California Home Visitation Coordination funds, which are intended to catalyze coordination and collaboration to yield significant systems change, will support consultation efforts to strengthen cross-sector collaboration between key funders and technical assistance providers at the implementation

level and improve integration efforts between the emerging Help Me Grow (HMG) system in LA County and home visiting agencies by building and strengthening referral pathways.

The Family Strengthening Oversight Entity (FSOE) also serves as a critical component of the home visiting system, and aims to ensure coordinated, high-quality services are offered across the system of participating providers. The FSOE also coordinates the Los Angeles County Perinatal and Early Childhood Home Visitation Consortium and participates in county-wide efforts to coordinate, enhance, expand, and advocate for high quality home visiting programs. Additionally, the FSOE partners with LA County Department of Health Services (DHS) MAMA's Visits Home Visiting Program Training and T.A. Support program by providing training and technical assistance.

### ***Optimization***

Optimization efforts aim to improve home visiting coordination services and connections to other family-serving systems. Funding is included for engagement of a consultant to support home visiting staff retention and diversity efforts, including equitable African-American enrollment in home visiting.

### ***Evaluation and Data***

The evaluation and data workstream serve as a foundational support for the development and expansion of a universal home visiting system. Efforts include the Welcome Baby Virtual Implementation and Outcomes Study, an 18-month longitudinal study to track child/parent outcomes, understand best practices for virtual home visiting, and improve implementation, with consulting evaluation support and guidance from Dr. Deb Daro. The Stronger Families Database represents another critical piece and is utilized by home visiting providers to capture client level data, screenings and program participation information.

FAMILY SUPPORTS TEAM

	Budget FY 2020-21	Revised Budget FY 2020-21	Estimated FY 2020-21 Expenditures	Proposed Budget FY 2021-22	Increase (Decrease)
<b>Personnel Services</b>					
Salaries					
Total Salaries	1,131,611	1,131,611	825,564	774,624	-
Total Employee Benefits	377,494	377,494	265,421	333,178	-
<b>Total Personnel Services</b>	<b>1,509,106</b>	<b>1,509,106</b>	<b>1,090,985</b>	<b>1,107,802</b>	<b>-</b>
<b>Operating Services</b>					
6205	ADP-Payroll	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-
6215	Utilities	-	-	-	-
6220	Corporate Insurance	-	-	-	-
6225	Mileage, Parking and Other Transportation	3,000	3,000	1,500	-
6230	Telephone	-	-	-	-
6235	Cell Phone & Mobile Devices	13,800	19,800	11,250	(6,000)
6240	Outside Printing & Publishing	-	-	-	-
6245	Other Supplies	-	-	-	-
6250	Postage & Delivery	-	-	-	-
6255	Educational Supplies	-	-	-	-
6260	Office Supplies	1,000	4,000	2,000	(3,000)
6265	Subscriptions & Publications	50	50	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	2,000	2,000	2,000	-
<b>Total Operating Services</b>	<b>19,850</b>	<b>28,850</b>	<b>13,585</b>	<b>17,000</b>	<b>(9,000)</b>
<b>Consultant Services</b>					
6410	Consultant Fees	1,725	1,725	5,000	3,275
6420	Other Professional Fees	-	-	-	-
6430	External Reviewers	-	-	-	-
<b>Total Consultant Services</b>	<b>1,725</b>	<b>1,725</b>	<b>1,000</b>	<b>5,000</b>	<b>3,275</b>
<b>Professional Services</b>					
6510	Audit	-	-	-	-
6520	Legal Fees	-	-	-	-
6540	Professional Dues	2,000	2,000	2,000	(1,000)
6550	Staff Recruitment	-	-	-	-
6560	Commissioners Stipends	-	-	-	-
6570	Web-Based Services	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-
<b>Total Professional Services</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>1,000</b>	<b>(1,000)</b>
<b>Travel Expenses</b>					
6610	Airfare	7,000	-	7,000	7,000
6620	Lodging	13,000	-	15,000	15,000
6640	Per Diem	5,000	-	5,000	5,000
6650	Other Travel Expense	2,500	-	2,000	2,000
<b>Total Travel Expenses</b>	<b>27,500</b>	<b>-</b>	<b>-</b>	<b>29,000</b>	<b>29,000</b>
<b>Professional Development</b>					
6810	Training Materials & Supplies	800	800	300	(500)
6820	Internal Training	-	-	-	-
6830	Leadership Programs	-	-	-	-
6840	Conference Registrations	13,000	13,000	13,000	(2,000)
6850	External Education/Training	11,000	11,000	10,000	(1,000)
<b>Total Professional Development</b>	<b>24,800</b>	<b>24,800</b>	<b>13,000</b>	<b>21,300</b>	<b>(3,500)</b>
<b>Total OPERATING EXPENSES</b>	<b>1,584,981</b>	<b>1,566,481</b>	<b>1,120,570</b>	<b>1,181,102</b>	<b>18,775</b>

Department	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Family Supports Team	\$57,375.00	\$1,181,102.00	1958.57%

Benefits	\$0.00	\$0.00	
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GL Code Name	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Salaries & Wages	\$0.00	\$774,624.00	0.00%

## Description

Social Security Tax	\$0.00	\$333,178.00	0.00%
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## Description

Mileage, Parking and Other Transportation	\$3,000.00	\$1,500.00	0.00%
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## 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 9 staff for 6 months. Monthly allowance to include public transportation, mileage and parking expenses.

Cell Phone & Mobile Devices	\$19,800.00	\$11,250.00	0.00%
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## Description

Agency providing cell phone reimbursement to staff, including 9 months of Internet and Cellphone Reimbursement for offsite work due to Covid-19. Given 9 FTEs at \$100/per staff member for a total of \$900/month for 12 months = \$10800. The remaining 3 months includes cell phone reimbursement for 3 FTEs, at \$50/month for \$900 total. A for July-December 2021, and \$50/per staff member Cellphone Reimbursement for 3 staff (\$450). Total is rounded off to \$11250.

Office Supplies	\$4,000.00	\$2,000.00	0.00%
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## Description

Staff receiving supplies delivered to home

Subscriptions & Publications	\$50.00	\$250.00	0.00%
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## Description

Funding in the amount of \$250 to cover the purchase of resource books as well as journal articles related to the Family Supports portfolio, including early childhood books to expand team's knowledge and access to online periodicals, such as the New York Times.

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

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

<b>Budget Fiscal Year: 2021 - 2022</b>	<b>Status: Proposed</b>
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<b>Consultant Fees</b>	\$1,725.00	\$5,000.00	0.00%
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**Description**

Fees to cover potential consulting, at \$150/hour for up to 33 hours.

<b>Professional Dues</b>	\$2,000.00	\$1,000.00	0.00%
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**Description**

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

<b>Airfare</b>	\$0.00	\$7,000.00	0.00%
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**Description**

Budget of \$7K in anticipation of airfare and travel between January-June 2022, including one national and in-state trip per staff member.

<b>Lodging</b>	\$0.00	\$15,000.00	0.00%
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**Description**

Budget of \$15K in anticipation of lodging between January-June 2022, including one national and in-state trip per staff member

<b>Per Diem</b>	\$0.00	\$5,000.00	0.00%
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**Description**

Budget of \$5K in anticipation of travel costs between January-June 2022.

<b>Other Travel Expenses</b>	\$0.00	\$2,000.00	0.00%
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**Description**

Budget of \$2K in anticipation of travel costs between January-June 2022.

<b>Training Materials and Supplies</b>	\$800.00	\$300.00	0.00%
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**Description**

Funding to training materials/supplies to support project design and implementation for 9 FTE at \$30/person, for an approximate total of \$300.

<b>Conference/Training Registrations</b>	\$13,000.00	\$11,000.00	0.00%
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**Description**

Costs include National Home Visiting Summit, registration \$350/person for 9 FTEs = \$3,150; and training/registration opportunities for 9 FTEs at approximately \$300 per registration and three events per FTE, for \$7,850. Total is \$11,000.

<b>External Education/Training</b>	\$11,000.00	\$10,000.00	0.00%
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**Description**

Provides for content specific training to increases content knowledge utilized to design and implement projects. Training can be provided on a group or individual basis. Trainings anticipated for 9 FTE at \$1,100 per individual, rounded off to a total of \$11,000.

**Office/Center/Team Name: Communities Team**

**Authorized Positions:**

<b>Position</b>	<b>#</b>
Director	1
Deputy Director	1
Senior Program Officer	5
Program Officer	10
Department (Team) Coordinator	1
Program Associate	1
<b>Total:</b>	<b>19</b>

**Overview:**

The Communities Team focuses on partnering with others to lead and fund systems change activities which promote parent and community engagement to advance efforts that result in families having access to the resources, opportunities, and relationships necessary to optimize their child’s development within the 14 Best Start geographies/5 regions. The team:

- connects parent and community voice to advance First 5 LA’s systems change goals;
- supports regional alignment and community connections for First 5 LA’s work related to early care and education, maternal and child health and early intervention, and home visiting;
- serves as subject matter experts on additional issues which impact family well-being, including food security, the built environment, and economic security.

Consistent with our Strategic Plan, this team leads efforts to leverage our Best Start Networks as platforms for county system change effort, and collaborate with functional leads within First 5 LA to inform the prioritization of organization-wide efforts related to regional work within LA County including communications, research and data, learning, and public policy. The Communities Team is part of the Center for Child and Family Impact.

**Priorities for FY 21-22 Narrative:**

Priority areas of work of the Communities Team for FY 21-22 include:

1. Supporting the Regional Network Grantees (RNGs) and their partners to work with parents/caregivers, community leaders, organizations and other allies to develop broader networks that attract and engage new partners from communities not currently or meaningfully engaged in the Best Start networks, influence stakeholders in the ecosystem to coalesce around prenatal to 5 work, implement actions within the communities’ change agendas that address root causes of the systemic issues impacting children and families, and build a structure within the Best Start geographies committed to cohering movements

- focused on population level results aligned with one or more of the First 5 LA's long term results for children and families and additional conditions of wellbeing.
2. The Community of Practice (COP) creating a space for RNGs to deepen partnerships, provide updates, share practices, and create a sense of community that inspires ongoing reflection, adaptation, and practice improvements.
  3. The coordination of the internal cross-teams, cross-functional Regional Impact Teams to strengthen work in the regions to align with internal efforts, leverage opportunities, effect population results, co-design projects, and advance First 5 LA's Strategic Plan.
  4. Influencing public and other local systems by staff developing and strengthening intentional relationships of support and collaboration among public systems; community-based organizations; built environment advocates; funders; and other partners committed to improving results for children P-5 and their families within Best Start geographies.
  5. Implementing the Best Start Learning Agenda (BSLA), by hiring a contractor to serve as a strategic thought partner, primary architect and implementor of the Best Start Learning Agenda. The approach is expected to leverage existing research and learning efforts and strengthen First LA's learning alongside our partners, grantees, contractors, and community members. The BSLA learning efforts will deepen First 5 LA's and its partners' understanding of how community-led systems change emerges through stronger networks, and how community-led efforts support movement building that shifts mental models, policies, and practices that create better "places"—structures, systems, and environments—for young children and families.

COMMUNITIES TEAM

	Budget FY 2020-21	Revised Budget FY 2020-21	Estimated FY 2020-21 Expenditures	Proposed Budget FY 2021-22	Increase (Decrease)
<b>Personnel Services</b>					
<b>Salaries</b>					
Total Salaries	1,907,534	1,907,534	1,474,298	1,715,218	(192,316)
Total Employee Benefits	609,694	609,694	536,537	604,920	(4,774)
<b>Total Personnel Services</b>	<b>2,517,228</b>	<b>2,517,228</b>	<b>2,010,836</b>	<b>2,320,138</b>	<b>(197,090)</b>
<b>Operating Services</b>					
6205 ADP-Payroll	-	-	-	-	-
6210 Worker's Compensation Insurance	-	-	-	-	-
6215 Utilities	-	-	-	-	-
6220 Corporate Insurance	-	-	-	-	-
6225 Mileage, Parking and Other Trans	8,000	3,000	-	4,000	1,000
6230 Telephone	-	-	-	-	-
6235 Cell Phone & Mobile Devices	18,000	29,400	20,000	22,800	(6,600)
6240 Outside Printing & Publishing	-	-	-	-	-
6245 Other Supplies	-	-	-	-	-
6250 Postage & Delivery	-	-	-	-	-
6255 Educational Supplies	1,000	1,000	-	1,000	-
6260 Office Supplies	5,000	5,000	1,400	6,000	1,000
6265 Subscriptions & Publications	3,500	3,500	-	1,900	(1,600)
6270 Capital Outlay	-	-	-	-	-
6275 Equipment-Rents & Leases	-	-	-	-	-
6280 Building Repair & Maintenance	-	-	-	-	-
6285 Equipment Repairs & Maintenance	1,000	1,000	-	1,000	-
6290 Offsite Storage	-	-	-	-	-
6295 Hardware & Software Maintenance	-	-	-	-	-
6300 Miscellaneous/Contingency	-	-	-	-	-
6305 Stipend/Honorarium	-	-	-	-	-
6310 Internal Meetings	20,000	7,500	-	14,000	6,500
<b>Total Operating Services</b>	<b>56,500</b>	<b>50,400</b>	<b>21,400</b>	<b>50,700</b>	<b>300</b>
<b>Consultant Services</b>					
6410 Consultant Fees	20,000	20,000	15,000	20,000	-
6420 Other Professional Fees	-	-	-	-	-
6430 External Reviewers	-	-	-	-	-
<b>Total Consultant Services</b>	<b>20,000</b>	<b>20,000</b>	<b>15,000</b>	<b>20,000</b>	<b>-</b>
<b>Professional Services</b>					
6510 Audit	-	-	-	-	-
6520 Legal Fees	-	-	-	-	-
6540 Professional Dues	2,000	2,000	468	1,000	(1,000)
6550 Staff Recruitment	-	-	-	-	-
6560 Commissioners Stipends	-	-	-	-	-
6570 Web-Based Services	-	-	-	-	-
6580 Bank & Other Service Charges	-	-	-	-	-
<b>Total Professional Services</b>	<b>2,000</b>	<b>2,000</b>	<b>468</b>	<b>1,000</b>	<b>(1,000)</b>
<b>Travel Expenses</b>					
6610 Airfare	3,000	-	-	2,000	2,000
6620 Lodging	6,000	-	-	4,000	4,000
6640 Per Diem	3,000	-	-	2,500	2,500
6650 Other Travel Expense	1,000	-	-	1,000	1,000
<b>Total Travel Expenses</b>	<b>13,000</b>	<b>-</b>	<b>-</b>	<b>9,500</b>	<b>9,500</b>
<b>Professional Development</b>					
6810 Training Materials & Supplies	-	-	-	-	-
6820 Internal Training	-	-	-	-	-
6830 Leadership Programs	-	-	-	-	-
6840 Conference Registrations	20,300	10,200	10,000	10,200	-
6850 External Education/Training	-	-	-	-	-
<b>Total Professional Development</b>	<b>20,300</b>	<b>10,200</b>	<b>10,000</b>	<b>10,200</b>	<b>-</b>
<b>Total OPERATING EXPENSES</b>	<b>2,629,028</b>	<b>2,599,828</b>	<b>2,057,704</b>	<b>2,411,538</b>	<b>(188,290)</b>

Department	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Communities Team	\$82,600.00	\$2,411,538.00	2819.54%

Benefits \$0.00 \$0.00

GL Code Name	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Salaries & Wages	\$0.00	\$1,715,218.00	0.00%

Description

Social Security Tax \$0.00 \$604,920.00 0.00%

Description

Mileage, Parking and Other Transportation \$3,000.00 \$4,000.00 0.00%

Description

Provides for expense reimbursement for up to 19 staff that use their private vehicles and ride-share services in the course of conducting commission business. While the FY 2021 mid-year projection was \$3,000, the original budget allocated for FY 2021 was \$8000. Staff is projecting a \$1,000 increase to the mid-year adjustment of \$3,000 as we anticipate staff returning to the office in 2022. During FY 2021-2022, Communities Team will participate in external meetings and events beginning in 2022. Communities Teams staff 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 20-21 to account for less travel and participation in virtual meetings for the first six months of the fiscal year.

Cell Phone & Mobile Devices \$29,400.00 \$22,800.00 0.00%

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/their personal mobile device. Cell phone reimbursements will be paid up to 19 full-time staff. Due to the cell phone and internet reimbursements provided agency wide, this reflects 12 months of both cell phone and internet reimbursement at \$100 a month for 19 full-time staff reimbursements.

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

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 Team Resource Library and individual staff use.

<b>Budget Fiscal Year: 2021 - 2022</b>	<b>Status: Proposed</b>
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<b>Office Supplies</b>	\$5,000.00	\$6,000.00	0.00%
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**Description**

Provides for consumable office supplies for the team. As the full team continues to work remotely, the individual expenses per employee may include ink, toner, paper, etc. and will vary in frequency, use, and cost. The \$1000 increase from FY20-21 is due to the Teams current burn rate and supplies needs.

<b>Subscriptions &amp; Publications</b>	\$3,500.00	\$1,900.00	0.00%
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**Description**

Provides resource for subscriptions to publications, such as the Stanford Social Institutional Review (\$39.95/year), Slido (\$800/year), to support the Team programmatic work.

<b>Equipment Repairs &amp; Maintenance</b>	\$1,000.00	\$1,000.00	0.00%
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**Description**

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

<b>Internal Meetings</b>	\$7,500.00	\$14,000.00	0.00%
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**Description**

Provides for expenses related to internal meetings for Team planning, contractor/partner meetings, and internal reflection and learning sessions. These meetings may include external partners such as Commissioners, consultants, and contractors. Meeting expenses may include 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. The calculations for this line item considered the potential increase in rates for larger spaces to allow for social distancing and additional insurance costs that are normally affiliated with rentals. Starting in 2022, the Communities Team intends to host internal and external meetings outside of First 5 LA dependent on First 5 LA's policy and public health recommendations. Under the assumption that staff will be able to work fully without restrictions for the last 6 months of FY21-22, the Communities Team will hold approximately 9 meetings/trainings/convenings/workshops/etc. outside of the office.

Estimated breakdown of costs: Venue average of \$1,200 (ranges from \$100-1,500 a day some not including cleaning fees, venue staff time, set-up fees, security deposits, parking) and lunch cost at an average of \$18/person for 19 staff members= \$342.  $\$342 + \$1,200 = \$1,542$  on average per event for an approximate cost of \$14,000 for 9 meetings/trainings/convenings/workshops/etc. (FY19-20 expenses were a total of \$14,000. This estimation is based on total costs, not mid-year adjustments).

<b>Consultant Fees</b>	\$20,000.00	\$20,000.00	0.00%
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**Description**

Provides for consultant support for the Communities Team for facilitation support, content and/or core capability-specific trainings and workshops not covered through anticipated programmatic consultant support. Examples include virtual and in-person facilitation training to increase participant engagement in virtual meetings and guest speakers for brown bags (e.g. digital access in communities). Estimated 130 hours at \$150/hour= approximately \$20,000.

<b>Professional Dues</b>	\$2,000.00	\$1,000.00	0.00%
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**Description**

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

<b>Airfare</b>	\$0.00	\$2,000.00	0.00%
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**Description**

Provides for airfare to and from professional conferences, meetings or business-related trainings outside of Los Angeles area. Examples of anticipated conferences include: Grantmakers for Effective Organizations, First 5 CA and First 5 Association Summits, Southern California Grantmakers, Collective Impact Forum Convenings, the National Family and Community Engagement Conference, Alliance for Strong Families and Communities, National Forum on Place-Based Initiatives, Advancement Project Water Coolers, and Grants Managers Network. Following public health guidance, this line item has been reduced from FY 20-21 to account for no travel and participation in in-person meetings for the first six months of the fiscal year. Approval from the Communities Team Interim Director will be obtained prior to incurring any airfare expenses. All expenses will adhere to First 5 LA's Policy for Travel Approval and Reimbursement.

<b>Lodging</b>	\$0.00	\$4,000.00	0.00%
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**Description**

Provides for lodging at professional conferences, meetings, or other business-related travel held outside Los Angeles County and greater than 100 miles round trip from the employees' current commute to First 5 LA. Staff attending conferences, meetings, or other business-related activities, support the implementation of the Team's workplans and the FY 2020-2028 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 20-21 to account for less travel and participation in in-person meetings for the first six months of the fiscal year. Approval from the Communities Interim Director will be obtained prior to incurring lodging expenses and all expenses will adhere to First 5 LA's policy for Travel Approval and Reimbursement.

<b>Per Diem</b>	\$0.00	\$2,500.00	0.00%
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**Description**

Provides for various daily expenses incurred while attending professional conferences, trainings or meetings outside of Los Angeles County greater than 100 miles round trip from employees' current commute to First 5 LA. Following public health guidance, this line item has been reduced from FY 20-21 to account for less travel and participation in in-person 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.

<b>Other Travel Expenses</b>	\$0.00	\$1,000.00	0.00%
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**Description**

Provides for various travel expenses (i.e., ride share, airport parking, taxi cabs, etc.) incurred while attending professional conferences, trainings or meetings outside of Los Angeles County greater than 100 miles round trip from employees' current commute to First 5 LA. Following public health guidance, this line item has been reduced from FY 20-21 to account for less travel and participation in in-person 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.

<b>Conference/Training Registrations</b>	\$10,200.00	\$10,200.00	0.00%
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**Description**

Provides for registration expenses for professional conferences that will be held virtually during the first six months of the fiscal year and for those that may resume in-person convenings during the last six months of the fiscal year. Examples include Grantmakers for Effective Organizations, First 5 CA and First 5 Association Summits, Southern California Grantmakers, Collective Impact Forum Convenings, the National Family and Community Engagement Conference, Alliance for Strong Families and Communities, National Forum on Place-Based Initiatives, Advancement Project Water Coolers, and Grants Managers Network. Approval from the Communities Interim Director will be obtained prior to incurring any expenses.

**Office/Center/Team Name: Early Care and Education Team**

**Authorized Positions:**

<b>Position</b>	<b>#</b>
Director	1
Senior Program Officer	2
Program Officer	4
Administrative Assistant	1
<b>Total:</b>	<b>8</b>

**Overview:**

The ECE team will work with others to lead and fund systems change activities related to increasing access to high quality early learning experiences for children in LA County with the goal of ensuring all children have high quality early learning experiences before kindergarten. The team will serve as subject matter experts for early learning and care at First 5 LA, and collaborate with functional leads within First 5 LA to inform the prioritization of organization-wide efforts related to early learning including communications, research and data, learning, and public policy.

**Priorities for FY21-22 Narrative:**

The ECE team will engage in the following work in support of the 2020-2028 Strategic Plan:

**Quality Support System**

The ECE team has several projects that support Quality Start Los Angeles (QSLA). First 5 LA is a member of the governance structure and has authority along with LACOE over system-level model changes that have budget implications and engagement with our statewide partners. The ECE team also directly oversees three non-First 5 LA Proposition 10 funding streams to support the implementation of the QSLA model and the infrastructure of the system. QSLA has recently made refinements to their model to better respond to the needs of family child care.

In addition to QSLA, the ECE team has recently engaged in new work to further support and expand Los Angeles County’s quality support system. Through funding from First 5 CA, the ECE team along with our partners are designing the implementation of a Dual Language Learners (DLL) pilot program. This funding will provide training to coaches and providers on working with DLLs, redesign our current professional development to include information on DLLs, and run a communications campaign on the importance of bilingualism. The second stream of work in development is strategies to support home based child care inclusive of family child care (FCC) and family, friend, and neighbor care (FFN). The team is focusing on home based care as First 5 LA fully implements our value of diversity, equity, and inclusion.

A majority of children are in home based child care settings, and an equitable early learning system must prioritize these settings. The team will launch a landscape analysis of home based child care in Los Angeles. Working alongside our partners, this landscape analysis in addition to an advisory group will inform strategies we will pilot to support home based child care. This pilot will inform further changes and adaptations to the QSLA model.

### **County Systems Building**

The ECE team oversees a number of projects to support the county wide system of early care and education. One of these projects provides resources to the Office for Advancement of Early Care and Education within our county Department of Public Health. This work is also aligned and integrated when possible with QSLA. The ECE team will continue to support the work of the LA County ECE COVID-19 Response Team as we coordinate the support and recovery for our child care system. The ECE team will also support the last year of funding for ECE PAF while working closely with Office of Government Affairs and Public Policy on the design and implementation of a newly integrated Policy Advocacy Fund.

Finally, the ECE team's largest investment is our Kindergarten Readiness Assessment (KRA). The team will support our existing school districts collecting KRA data and the last year of data collection for districts outside our Best Start geographies. Additionally, the team will work closely with the Communities team to determine how and if KRA can support and advance strategies led by the Communities team. This determination will inform future funding for KRA.

EARLY CARE AND EDUCATION TEAM

	Budget FY 2020-21	Revised Budget FY 2020-21	Estimated FY 2020-21 Expenditures	Proposed Budget FY 2021-22	Increase (Decrease)
<b>Personnel Services</b>					
<b>Salaries</b>					
Total Salaries	724,951	724,951	671,232	798,561	73,610
Total Employee Benefits	219,261	219,261	198,451	254,679	35,418
<b>Total Personnel Services</b>	<b>944,212</b>	<b>944,212</b>	<b>869,683</b>	<b>1,053,240</b>	<b>109,028</b>
<b>Operating Services</b>					
6205 ADP-Payroll	-	-	-	-	-
6210 Worker's Compensation Insurance	-	-	-	-	-
6215 Utilities	-	-	-	-	-
6220 Corporate Insurance	-	-	-	-	-
6225 Mileage, Parking and Other Trans	2,880	2,880	-	2,880	-
6230 Telephone	-	-	-	-	-
6235 Cell Phone & Mobile Devices	9,000	13,200	1,650	9,600	(3,600)
6240 Outside Printing & Publishing	-	-	-	-	-
6245 Other Supplies	-	-	-	-	-
6250 Postage & Delivery	-	-	-	-	-
6255 Educational Supplies	-	-	-	-	-
6260 Office Supplies	1,920	1,920	815	2,400	480
6265 Subscriptions & Publications	240	240	-	2,700	2,460
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	5,000	-	7,200	2,200
<b>Total Operating Services</b>	<b>20,040</b>	<b>23,240</b>	<b>2,465</b>	<b>24,780</b>	<b>1,540</b>
<b>Consultant Services</b>					
6410 Consultant Fees	35,000	10,000	-	10,000	-
6420 Other Professional Fees	-	-	-	-	-
6430 External Reviewers	-	-	-	-	-
<b>Total Consultant Services</b>	<b>35,000</b>	<b>10,000</b>	<b>-</b>	<b>10,000</b>	<b>-</b>
<b>Professional Services</b>					
6510 Audit	-	-	-	-	-
6520 Legal Fees	-	-	-	-	-
6540 Professional Dues	2,040	2,040	-	2,000	(40)
6550 Staff Recruitment	-	-	-	-	-
6560 Commissioners Stipends	-	-	-	-	-
6570 Web-Based Services	-	-	-	-	-
6580 Bank & Other Service Charges	-	-	-	-	-
<b>Total Professional Services</b>	<b>2,040</b>	<b>2,040</b>	<b>-</b>	<b>2,000</b>	<b>(40)</b>
<b>Travel Expenses</b>					
6610 Airfare	14,000	-	-	6,000	6,000
6620 Lodging	8,000	-	-	5,500	5,500
6640 Per Diem	6,000	-	-	2,450	2,450
6650 Other Travel Expense	1,000	-	-	-	-
<b>Total Travel Expenses</b>	<b>29,000</b>	<b>-</b>	<b>-</b>	<b>13,950</b>	<b>13,950</b>
<b>Professional Development</b>					
6810 Training Materials & Supplies	500	500	-	-	(500)
6820 Internal Training	3,000	3,000	-	-	(3,000)
6830 Leadership Programs	-	-	-	-	-
6840 Conference Registrations	8,000	6,000	820	6,000	-
6850 External Education/Training	-	-	-	-	-
<b>Total Professional Development</b>	<b>11,500</b>	<b>9,500</b>	<b>820</b>	<b>6,000</b>	<b>(3,500)</b>
<b>Total OPERATING EXPENSES</b>	<b>1,041,792</b>	<b>988,992</b>	<b>872,968</b>	<b>1,109,970</b>	<b>120,978</b>

Department	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Early Care & Education Team	\$44,780.00	\$1,109,970.00	2378.72%

Benefits \$0.00 \$0.00

GL Code Name	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Salaries & Wages	\$0.00	\$798,561.00	0.00%

Description

Social Security Tax \$0.00 \$254,679.00 0.00%

Description

Mileage, Parking and Other Transportation \$2,880.00 \$2,880.00 0.00%

Description

Mileage to cover transportation to meetings and conferences. Took 50% of average of two previous FYs prior to COVID.

Cell Phone & Mobile Devices \$13,200.00 \$9,600.00 0.00%

Description

Cell and internet reimbursement. Monthly: \$100/FTE for 12 months. FTE is for 8 staff members = \$9600

Office Supplies \$1,920.00 \$2,400.00 0.00%

Description

Monthly: \$25/FTE for 8 FTE

Subscriptions & Publications \$240.00 \$2,700.00 0.00%

Description

Annual subscription for Same Page service: a collaboration platform that facilitates communication, meetings, and project management.

Internal Meetings \$5,000.00 \$7,200.00 0.00%

Description

Expenses related to monthly development meetings. \$600/month

Consultant Fees \$10,000.00 \$10,000.00 0.00%

Description

Consultant fees to cover trainers for internal monthly development meetings.

This covers 66 hours at \$150/hr.

<b>Professional Dues</b>	\$2,040.00	\$2,000.00	0.00%
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<b>Description</b>
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Membership due to various professional organizations (NAEYC, etc.). \$250/FTE

<b>Airfare</b>	\$0.00	\$6,000.00	0.00%
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<b>Description</b>
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Airfare to cover transportation to out of county meetings and conferences. Took 50% of average of two previous FYs prior to COVID.

<b>Lodging</b>	\$0.00	\$5,500.00	0.00%
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<b>Description</b>
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Lodging to cover housing for out of county meetings and conferences. Took 50% of average of two previous FYs prior to COVID.

<b>Per Diem</b>	\$0.00	\$2,450.00	0.00%
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<b>Description</b>
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Per diem to cover out of county meetings and conferences. Took 50% of average of two previous FYs prior to COVID.

<b>Conference/Training Registrations</b>	\$6,000.00	\$6,000.00	0.00%
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<b>Description</b>
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Registration for various professional conferences throughout the year. With more conferences being virtual, they are more accessible and cost effective for staff. \$750/FTE

**Office/Center/Team Name: Health Systems**

**Authorized Positions:**

<b>Position</b>	<b>#</b>
Director	1
Senior Program Officers	2
Program Officers	4
Administrative Assistant	1
<b>Total:</b>	<b>8</b>

**Overview:**

The Health Systems team will work with others to lead and fund systems change activities related to maternal and child health and access to early intervention services with the goal of ensuring children receive early developmental supports and services. The team will serve as subject matter experts for maternal and child health, early identification and intervention (EII), and health and developmental services systems. Given the team’s focus on maternal and child health, First 5 LA’s contributions to the LA County African American Infant and Maternal Mortality Prevention (AAIMM) project will be led by the Health Systems Team. The Health Systems team will collaborate with functional leads within First 5 LA to inform prioritization of organization-wide efforts related to Health Systems including communications, research and data, learning, and public policy.

**Priorities for FY21-22:**

Following is a brief summary of the critical work Health Systems will be leading in FY21-22 in support of Strategic Plan implementation.

- Health Systems will continue to co-lead the implementation of Help Me Grow LA (HMG LA) in partnership with LA County Department of Public Health. HMG LA coordinates existing systems (health, early care and education, mental health, developmental disabilities, child welfare, school districts and community-based organizations) that serve children with or at risk for delays and their families to ensure they receive appropriate intervention services and supports. Key areas of work underway include a pilot with L.A. Care Health Plan to support health care service delivery transformation to strengthen developmental screening and linkage to services. Additionally, HMG LA Pathways, community collaboratives focused on strengthening and expanding early intervention referral pathways within a set geographic region. Lastly, FY21-22 represents our final year of funding for our First Connections initiative, effort will be focused on imbedding key learning in larger HMG LA work and sustaining the care coordination services via partnerships with County departments and Health Plans.

- Health Systems will continue to co-lead the African-American Infant and Maternal Mortality Prevention (AAIMM) project, in partnership with LA County Department of Public Health. AAIMM designs, supports and implements novel and evidence-based strategies and activities to improve pregnancy, birth and infant outcomes, improve family wellbeing, and decrease health disparities among Black women of reproductive age countywide. Key projects include Cherished Futures, multi-sector collaboratives focused on hospital quality improvement to reduce black infant deaths and improve birthing experience and safety; the AAIMM Innovation Pooled Fund, supporting community-driven/based interventions to reduce toxic stress and improve birth outcomes; and continued strategic communications via a public awareness campaign to improve stakeholder responsiveness and increase resource mobilization.
- As FY21-22 represents full implementation of HMG LA, Health Systems will lead data and evaluation projects to capture key areas of learning and measure our success. Examples include an evaluation of our partnership with L.A. Care Health Plan and our community-based work HMG LA Pathways. Additionally, we will continue to support data collection and analysis via our partnership with LA County DHS' SHARK (Strong, Healthy and Resilient Kids) clinic. This work is focused on demonstrating the effectiveness of a multi-screen approach, general developmental and ACEs (adverse childhood experiences), as well as referral processes.
- In response to ACEs Aware, an initiative of the Office of the California Surgeon General, Health Systems will continue to partner with LA County DHS to guide the planning of their state-funded trauma-informed network of care implementation grant (ACEs LA). This effort is focused on bringing together a group of cross-sector partners including community members that support children and families by providing access to resources and supports that help prevent, treat and heal toxic stress. ACEs LA and HMG LA have many aligned activities including similar partners and will utilize a common IT platform. Strong coordination and engagement between DHS, DPH and Health Systems will continue through FY21-22 to leverage resources and County leadership, minimize programmatic duplication while boosting key community partnerships to better support children's optimal development.
- New work focused on children's mental health is anticipated in FY 21-22 through a pilot project directed at strengthening clinical practice by embedding family-based screening and intervention in the context of the well-child visit. This work includes partnership with high volume pediatric clinics as well as Medi-Cal Managed Care Health Plans to increase billing/reimbursement of Department of Health Care Services (DHCS) recent revision of the family therapy benefit.

HEALTH SYSTEMS TEAM

	Budget FY 2020-21	Revised Budget FY 2020-21	Estimated FY 2020-21 Expenditures	Proposed Budget FY 2021-22	Increase (Decrease)
<b>Personnel Services</b>					
Salaries					
Total Salaries	796,873	796,873	700,000	828,831	31,958
Total Employee Benefits	240,029	240,029	200,000	264,433	24,404
<b>Total Personnel Services</b>	<b>1,036,902</b>	<b>1,036,902</b>	<b>900,000</b>	<b>1,093,264</b>	<b>56,362</b>
<b>Operating Services</b>					
6205 ADP-Payroll			-		-
6210 Worker's Compensation Insurance			-		-
6215 Utilities			-		-
6220 Corporate Insurance			-		-
6225 Mileage, Parking and Other Transpc	1,440	1,440	-	1,000	(440)
6230 Telephone			-		-
6235 Cell Phone & Mobile Devices	10,800	14,400	6,100	9,600	(4,800)
6240 Outside Printing & Publishing			-		-
6245 Other Supplies			-		-
6250 Postage & Delivery			-		-
6255 Educational Supplies			-		-
6260 Office Supplies	1,500	1,500	400	1,500	-
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	-	3,000	-
<b>Total Operating Services</b>	<b>17,240</b>	<b>20,840</b>	<b>6,500</b>	<b>15,600</b>	<b>(5,240)</b>
<b>Consultant Services</b>					
6410 Consultant Fees	5,000	5,000	5,000	5,000	-
6420 Other Professional Fees	-	-	-	-	-
6430 External Reviewers	-	-	-	-	-
<b>Total Consultant Services</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>-</b>
<b>Professional Services</b>					
6510 Audit	-	-	-	-	-
6520 Legal Fees	-	-	-	-	-
6540 Professional Dues	1,000	1,000	-	1,600	600
6550 Staff Recruitment	-	-	-	-	-
6560 Commissioners Stipends	-	-	-	-	-
6570 Web-Based Services	-	-	-	-	-
6580 Bank & Other Service Charges	-	-	-	-	-
<b>Total Professional Services</b>	<b>1,000</b>	<b>1,000</b>	<b>-</b>	<b>1,600</b>	<b>600</b>
<b>Travel Expenses</b>					
6610 Airfare	2,625			2,500	2,500
6620 Lodging	5,250			5,000	5,000
6640 Per Diem	2,000			2,000	2,000
6650 Other Travel Expense	1,125			1,000	1,000
<b>Total Travel Expenses</b>	<b>11,000</b>	<b>-</b>	<b>-</b>	<b>10,500</b>	<b>10,500</b>
<b>Professional Development</b>					
6810 Training Materials & Supplies	-	-	-	-	-
6820 Internal Training	-	-	-	-	-
6830 Leadership Programs	-	-	-	-	-
6840 Conference Registrations	7,250	7,250	5,000	7,000	(250)
6850 External Education/Training	-	-	-	-	-
<b>Total Professional Development</b>	<b>7,250</b>	<b>7,250</b>	<b>5,000</b>	<b>7,000</b>	<b>(250)</b>
<b>Total OPERATING EXPENSES</b>	<b>1,078,392</b>	<b>1,070,992</b>	<b>916,500</b>	<b>1,132,964</b>	<b>61,972</b>

Department	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Health Systems Team	\$34,090.00	\$1,132,964.00	3223.45%

Benefits \$0.00 \$0.00

GL Code Name	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Salaries & Wages	\$0.00	\$828,831.00	0.00%

Description

Social Security Tax \$0.00 \$264,433.00 0.00%

Description

Mileage, Parking and Other Transportation \$1,440.00 \$1,000.00 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 FY20-21 anticipated expenditures

Cell Phone & Mobile Devices \$14,400.00 \$9,600.00 0.00%

Description

Provides for 9-months, \$100/month reimbursement to 8 FTEs for use of personal cell phone/wi-fi/internet to conduct First 5 LA business. 8FTE x \$100 x 12 = \$9600.

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

Description

Provides for general office supplies for 8 FTE for 12 months. This equates to approximately \$15/month/FTE.

Subscriptions & Publications \$500.00 \$500.00 0.00%

Description

Provides for the purchase of interactive presentations/polling apps and software including Mentimeter (\$9.99/month) and Kahoot (\$14.99/month). Potential other costs include online productivity services (e.g SmartSheets), 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 (e.g Quarterly Medi-Cal Managed Care and County Health Department meetings). Off-site department retreats are also included in this budget category. Anticipated costs include space rental and food.

<b>Consultant Fees</b>	\$5,000.00	\$5,000.00	0.00%
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<b>Description</b>
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Provides funding for departmental capacity building and content-specific workshops/trainings not covered through anticipated programmatic consultant support. Consultant hourly rate is \$150 x 33 hours = \$4,950. Rounded up to 5,000.

<b>Professional Dues</b>	\$1,000.00	\$1,600.00	0.00%
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<b>Description</b>
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Provides for staff to be members of professional organizations such as American Public Health Association (\$225/person) Collaborative Family Healthcare Association (\$230/person), and Infant Development Association of California (\$250/person; includes up to 4 staff). 7 FTE (programmatic staff) x \$225 = \$1,575, rounded up to \$1,600.

<b>Airfare</b>	\$0.00	\$2,500.00	0.00%
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<b>Description</b>
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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.

<b>Lodging</b>	\$0.00	\$5,000.00	0.00%
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<b>Description</b>
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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.

<b>Per Diem</b>	\$0.00	\$2,000.00	0.00%
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<b>Description</b>
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Provides for various daily expenses incurred while attending professional conferences or meetings outside of the Los Angeles area.

<b>Other Travel Expenses</b>	\$0.00	\$1,000.00	0.00%
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<b>Description</b>
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Provides for travel related expenses outside LA County such as airport parking, cab/ride share, train/public transportation.

<b>Conference/Training Registrations</b>	\$7,250.00	\$7,000.00	0.00%
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<b>Description</b>
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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 FY20-21 anticipated expenditures. For 8 FTE, that equals \$875/staff.

**Office/Center/Team Name: Center for Child & Family Impact / Center Support Team**

**Authorized Positions:**

<b>Position</b>	<b>#</b>
Executive Vice President	1
Senior County Strategist	1
Senior Program Officer	1
Executive Assistant to the EVP and Center Coordinator	1
<b>Total:</b>	<b>4</b>

**Overview:**

This overview only covers the 3 staff on the Center Support Team (CST) and the Executive Vice President. It is not meant to capture the overview of the individual teams which is provided in their sections of the budget.

The functions currently organized in what was referred to as the Programs Division will now be called the Center for Child and Family Impact to reflect First 5 LA's continued pivot from an organization primarily focused on developing, funding, and implementing programs to an organization leveraging its expertise and resources to create impact through policy and systems change. The Center will be led by an Executive Vice President responsible for leading this change through the work of our four primary functional area teams:

- Communities Team (Communities)
- Early Care and Education Team (ECE)
- Health Systems (Health) Team
- Family Supports (Families) Team
- Center Support Team (CST)

While these four existing functions will continue to operate as dedicated teams reporting to the Executive Vice President, intentional efforts led by the EVP will continue to focus on the three overarching areas of focus for implementation of the work grounded in the 2020-28 Strategic Plan: (1) further integration and collaboration in our work (both internally and externally), (2) further focus and prioritization of work over the next year, and (3) embracing our value in Diversity, Equity and Inclusion (DEI), imbedding that value in our work. Additionally, the CCFI will focus on the following priorities for FY 21-22

- Building upon our investment in community regional networks to identify community priorities and connection to partners both internal and external;
- Continued development of our relationship with health plans and finding ways to sustain our investments in Welcome Baby and Select Home Visitation;

- Learning from our partnership with county systems, especially in identifying information and referral pathways for families, and finding ways to align those pathways;
- Examining early care and education settings relied on by diverse families and ensuring our focus is better aligned to the systems (formal and informal) upon which families rely.

While each of the individual teams within the CCFI will lead the implementation of their team priorities, the EVP and 3 direct reports outside of those individual functional teams will compose the Center Support Team. The CST seeks to identify and cultivate partnerships that advance the strategic priorities of the Center for Child and Family Impact. These partnerships will catalyze additional funding for early childhood development and focus on diversifying and sustaining First 5 LA investments. CST will also work across the four functional teams to support internal integration.

**Priorities for FY21-22 Narrative:**

*Sustainable Financing* – The Center Support Team will continue to build relationships and develop and disseminate content knowledge across CCFI in order to create sustainable financing mechanisms that will support First 5 LA investments and priority areas, focusing primarily on home visiting in FY21-22.

1. *Home Visiting*: CST partners closely with the Family Supports Team to identify and cultivate opportunities to maintain programmatic operations in home visiting as First 5 LA revenue declines, including through Medi-Cal managed care plans, philanthropic opportunities, and legislation such as the Family First Prevention Services Act. In FY21-22, CST will also provide support in finalizing the Medi-Cal County-Based Administrative Activities (CMAA) pilot as resources are re-focused on alternate sustainability strategies.
2. *Medi-Cal Managed Care Plans*: One of the most promising sustainable financing strategies for First 5 LA investments, including home visiting, is through Medi-Cal managed care plans. CST partners with the Family Supports and Health Systems teams to develop strategic partnerships with managed care plans in order to improve care coordination and health-related outcomes for pregnant and parenting people, young children, and their families. Support for these efforts in the FY21-22 budget include funding to create a reimbursement infrastructure for First 5 LA to secure payment and consultation support from health care experts to ensure First 5 LA is maximizing potential revenue.

*County and Philanthropic Partnerships* -The Center Support Team will build and maintain relationships across County government and philanthropy to catalyze additional investments in early childhood.

1. *Child Maltreatment Prevention*: CST will continue to build upon the LA County Prevention Plan strengthening our partnership with the Office of Child Protection. CST is supporting the County's implementation of the Families First Prevention Services Act which moves funding upstream to more prevention services. New initiatives like the Thriving Families Safer Children Initiative and the emerging Community Family Resource Center project in the Antelope Valley offer concrete opportunities to build primary prevention supports in Best Start Communities.
2. *Economic/Food Security*: CST serves as a Strategic Liaison for the Center for Strategic Partnerships focusing their economic security strategy towards young children and families.
3. *Supporting Prevention and Early Intervention in Mental Health Systems*: CST manages consultant support to understand the landscape of mental health system financing and drive investments in early childhood supports
4. *Staffing and supporting county and philanthropic collaboratives*: CST provides representation for First 5 LA memberships in Southern California Grantmakers, the Center for Strategic Partnerships, the LA Partnership for Early Childhood Investment, LA N Sync, and other child wellbeing collaboratives.

CENTER FOR CHILD AND FAMILY IMPACT

		Budget FY 2020-21	Revised Budget FY 2020-21	Estimated FY 2020-21 Expenditures	Proposed Budget FY 2021-22	Increase (Decrease)
<b>Personnel Services</b>						
<b>Salaries</b>						
	Total Salaries	396,972	396,972	350,000	591,202	194,230
	Total Employee Benefits	99,046	99,046	90,000	155,350	56,304
	<b>Total Personnel Services</b>	<b>496,018</b>	<b>496,018</b>	<b>440,000</b>	<b>746,552</b>	<b>250,534</b>
<b>Operating Services</b>						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Tran	500	500	-	500	-
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	3,300	5,100	3,000	4,800	(300)
6240	Outside Printing & Publishing	-	-	-	-	-
6245	Other Supplies	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-
6255	Educational Supplies	-	-	-	-	-
6260	Office Supplies	1,500	1,000	163	1,500	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	1,200	-	5,300	4,100
6315	Divisional Capacity Building	10,000	4,600	3,000	35,000	30,400
	<b>Total Operating Services</b>	<b>21,050</b>	<b>12,650</b>	<b>6,163</b>	<b>47,350</b>	<b>34,700</b>
<b>Consultant Services</b>						
6410	Consultant Fees	139,000	139,000	100,000	25,000	(114,000)
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	<b>Total Consultant Services</b>	<b>139,000</b>	<b>139,000</b>	<b>100,000</b>	<b>25,000</b>	<b>(114,000)</b>
<b>Professional Services</b>						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	-	-	-	-	-
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	<b>Total Professional Services</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Travel Expenses</b>						
6610	Airfare	3,125	-	-	3,000	3,000
6620	Lodging	3,125	-	-	3,000	3,000
6640	Per Diem	1,600	-	-	1,500	1,500
6650	Other Travel Expense	1,000	-	-	1,500	1,500
	<b>Total Travel Expenses</b>	<b>8,850</b>	<b>-</b>	<b>-</b>	<b>9,000</b>	<b>9,000</b>
<b>Professional Development</b>						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	5,000	-	-	-	-
6840	Conference Registrations	1,500	1,500	1,522	4,500	3,000
6850	External Education/Training	10,000	10,000	-	-	(10,000)
	<b>Total Professional Development</b>	<b>16,500</b>	<b>11,500</b>	<b>1,522</b>	<b>4,500</b>	<b>(7,000)</b>
	<b>Total OPERATING EXPENSES</b>	<b>681,418</b>	<b>659,168</b>	<b>547,685</b>	<b>832,402</b>	<b>173,234</b>

Department	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Center for Child and Family Impact Support	\$163,150.00	\$832,402.00	410.21%

Benefits \$0.00 \$0.00

GL Code Name	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Salaries & Wages	\$0.00	\$591,202.00	0.00%

Description

Social Security Tax \$0.00 \$155,350.00 0.00%

Description

Mileage, Parking and Other Transportation \$500.00 \$500.00 0.00%

Description

Provides mileage reimbursement and both street and structure parking for 4 staff members when private vehicle is used, as well as covering rideshare fees when traveling for business in the 3rd or 4th quarter of FY 21-22. For budget estimates, the FY 20-21 budget was maintained as an estimate, as we are unsure of the anticipated driving needs once we return to the office.

Cell Phone & Mobile Devices \$5,100.00 \$4,800.00 0.00%

Description

Given 4 FTEs, we have 4 x \$100 => \$400 x 12 months = \$4800

Office Supplies \$1,000.00 \$1,500.00 0.00%

Description

Provides for general office supply needs and services such as notebooks, pens and printing, for 4 staff members. This line item also includes any supplies or materials for Center wide meetings and retreats.

Subscriptions & Publications \$250.00 \$250.00 0.00%

Description

Provides for anticipated purchase of subscriptions and publications such as the Health Affairs Journal (\$147/annually), Stanford Social Innovation Review (\$39.95/annually) and an additional \$60 for miscellaneous subscriptions or publications that are needed and relevant to the work.

<b>Internal Meetings</b>	\$1,200.00	\$5,300.00	0.00%
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**Description**

Provides for expenses for internal and external Center community and leadership meetings attended and hosted by Center staff in the 3rd or 4th quarter of FY 21-22. Expenses include catering, venue fees and other meeting related expenses. Examples of meetings include the quarterly Medi-Cal Managed care meetings, Home Visiting Leaders meetings, and other meetings with county partners like DCFS, DPSS or OCP. For budget estimates, we reduced the FY 20-21 budget by 50%, for a total of \$2,750 and added an additional \$500 for anticipated meetings from the Center Support team.

Also provides for expenses for 1 Center off-site meeting/retreat in the 3rd or 4th quarter of FY 21-22, which includes catering for 50 staff at the County reimbursement rate ( $17 \times 50 = 850$ ), and funds for a venue with a \$1,200 budget for a total estimated cost of \$2,050.

<b>Division Capacity Building</b>	\$4,600.00	\$35,000.00	0.00%
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**Description**

Provides for center-wide learning sessions and staff development, such as the Center sponsored learning series. Anticipated costs include transportation, materials and honorariums for speakers.

The funds that were previously housed under external education/training are being moved to this line item as they both relate to Center capacity building. These funds will also be utilized for Center staff professional development and training. Previous examples include the Qualitative Data Camp and Facilitation training. A potential training for FY 21-22 is Human Centered Design.

<b>Consultant Fees</b>	\$139,000.00	\$25,000.00	0.00%
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**Description**

Provides funds for anticipated needs for technical assistance from consultant work for the Center. In past fiscal years, this fund has been used to support the work of consultant fees for Gina Airey, who assisted in developing and implemented the Programs Division Business Plan. Gina Airey's contract composite rate was \$150 per hour. While the procurement guidelines may be changing, using the current guidelines, this anticipated contract would use a composite rate of \$150 per hour, for a total of 166 hours, with some potential flexibility for the funds to be distributed for travel, business supplies etc.

<b>Airfare</b>	\$0.00	\$3,000.00	0.00%
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**Description**

Provides for airfare for staff members to attend external meetings or events in the 3rd or 4th quarter of FY21-22. As the previous budget was primarily used by the SVP, for budget estimates, the FY 20-21 budget was reduced by 50% to \$1,500. For the remaining 2 staff, we estimated  $750 \times 2 = 1500$ , to provide airfare for at least one non-local conference at \$500, and an additional \$250 for potential travel to external meetings.

<b>Lodging</b>	\$0.00	\$3,000.00	0.00%
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**Description**

Provides for lodging expenses for three staff to attend external meetings or events in the 3rd or 4th quarter of FY21-22. For budget estimates, the FY 20-21 budget was reduced by 50% = \$1,500. As the previous budget was primarily used by the SVP, we estimated  $1,500 \times 3 \text{ staff} = 3,000$ .

<b>Per Diem</b>	\$0.00	\$1,500.00	0.00%
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**Description**

Provides for per diem for the 3 staff members to attend external meetings or events in the 3rd or 4th quarter of FY21-22. As per diem varies and is not always associated with a conference, and therefore is not tied to the conference funding balance, the budget estimate is \$500 per person.

Other Travel Expenses	\$0.00	\$1,500.00	0.00%
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## Description

Provides for other travel expenses for the 3 staff members to attend external meetings or events in the 3rd or 4th quarter of FY21-22. Expenses may include rideshare/taxi fees, parking structure fees, internet fee or other expenses that do not fit into other travel categories. For budget estimates, the FY 19-20 budget was reduced by 50% = \$500. As the previous budget was primarily used by the SVP, we estimated \$500 x 3 staff = \$1,500.

Conference/Training Registrations	\$1,500.00	\$4,500.00	0.00%
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## Description

Provides registration expenses for business conferences, events and/or professional development for the Senior Vice President, this includes virtual events while teleworking. These funds are being increased from FY 20-21, as \$1,000 from leadership programs are being allocated into this line item for potential professional development fees for the Senior Vice President. Additionally, some funds will be allocated for local events, conferences, or professional development for the Executive Assistant.

An additional \$3,000 provides for conference registration fees for 2 staff members to attend 1 non-local conference in the 3rd or 4th quarter of FY 21-22, and at least 1 local and/or virtual conference or series of events. Each staff member has an allocation of \$1,500.

# OFFICES

**EXECUTIVE DIRECTOR'S OFFICE - SUMMARY FY 2021-22**

		FY 2020-21					FY 2020-21		FY 2020-21	
		Revised Budget	Executive Director's Office	Office of Data for Action	Office of Communications	Office of Equity, Strategy and Public Policy	Proposed Budget	Variance from FY 2020-21		
<b>Personnel Services</b>										
Salaries	Total Salaries	2,175,002	919,663	806,503	893,548	471,186	4,241,907	2,066,905		
	Total Employee Benefits	613,765	302,833	204,265	316,682	159,361	1,288,401	674,636		
	<b>Total Personnel Services</b>	<b>2,788,767</b>	<b>1,222,496</b>	<b>1,010,768</b>	<b>1,210,230</b>	<b>630,547</b>	<b>5,530,308</b>	<b>2,741,541</b>		
<b>Operating Services</b>										
6205	ADP-Payroll	-	-	-	-	-	-	-		
6210	Worker's Compensation Insurance	-	-	-	-	-	-	-		
6215	Utilities	-	-	-	-	-	-	-		
6220	Corporate Insurance	-	-	-	-	-	-	-		
6225	Mileage, Parking and Other Transportation	10,500	1,000	700	3,000	2,000	7,200	(3,300)		
6230	Telephone	31,000	7,200	8,400	12,000	7,200	46,800	15,800		
6235	Cell Phone & Mobile Devices	600	-	-	-	-	1,000	400		
6240	Outside Printing & Publishing	-	-	-	-	-	-	-		
6245	Other Supplies	-	-	-	-	-	-	-		
6250	Postage & Delivery	900	-	-	-	600	1,600	700		
6255	Educational Supplies	9,250	3,000	700	6,000	3,600	16,800	6,550		
6260	Office Supplies	18,700	-	500	9,597	250	23,947	5,247		
6265	Subscriptions & Publications	-	-	-	-	-	-	-		
6270	Capital Outlay	-	-	-	-	-	-	-		
6275	Equipment-Rents & Leases	-	-	-	-	-	-	-		
6280	Building Repair & Maintenance	-	-	-	-	-	-	-		
6285	Equipment Repairs & Maintenance	9,000	-	-	9,000	-	9,000	-		
6290	Offsite Storage	3,480	-	-	3,480	-	3,480	-		
6295	Hardware & Software Maintenance	-	50,000	-	-	-	50,000	50,000		
6300	Miscellaneous/Contingency	-	-	-	-	2,100	2,100	-		
6305	Stipend/Honorarium	-	6,000	6,000	11,500	3,000	34,000	6,500		
6310	Internal Meetings	-	-	-	-	-	-	-		
6315	Divisional Capacity Building	-	-	-	-	-	-	-		
	<b>Total Operating Services</b>	<b>110,930</b>	<b>67,200</b>	<b>16,300</b>	<b>54,577</b>	<b>18,750</b>	<b>194,927</b>	<b>83,997</b>		
<b>Consultant Services</b>										
6410	Consultant Fees	15,000	-	20,000	-	567,500	587,500	572,500		
6420	Other Professional Fees	-	-	-	-	-	-	-		
6430	External Reviewers	-	-	-	-	-	-	-		
	<b>Total Consultant Services</b>	<b>15,000</b>	<b>-</b>	<b>20,000</b>	<b>-</b>	<b>567,500</b>	<b>587,500</b>	<b>572,500</b>		
<b>Professional Services</b>										
6510	Audit	-	-	-	-	-	-	-		
6520	Legal Fees	4,828	225,000	-	-	-	225,000	225,000		
6540	Professional Dues	-	-	945	3,328	1,350	5,623	795		
6550	Staff Recruitment	-	-	-	-	-	-	-		
6560	Commissioners Stipends	-	-	-	-	-	-	-		
6570	Web-Based Services	-	-	-	-	-	-	-		
6580	Bank & Other Service Charges	-	-	-	-	-	-	-		
	<b>Total Professional Services</b>	<b>4,828</b>	<b>225,000</b>	<b>945</b>	<b>3,328</b>	<b>1,350</b>	<b>230,623</b>	<b>225,795</b>		
<b>Travel Expenses</b>										
6610	Airfare	-	2,000	4,000	-	1,500	7,500	7,500		
6620	Lodging	-	1,500	4,200	-	2,000	7,700	7,700		
6640	Per Diem	-	1,000	1,400	-	1,500	3,900	3,900		
6650	Other Travel Expense	-	250	1,000	-	500	1,750	1,750		
	<b>Total Travel Expenses</b>	<b>-</b>	<b>4,750</b>	<b>10,600</b>	<b>-</b>	<b>5,500</b>	<b>20,850</b>	<b>20,850</b>		
<b>Professional Development</b>										
6810	Training Materials & Supplies	1,000	-	-	1,000	-	2,700	1,700		
6820	Internal Training	14,000	-	-	6,000	-	13,500	(500)		
6830	Leadership Programs	-	-	-	-	-	-	-		
6840	Conference Registrations	33,500	2,000	-	20,000	9,000	38,500	5,000		
6850	External Education/Training	18,500	-	-	5,000	-	12,500	(6,000)		
	<b>Total Professional Development</b>	<b>67,000</b>	<b>2,000</b>	<b>-</b>	<b>32,000</b>	<b>9,000</b>	<b>67,200</b>	<b>200</b>		
	<b>Total OPERATING EXPENSES</b>	<b>2,986,525</b>	<b>1,521,446</b>	<b>1,060,613</b>	<b>1,400,105</b>	<b>1,292,647</b>	<b>6,631,408</b>	<b>3,644,863</b>		

**Office/Center/Team Name: Executive Director's Office**

**Authorized Positions:**

<b>Position</b>	<b>#</b>
Executive Director	1
Chief of Staff	1
Manager, Organization Engagement	1
Manager, Board Relations	1
Executive Assistant to the Executive Director	1
Executive Administrative Assistant	1
<b>Total:</b>	<b>6</b>

**Overview:**

The organization's senior executive, the Executive Director, leads the entire organization with the support of members of the Executive Director's Office, including an Executive Assistant. Led by a Chief of Staff, the Executive Director's Office responsibilities include:

- Board relations and administration, led by a Board Relations Manager and an Executive Administrative Assistant. Key Board relations responsibilities include managing all aspects of Board meetings, supporting the needs of Board members, coordinating compliance with First 5 LA bylaws and governance guidelines, and managing First 5 LA's contract for legal services.
- Organization engagement and communication, led by an Organization Engagement Manager. Key organization engagement responsibilities include developing and coordinating staff meetings, collaborating with others to improve staff access to critical information, promoting effective organization-wide information sharing, and supporting more effective organization-wide communication, integration and alignment.
- Leadership team coordination, led by the Chief of Staff. In addition to the Executive Director, First 5 LA is led by a Leadership Team comprised of the heads of each Center, Office, and Team, and the Executive Director's Office is responsible for coordinating Leadership Team engagement.

While the Executive Director's Office is responsible for coordinating and managing these core organization-wide activities, all work related to Board relations, organization, and Leadership Team engagement is done through organization-wide collaboration and a focus on diversity, equity, and inclusion.

**Priorities for FY 21-22:**

In addition to engaging with all Centers, Teams, and Offices to advance implementation of the Strategic Plan organization-wide, the Executive Director's Office will lead the following work in FY 21-22:

- Managing, executing, and seeking opportunities to improve Board of Commissioner meetings and strengthen Board governance.
- Ensuring First 5 LA compliance with the organization's bylaws and applicable rules and regulations. Specifically, in FY 21-22 First 5 LA will re-procure legal services for the Commission and continue to execute processes to support Commissioner compliance with state and county ethics rules and Board-approved governance guidelines.
- Developing an organization-wide engagement strategy focused on improving internal communication and information sharing, increasing the effectiveness of staff and Leadership Team meetings, and creating opportunities for staff to inform, shape, and develop greater ownership over First 5 LA's work
- Coordinating continued efforts to implement changes and refinements to First 5 LA's structure to best support implementation of the Strategic Plan, including the development of cross-functional teams and clarification of staff roles and responsibilities
- Coordinating First 5 LA's continued response to COVID-19, including efforts to prepare for the organization's ability to return to onsite work and the adaptation of policies and practices building upon lessons learned during the pandemic
- Identifying and facilitating opportunities for cross-functional collaboration and the development of organization-wide strategies and processes to advance First 5 LA's work

EXECUTIVE DIRECTOR'S OFFICE

	Budget FY 2020-21	Revised Budget FY 2020-21	Estimated FY 2020-21 Expenditures	Proposed Budget FY 2021-22	Increase (Decrease)
<b>Personnel Services</b>					
Salaries					
Total Salaries	1,035,051	1,035,051	900,000	919,663	(115,388)
Total Employee Benefits	281,687	281,687	207,377	302,833	21,146
<b>Total Personnel Services</b>	<b>1,316,739</b>	<b>1,316,739</b>	<b>1,107,377</b>	<b>1,222,496</b>	<b>(94,243)</b>
<b>Operating Services</b>					
6205	ADP-Payroll	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-
6215	Utilities	-	-	-	-
6220	Corporate Insurance	-	-	-	-
6225	Mileage, Parking and Other Transportation	2,000	2,000	1,200	(1,000)
6230	Telephone	-	-	-	-
6235	Cell Phone & Mobile Devices	6,000	10,200	1,500	(3,000)
6240	Outside Printing & Publishing	-	-	-	-
6245	Other Supplies	-	-	-	-
6250	Postage & Delivery	-	-	-	-
6255	Educational Supplies	-	-	-	-
6260	Office Supplies	4,000	4,000	500	(1,000)
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	-	25,000	-	(25,000)
6310	Internal Meetings	12,000	12,000	12,000	6,000
6315	Division Capacity Building	25,000	-	-	(12,000)
<b>Total Operating Services</b>	<b>99,000</b>	<b>103,200</b>	<b>15,398</b>	<b>67,200</b>	<b>(42,000)</b>
<b>Consultant Services</b>					
6410	Consultant Fees	150,000	150,000	99,645	(150,000)
6420	Other Professional Fees	-	-	-	-
6430	External Reviewers	-	-	-	-
<b>Total Consultant Services</b>	<b>150,000</b>	<b>150,000</b>	<b>99,645</b>	<b>-</b>	<b>(150,000)</b>
<b>Professional Services</b>					
6510	Audit	-	-	-	-
6520	Legal Fees	150,000	150,000	81,645	75,000
6540	Professional Dues	75,000	75,000	75,000	(75,000)
6550	Staff Recruitment	-	-	-	-
6560	Commissioners Stipends	-	-	-	-
6570	Web-Based Services	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-
<b>Total Professional Services</b>	<b>225,000</b>	<b>225,000</b>	<b>156,645</b>	<b>225,000</b>	<b>-</b>
<b>Travel Expenses</b>					
6610	Airfare	4,000	-	3,500	2,000
6620	Lodging	3,000	-	600	1,500
6640	Per Diem	2,000	-	500	1,000
6650	Other Travel Expense	500	-	-	250
<b>Total Travel Expenses</b>	<b>9,500</b>	<b>-</b>	<b>4,600</b>	<b>4,750</b>	<b>4,750</b>
<b>Professional Development</b>					
6810	Training Materials & Supplies	-	-	-	-
6820	Internal Training	-	-	-	-
6830	Leadership Programs	-	-	-	-
6840	Conference Registrations	3,000	3,000	1,500	2,000
6850	External Education/Training	-	-	-	(1,000)
<b>Total Professional Development</b>	<b>3,000</b>	<b>3,000</b>	<b>1,500</b>	<b>2,000</b>	<b>(1,000)</b>
<b>Total OPERATING EXPENSES</b>	<b>1,803,239</b>	<b>1,797,939</b>	<b>1,385,165</b>	<b>1,521,446</b>	<b>(282,493)</b>

<b>Budget Fiscal Year: 2021 - 2022</b>	<b>Status: Proposed</b>
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Department	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Executive Directors Office	\$481,200.00	\$1,521,446.00	216.18%

Benefits	\$0.00	\$0.00	
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GL Code Name	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Salaries & Wages	\$0.00	\$919,663.00	0.00%

Description
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Social Security Tax	\$0.00	\$302,833.00	0.00%
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Description
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Mileage, Parking and Other Transportation	\$2,000.00	\$1,000.00	0.00%
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Description
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Provides for mileage reimbursement and parking expenses when private vehicles are used in the course of conducting Commission business.

Cell Phone & Mobile Devices	\$10,200.00	\$7,200.00	0.00%
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Description
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Provides for reimbursement of cell phone charges and internet costs for 6 staff for 12 months. \$600 X 12 months = \$7200.00.

Office Supplies	\$4,000.00	\$3,000.00	0.00%
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Description
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Provides general office supplies for the office's staff.

Miscellaneous/Contingency	\$50,000.00	\$50,000.00	0.00%
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Description
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Funding for unforeseen organizational expenses.

Internal Meetings	\$12,000.00	\$6,000.00	0.00%
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Description
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Provides for expenses related to meetings attended by Commissioners, legal counsel, staff and guests.

<b>Legal Fees</b>	\$150,000.00	\$225,000.00	0.00%
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<b>Description</b>
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The Executive Director's Office holds the organization-wide contract for legal counsel. The proposed increase in legal services budgets reflect two primary changes from Fiscal Year 2020-21:

- 1) Shifting the existing budget (\$65,000) for lobbying compliance legal services from the Office of Government Affairs and Public Policy to the Executive Director's Office to align all legal services funding in one budget.
  
- 2) Increasing funding (\$10,000) for legal services to support priority work related to federal Health Information Privacy laws (HIPAA) anticipated in priority Health Systems and Family Supports sustainability and partnership work. The total anticipated scope and cost of the HIPAA-related legal work is unclear at this point, and further adjustments may be necessary during the mid-year budget process to account for these costs.

<b>Airfare</b>	\$0.00	\$2,000.00	0.00%
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<b>Description</b>
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Provides funding for airfare to and from professional conferences outside of the Los Angeles area.

<b>Lodging</b>	\$0.00	\$1,500.00	0.00%
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<b>Description</b>
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Provides for lodging at multi-day professional conferences outside of the Los Angeles area.

<b>Per Diem</b>	\$0.00	\$1,000.00	0.00%
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<b>Description</b>
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Provides for various daily expenses incurred while attending professional conferences outside of the Los Angeles area.

<b>Other Travel Expenses</b>	\$0.00	\$250.00	0.00%
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<b>Description</b>
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Provides for miscellaneous expenses when staff is traveling outside of Los Angeles County on First 5 LA business. Expenses may include tax, UBER, Lyft and other travel expenses that do not fit into other travel cost categories.

<b>Conference/Training Registrations</b>	\$3,000.00	\$2,000.00	0.00%
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<b>Description</b>
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Provides for registration expenses for professional conferences and/or seminars.

**Office/Center/Team Name: Office of Data for Action**

**Authorized Positions:**

<b>Position</b>	<b>#</b>
Chief Data Officer	1
Data Strategy Manager	3
Data Strategy Specialists	3
<b>Total:</b>	<b>7</b>

**Overview:**

The Office of Data for Action (ODFA) provides organization-wide expertise in measurement, evaluation and data-related endeavors. ODFA is responsible for:

- Advancing an organization-wide data strategy across all teams, including the Center for Operational Excellence, functional Offices, and the Center for Child and Family Impact. The Data Strategy will be inclusive approaches to addressing prioritized data needs as well as strategies to promote dissemination and use including a dashboard.
- Providing leadership for the ongoing alignment, refinement and implementation of the Impact Framework to support the implementation of the Strategic Plan. Additionally, the office will regularly produce and disseminate indicator reports and other products related to the Impact Framework to engage our staff and partners in understanding our impact.
- Providing technical assistance for First 5 LA’s research, evaluation and data needs, such as advising on methodology, assessing the quality of research and data proposals and plans, and supporting adherence with regulations, standards, and policies related to data ownership, privacy, accessibility and quality.
- Managing data and research investments that support the entire organization.

**Priorities for FY 21-22:**

Following is a brief summary of the critical work the Office of Data for Action will be leading in FY 21-22 in support of Strategic Plan implementation.

- ODFA will lead the development of a Data Strategy that articulates First 5 LA's prioritized data needs, grounded in the Strategic Plan, and the approaches we will use to address them. Since the Data Strategy will be informed by internal and external stakeholders, engagement to solicit input and feedback will be integral to the process.
- In response to emergent needs from the Data Strategy as well as needs that have already been identified (e.g., HIPAA compliance), ODFA will begin to establish a data governance infrastructure inclusive of data-related policies and practices that will facilitate access to high quality data.

- ODFA will lead the continued development and refinement of the Impact Framework. The emphasis in FY 21-22 will be refining and measuring short-term markers of progress (STMPs), updating result and contextual indicator data where possible based on the availability of new data, and identifying indicators to measure and track organizational performance and culture.
- Through the ASSIST project, ODFA will lead the development on an infrastructure for the effective delivery of technical assistance to staff across the organization. The infrastructure will address things such as requesting support, determining what's needed to fulfill request, assessing the capacity to provide support, and mechanisms to deliver and track support.
- ODFA will lead the Annual Reporting process to First 5 California. Additionally, we enable local use of the data by developing a brief that highlights how Proposition 10 funds have been used in L.A. County and the children, family, communities and providers served by the agencies and systems we support. Success stories will facilitate organizational learning and reflection and will be available to spur communication efforts.
- ODFA will lead data partnerships with the Children's Data Network, Public Health Foundation Enterprise (PHFE) WIC and the L.A. County Office of the Chief Information Office. These data partnerships support our systems change efforts, provide data for the Impact Framework and will ultimately be aligned with the Data Strategy. Additionally, depending on the needs of the Data Strategy we may also initiate new data partnerships.

OFFICE OF DATA FOR ACTION

		Budget FY 2020-21	Revised Budget FY 2020-21	Estimated FY 2020-21 Expenditures	Proposed Budget FY 2021-22	Increase (Decrease)
<b>Personnel Services</b>						
Salaries						
	Total Salaries	485,269	485,269	550,000	808,503	323,234
	Total Employee Benefits	127,556	127,556	200,000	204,265	76,709
	<b>Total Personnel Services</b>	<b>612,824</b>	<b>612,824</b>	<b>750,000</b>	<b>1,012,768</b>	<b>399,944</b>
<b>Operating Services</b>						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Trans	1,000	1,000	-	700	(300)
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	3,000	5,400	5,400	8,400	3,000
6240	Outside Printing & Publishing	-	-	-	-	-
6245	Other Supplies	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-
6255	Educational Supplies	-	-	-	-	-
6260	Office Supplies	1,000	1,000	-	700	(300)
6265	Subscriptions & Publications	1,000	1,000	-	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	6,000	6,000	-	6,000	-
6315	Divisional Capacity Building	-	-	-	-	-
	<b>Total Operating Services</b>	<b>12,000</b>	<b>14,400</b>	<b>5,400</b>	<b>16,300</b>	<b>1,900</b>
<b>Consultant Services</b>						
6410	Consultant Fees	15,000	15,000	-	20,000	5,000
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	<b>Total Consultant Services</b>	<b>15,000</b>	<b>15,000</b>	<b>-</b>	<b>20,000</b>	<b>5,000</b>
<b>Professional Services</b>						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	1,500	1,500	-	945	(555)
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	<b>Total Professional Services</b>	<b>1,500</b>	<b>1,500</b>	<b>-</b>	<b>945</b>	<b>(555)</b>
<b>Travel Expenses</b>						
6610	Airfare	8,000	-	-	4,000	4,000
6620	Lodging	9,000	-	-	4,200	4,200
6640	Per Diem	4,100	-	-	1,400	1,400
6650	Other Travel Expense	1,800	-	-	1,000	1,000
	<b>Total Travel Expenses</b>	<b>22,900</b>	<b>-</b>	<b>-</b>	<b>10,600</b>	<b>10,600</b>
<b>Professional Development</b>						
6810	Training Materials & Supplies	-	-	-	500	500
6820	Internal Training	3,000	3,000	-	10,000	7,000
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	6,000	6,000	1,000	7,000	1,000
6850	External Education/Training	6,000	6,000	-	7,000	1,000
	<b>Total Professional Development</b>	<b>15,000</b>	<b>15,000</b>	<b>1,000</b>	<b>24,500</b>	<b>9,500</b>
	<b>Total OPERATING EXPENSES</b>	<b>679,224</b>	<b>658,724</b>	<b>756,400</b>	<b>1,085,113</b>	<b>426,389</b>

Department	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Office of Data for Action	\$45,900.00	\$1,085,113.00	2264.08%

Benefits \$0.00 \$0.00

GL Code Name	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Salaries & Wages	\$0.00	\$808,503.00	0.00%

Description

Social Security Tax \$0.00 \$204,265.00 0.00%

Description

Mileage, Parking and Other Transportation \$1,000.00 \$700.00 0.00%

Description

Provides for expense reimbursement for up to seven staff that use their private vehicles and ride-share services in the course of conducting commission business during the last two quarters of the fiscal year. Monthly mileage and parking reimbursements fluctuate based on the distance driven. All expenses will adhere to First 5 LA's Policy for Travel Approval and Reimbursement. Following public health guidance, this line item accounts for less travel and participation in virtual meetings for the first two quarters of the fiscal year.

Cell Phone & Mobile Devices \$5,400.00 \$8,400.00 0.00%

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 for use of his/her personal mobile device. Cell phone reimbursements will be paid at \$100 per month for up to seven full-time staff for twelve months.

Office Supplies \$1,000.00 \$700.00 0.00%

Description

Provides for consumable office supplies for the department at an estimate of \$100 per year per employee.

Subscriptions & Publications \$1,000.00 \$500.00 0.00%

Description

Provides resource for subscriptions to publications, such as the American Journal of Evaluation, Evaluation Review, Qualitative Research and Qualitative Inquiry.

<b>Internal Meetings</b>	\$6,000.00	\$6,000.00	0.00%
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**Description**

Provides for expenses related to quarterly ODFA retreats as well as internal meetings with other teams in the organization for collaborative planning, sensemaking and data utilization. Additional resources are included for up to four external speakers at \$500 each. The honorarium amount is based on historical expenditures for similar staff engagement opportunities. Meeting expenses may include facility rentals, catering, meeting materials, etc. Following public health guidance, this line item accounts for virtual meetings for the first two quarters of the fiscal year.

<b>Consultant Fees</b>	\$15,000.00	\$20,000.00	0.00%
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**Description**

Provides for a consultant to design, plan, facilitate, document and support action items related to quarterly ODFA retreats. The goal of these retreats is reflection, recalibration and short- and long-term planning in support of organizational and ODFA-specific goals and priorities. Funds are projected for approximately 130 hours or just over 30 hours for each of the four meetings at an hourly rate of \$150.

<b>Professional Dues</b>	\$1,500.00	\$945.00	0.00%
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**Description**

Provides for membership to the American Evaluation Association. Membership is \$135 per person per year for up to seven staff.

<b>Airfare</b>	\$0.00	\$4,000.00	0.00%
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**Description**

Provides for airfare to and from professional conferences, meetings or business-related trainings outside of Los Angeles area. Examples of anticipated conferences include: American Evaluation Association, The Evaluator's Institute, Grantmakers for Effective Organizations, First 5 CA and First 5 Association Summits. Approval from the Chief Data Officer will be obtained prior to incurring any airfare expenses. All expenses will adhere to First 5 LA's Policy for Travel Approval and Reimbursement. Following public health guidance, this line item accounts for less travel and participation in virtual meetings for the first six months of the fiscal year.

<b>Lodging</b>	\$0.00	\$4,200.00	0.00%
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**Description**

Provides for lodging at professional conferences, meetings, or other business-related travel held outside Los Angeles County and greater than 100 miles round trip from the employees' current commute to First 5 LA. Examples of anticipated conferences include American Evaluation Association, Grantmakers for Effective Organizations, First 5 CA and First 5 Association Summits. Approval from the Chief Data Officer will be obtained prior to incurring lodging expenses and all expenses will adhere to First 5 LA's policy for Travel Approval and Reimbursement. Following public health guidance, this line item accounts for less travel and participation in virtual meetings for the first six months of the fiscal year.

<b>Per Diem</b>	\$0.00	\$1,400.00	0.00%
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**Description**

Provides for various daily expenses incurred while attending professional conferences, trainings or meetings outside of Los Angeles County greater than 100 miles round trip from employees' current commute to First 5 LA. Following public health guidance, this line item accounts 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	\$0.00	\$1,000.00	0.00%
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## Description

Provides for various travel expenses (i.e., ride share, airport parking, taxi cabs, etc.) incurred while attending professional conferences, trainings or meetings outside of Los Angeles County greater than 100 miles round trip from employees' current commute to First 5 LA. Following public health guidance, this line item accounts 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.

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

Provides for expenses such as books, videos, and other educational resources related to enhancing staff core capabilities in measurement, evaluation, data visualization, data-driven decision-making, adult learning, organizational performance, and/or individual professional development.

Internal Training	\$3,000.00	\$10,000.00	0.00%
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## Description

Provides for resources for two virtual or onsite trainings at \$5,000 per training. The amount is based on historical expenditures for similar staff learning opportunities on highly technical subject matter. Following public health guidance, internal trainings are anticipated to be fully virtual in the first two quarters of the fiscal year.

Conference/Training Registrations	\$6,000.00	\$7,000.00	0.00%
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## Description

Provides for registration expenses for professional conferences. Examples include American Evaluation Association, Grantmakers for Effective Organizations, First 5 CA and First 5 Association Summits. Conference fees range from \$200-\$875 per registration. Webinars and peer learning circles can range from \$25-\$75 per participant. Approval from the Chief Data Officer will be obtained prior to incurring any expenses. Following public health guidance, this line item accounts for less travel and participation in virtual learning opportunities for the first six months of the fiscal year.

External Education/Training	\$6,000.00	\$7,000.00	0.00%
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## Description

Provides for registration expenses for Technical skills training for 7 FTEs at \$1,000 each. Examples include Claremont Graduate University Professional Development Series and The Evaluator's Institute. Approval from the Chief Data Officer will be obtained prior to incurring any expenses. Following public health guidance, this line item accounts for less travel and participation in virtual learning

**Office/Center/Team Name: Office of Communications**

**Authorized Positions:**

<b>Position</b>	<b>#</b>
Chief Communications Officer	1
Communications Manager, Strategic Initiatives	1
Communications Manager, Marketing Strategies	1
Communications Manager, Stakeholder Strategies	1
Graphic Designer	1
Digital Content Specialist	1
Communications Specialist	1
Writer & Editor	2
Administrative Assistant	1
<b>Total:</b>	<b>10</b>

**Overview:**

The Office of Communications provides organization-wide communications and marketing strategies with expertise in changing norms, attitudes, behaviors and beliefs to positively impact the futures of young children and families in Los Angeles County by advancing First 5 LA's 2020-28 Strategic Plan. The Office of Communications is responsible for:

- Building public will essential to lasting and equitable change within systems of services, such as early education and health care systems. The Office of Communications' strategy is executed by its teams responsible for Strategic Communications, Strategic Partnerships, Marketing Strategies, respectively focused on impact through story sharing; to build capacity within newsrooms; audience reach, engagement and influence through traditional and digital media platforms; and coordination of internal and external stakeholder communications.
- Creating urgency to address issues and improve conditions impacting early childhood development by engaging, educating, and influencing decision makers including parents and caregivers; state policymakers, local elected offices, and community and county agencies; and leaders across business, community and higher education institutions.
- Providing branding expertise and building program-focused communications strategies in partnership with knowledge experts within our Centers, Offices and Teams to execute interlocking tactics that deliver effective and consistent external-facing documents, key messages, issue-driven campaigns, and related efforts aligned to the 2020-28 Strategic Plan.

## **The Office of Communications' Priorities for FY21-22 will:**

- Contribute communications expertise to further advance priorities of the Center for Child & Family Impact teams and Office teams by deploying targeted communications tactics, including reaching and engaging target audiences, with an emphasis on “hard-to-reach” communities. This emphasis is in consideration of digital divide factors, public relations, content creation and storytelling, as well as social media and digital marketing to amplify with urgency the stories of young children and their families.
- Build on past strategic partnerships by directing investments to fund organizations and news outlets that will create more robust capacity to report on early childhood development issues. For example, intensify coverage of the importance and urgency for young children to receive access to developmental screenings and lift-up systems change efforts with the launch of Help Me Grow LA in FY21-22, aligning with Health Systems Team and partners at the Department of Public Health.
- Conduct audience research and analysis on the attitudes and beliefs of the general public and parents on early childhood development that will be used to shape public will-building efforts. Targeted audience research will also support specific issue-based campaigns in partnership with Center for Child & Family Impact teams and Office teams to align priorities and combine research efforts.
- Contribute communications expertise to further advance the priorities of the Office of Government Affairs & Public Policy. Development of “issue-specific” campaigns and engagement efforts will target key stakeholders and general public in an effort to build understanding of the critical need and opportunity to support the healthy development of young children with a “whole family, whole child” framing in funding, policy and practice decisions.
- Apply strategic marketing expertise to reach, engage and influence the public, parents and community, and catalyze changes in behavior – such as reaching new and expectant parents to normalize the use of Home Visiting, defining “quality” for parents seeking childcare, and explaining to key stakeholders and the public how children under the age of the 5 are a “special population” that should be prioritized in budget and policy decisions. Examples of this work deployed in partnership, collaboration and consultation with Center for Child & Family Impact teams and Office teams include campaigns to support countywide African American Infant and Maternal Mortality initiatives and the launch of Help Me Grow LA in partnership with the Health Systems team.

OFFICE OF COMMUNICATIONS

	Budget FY 2020-21	Revised Budget FY 2020-21	Estimated FY 2020-21 Expenditures	Proposed Budget FY 2021-22	Increase (Decrease)
<b>Personnel Services</b>					
Salaries					
Total Salaries	855,240	855,240	855,240	993,548	138,308
Total Employee Benefits	260,432	260,432	260,432	316,652	56,220
<b>Total Personnel Services</b>	<b>1,115,672</b>	<b>1,115,672</b>	<b>1,115,672</b>	<b>1,310,200</b>	<b>194,528</b>
<b>Operating Services</b>					
6205 ADP-Payroll	-	-	-	-	-
6210 Worker's Compensation Insurance	-	-	-	-	-
6215 Utilities	-	-	-	-	-
6220 Corporate Insurance	-	-	-	-	-
6225 Mileage, Parking and Other Trans	2,000	2,000	-	3,000	1,000
6230 Telephone	-	-	-	-	-
6235 Cell Phone & Mobile Devices	5,800	11,200	11,200	12,000	800
6240 Outside Printing & Publishing	-	-	-	-	-
6245 Other Supplies	-	-	-	-	-
6250 Postage & Delivery	-	-	-	-	-
6255 Educational Supplies	-	-	-	-	-
6260 Office Supplies	6,000	6,000	400	6,000	-
6265 Subscriptions & Publications	4,200	7,200	2,000	9,597	2,397
6270 Capital Outlay	-	-	-	-	-
6275 Equipment-Rents & Leases	-	-	-	-	-
6280 Building Repair & Maintenance	-	-	-	-	-
6285 Equipment Repairs & Maintenance	-	-	-	-	-
6290 Offsite Storage	9,000	9,000	9,000	9,000	-
6295 Hardware & Software Maintenan	3,480	3,480	3,000	3,480	-
6300 Miscellaneous/Contingency	-	-	-	-	-
6305 Stipend/Honorarium	-	-	-	-	-
6310 Internal Meetings	11,500	11,500	-	11,500	-
<b>Total Operating Services</b>	<b>41,980</b>	<b>50,380</b>	<b>25,600</b>	<b>54,577</b>	<b>4,197</b>
<b>Consultant Services</b>					
6410 Consultant Fees	-	-	-	-	-
6420 Other Professional Fees	-	-	-	-	-
6430 External Reviewers	-	-	-	-	-
<b>Total Consultant Services</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Professional Services</b>					
6510 Audit	-	-	-	-	-
6520 Legal Fees	-	-	-	-	-
6540 Professional Dues	3,328	3,328	270	3,328	-
6550 Staff Recruitment	-	-	-	-	-
6560 Commissioners Stipends	-	-	-	-	-
6570 Web-Based Services	-	-	-	-	-
6580 Bank & Other Service Charges	-	-	-	-	-
<b>Total Professional Services</b>	<b>3,328</b>	<b>3,328</b>	<b>270</b>	<b>3,328</b>	<b>-</b>
<b>Travel Expenses</b>					
6610 Airfare	10,000	-	-	-	-
6620 Lodging	10,000	-	-	-	-
6640 Per Diem	6,000	-	-	-	-
6650 Other Travel Expense	-	-	-	-	-
<b>Total Travel Expenses</b>	<b>26,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Professional Development</b>					
6810 Training Materials & Supplies	1,000	1,000	-	1,000	-
6820 Internal Training	6,000	6,000	-	6,000	-
6830 Leadership Programs	-	-	-	-	-
6840 Conference Registrations	20,000	20,000	10,000	20,000	-
6850 External Education/Training	5,000	5,000	-	5,000	-
<b>Total Professional Development</b>	<b>32,000</b>	<b>32,000</b>	<b>10,000</b>	<b>32,000</b>	<b>-</b>
<b>Total OPERATING EXPENSES</b>	<b>1,218,980</b>	<b>1,201,380</b>	<b>1,182,687</b>	<b>1,400,105</b>	<b>198,725</b>

Department	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Office of Communications	\$85,708.00	\$1,400,105.00	1533.58%

Benefits \$0.00 \$0.00

GL Code Name	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Salaries & Wages	\$0.00	\$993,548.00	0.00%

**Description**

Social Security Tax \$0.00 \$316,652.00 0.00%

**Description**

Mileage, Parking and Other Transportation \$2,000.00 \$3,000.00 0.00%

**Description**

The Mileage & Parking Expense budget is based on an average annual per-person reimbursement of \$300 for a 10 person department, for a total of \$3,000.

Cell Phone & Mobile Devices \$11,200.00 \$12,000.00 0.00%

**Description**

Cell Phones and Mobile Devices is estimated at \$9,000 (i.e., Given 10 FTE's, we have 10 x \$100 = \$1000 x 12mo = \$12,000).

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

**Description**

The general office supplies budget is estimated at \$3,000 for a team of 10 - averaging about \$250 a month for the entire team based on historical average monthly spending. An additional \$3,000 is 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 mats, special inks, specialty papers of various sizes, batteries, such as headphones, phone headsets, podium, microphones, lighting equipment, electronic storage devices, miscellaneous electronic accessories, and other supplies as needed for photo shoots.

<b>Subscriptions &amp; Publications</b>	\$7,200.00	\$9,597.00	0.00%
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**Description**

Anticipated costs for Subscriptions and Publications are estimated at \$9,597 for FY 21-22 to cover subscriptions to the following print and electronic publications:

1. LA Times (\$136/ 8-weeks) - \$952
2. New York Times (\$17/month) - \$204
3. SJ Mercury News (\$9.95/month) - \$120
4. Washington Post (\$10/month) - \$120
5. Education Week (\$19/month) - \$228
6. Grammarly (\$140/yr/user) - \$450
7. Wall St. Journal (\$111/6 months) - \$222
8. Associated Press Stylebook Online (7 users) - \$200
9. Full Contact - \$60/yr - \$60
10. The Imprint (\$7.95/month) - \$96
11. Harvard Business Review (\$10/month) - \$120
12. Sacramento Bee (\$160/year) - \$160
13. The Atlantic (\$50/year)
14. The New Yorker (\$50/year) - \$50
15. PRWeek (\$380/year) - \$380
16. Quartz (\$74.99/year) - \$75
17. Adobe Creative Cloud Software Suite (\$52.99/month) (2 users) - \$1272
18. MailChimp (\$280/month) - \$3360
19. iStockPhoto (\$350/year) - \$350
20. Amazon Prime (\$130/year) - \$130
21. Trello (\$719/year) - \$719
22. GTranslate (\$279/year) - \$279

<b>Offsite Storage</b>	\$9,000.00	\$9,000.00	0.00%
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**Description**

Offsite storage unit rent has increased to \$657 per month x 12 = \$7,884. Currently, we have 3 storage spaces at First 5 LA fully stocked with collateral items that will likely require two additional units if moved offsite. \$7,884 x 3 = \$23,652. We anticipate these costs will be reduced in FY 21-22 as storage space is consolidated and a RFV for the fulfillment of promotional items is enacted.

<b>Hardware &amp; Software Maintenance</b>	\$3,480.00	\$3,480.00	0.00%
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**Description**

In FY 21-22 we anticipate spending \$3,480 for hardware and software maintenance which includes:

- Adobe Creative Cloud software suite (\$49.99/user/mth) - \$1200 for 2 person design team
- AirTable (\$10/user/mth) - \$600 for 5 person content development team
- Cloudflare (\$20/mth) - \$240

In addition to software subscriptions, \$ for parts and maintenance for photography and videography equipment

<b>Internal Meetings</b>	\$11,500.00	\$11,500.00	0.00%
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**Description**

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

<b>Professional Dues</b>	\$3,328.00	\$3,328.00	0.00%
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**Description**

The FY 21-22 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:

MailChimp (\$100/mth) - \$1200

Dropbox - \$100/yr (storage site for videos, photos, etc.)

<b>Training Materials and Supplies</b>	\$1,000.00	\$1,000.00	0.00%
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**Description**

The proposed amount of \$1,000.00 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.

<b>Internal Training</b>	\$6,000.00	\$6,000.00	0.00%
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**Description**

Funds will be used for training of department staff on the foundational skills required in communications work: marketing, writing, relationship building, branding and reputation, content creation, messaging, and social media engagement. Estimated training cost \$2,000-3,500 per session/topic. 6,000 has been budgeted for Internal Training.

<b>Conference/Training Registrations</b>	\$20,000.00	\$20,000.00	0.00%
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**Description**

In FY 21-22 the Communications Department anticipates spending \$20,000 to have staff members attend 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 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)

<b>External Education/Training</b>	\$5,000.00	\$5,000.00	0.00%
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**Description**

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

**Office/Center/Team Name: Office of Equity, Strategy, and Learning**

**Authorized Positions:**

<b>Position</b>	<b>#</b>
Chief Learning Officer	1
Portfolio Manager	4
Executive Assistant/Office Coordinator	1
<b>Total:</b>	<b>6</b>

**Overview:**

The Office of Equity, Strategy and Learning provides organization-wide leadership in strengthening First 5 LA’s capacity as a learning organization and aligning strategy, internal operations, and organizational culture to effectively implement the 2020-2028 Strategic Plan. The Office is responsible for:

- Coordinating an organization-wide process for continuing to implement and refine the Strategic Plan, including the process to set organization-wide priorities. This responsibility will support the integration of multiple organization-wide processes into a cohesive approach to planning, prioritization, and implementation.
- Facilitating an organization-wide approach to improving culture and embedding First 5 LA’s values within work across the organization, including the development of an equity framework that deepens and sustains First 5 LA’s commitment to diversity, equity, and inclusion.
- Developing, articulating, and implementing an organization-wide learning agenda, focused on organizational strategy, culture, and business objectives. This responsibility includes knowledge curation that enables organization-wide knowledge sharing and application for ongoing improvement in the work internally and externally.

**Priorities for FY 21-22:**

The following is a brief summary of the critical work the Office is leading in FY 21-22 to support of Strategic Plan implementation. The Office of Equity, Strategy, and Learning will:

- Lead efforts to adapt First 5 LA’s work planning and resource forecasting approach and processes for FY 22-23 based on learning from FY 21-22. Work planning and resource forecasting will include processes to further focus and prioritize First 5 LA’s work to achieve strategic plan goals, identify opportunities for greater alignment and integration across teams, and connect internal operational processes (e.g. contract monitoring and renewals, budget development) to strategic plan implementation.

- Support the Office of Data for Action’s efforts to refine the Impact Framework to more tightly align with the Strategic Plan. This includes a particular focus on clarifying the long-term systems outcomes, refining the short-term markers of progress towards those outcomes, and prioritizing the work across teams grounded in the Impact Framework.
- Work in collaboration with the Executive Director’s Office and Human Resources and Talent Management team to develop an organization-wide learning agenda for strengthening staff leadership capabilities and other competencies critical for achieving operational effectiveness and advancing First 5 LA’s systems change work.
- Coordinate efforts across the organization to embed First 5 LA’s diversity, equity and inclusion value more explicitly into our internal and external work. This includes working in collaboration with the Executive Director’s Office and Human Resources and Talent Management team to support an organizational assessment of strengths and areas of improvement conducted by the Seed Collaborative, the consultant approved by the First 5 LA Board of Commissioners in October 2020.
- Work in collaboration with the Office for Data for Action to develop an infrastructure for the effective delivery of technical assistance. For the Office of Equity, Strategy, and Learning, technical assistance will focus on supporting teams across the organization with team-specific learning efforts, business process improvements, systems change strategy refinements, and integration of First 5 LA’s diversity, equity and inclusion value into internal policies and processes as well as external work.

OFFICE OF EQUITY, STRATEGY AND LEARNING

		Budget FY 2020-21	Revised Budget FY 2020-21	Estimated FY 2020-21 Expenditures	Proposed Budget FY 2021-22	Increase (Decrease)
<b>Personnel Services</b>						
Salaries						
	Total Salaries				471,186	471,186
	Total Employee Benefits				159,361	159,361
	<b>Total Personnel Services</b>	-	-	-	<b>630,547</b>	<b>630,547</b>
<b>Operating Services</b>						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Transportation	-	-	-	2,000	2,000
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	-	-	-	7,200	7,200
6240	Outside Printing & Publishing	-	-	-	-	-
6245	Other Supplies	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-
6255	Educational Supplies	-	-	-	600	600.00
6260	Office Supplies	-	-	-	3,600	3,600
6265	Subscriptions & Publications	-	-	-	250	250.00
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	-	-	-	2,100	2,100.00
6310	Internal Meetings	-	-	-	3,000	3,000
	<b>Total Operating Services</b>	-	-	-	<b>18,750</b>	<b>18,750</b>
<b>Consultant Services</b>						
6410	Consultant Fees	-	-	-	567,500	567,500
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	<b>Total Consultant Services</b>	-	-	-	<b>567,500</b>	<b>567,500</b>
<b>Professional Services</b>						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	-	-	-	1,350	1,350
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	<b>Total Professional Services</b>	-	-	-	<b>1,350</b>	<b>1,350</b>
<b>Travel Expenses</b>						
6610	Airfare	-	-	-	1,500	1,500
6620	Lodging	-	-	-	2,000	2,000
6640	Per Diem	-	-	-	1,500	1,500
6650	Other Travel Expense	-	-	-	500	500
	<b>Total Travel Expenses</b>	-	-	-	<b>5,500</b>	<b>5,500</b>
<b>Professional Development</b>						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	-	-	-	9,000	9,000
6850	External Education/Training	-	-	-	-	-
	<b>Total Professional Development</b>	-	-	-	<b>9,000</b>	<b>9,000</b>
	<b>Total OPERATING EXPENSES</b>	-	-	-	<b>1,232,647</b>	<b>1,232,647</b>

Department	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Office of Equity, Strategy, & Learning	\$0.00	\$1,232,647.00	

Benefits \$0.00 \$0.00

GL Code Name	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Salaries & Wages	\$0.00	\$471,186.00	0.00%

Description

Social Security Tax \$0.00 \$159,361.00 0.00%

Description

Mileage, Parking and Other Transportation \$0.00 \$2,000.00 0.00%

Description

Provides for expense reimbursement for up to six staff that use their private vehicles and ride-share services in the course of conducting commission business. Monthly mileage and parking reimbursements fluctuate based on the distance driven. Following public health guidance, this line item accounts for less travel and participation in virtual meetings for the first six months of the fiscal year. All expenses will adhere to First 5 LA's Policy for Travel Approval and Reimbursement.

Cell Phone & Mobile Devices \$0.00 \$7,200.00 0.00%

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 six full-time staff (6 FTE x \$100 = \$600 x 12 months = \$7200)

Educational Supplies \$0.00 \$600.00 0.00%

Description

Provides for expenses such as books, videos, and other educational resources related to enhancing staff core capabilities in change management, adult learning, organizational development, and/or individual professional development. Costs assume \$100 per staff for the fiscal year (6 FTE x \$100 = \$600)

Office Supplies \$0.00 \$3,600.00 0.00%

Description

Provides for consumable office supplies for the six staff at an estimate of \$600 per year per employee. Anticipated expenditures support staff working from home during the first six months of the fiscal year.

<b>Subscriptions &amp; Publications</b>	\$0.00	\$250.00	0.00%
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**Description**

Provides resource for subscriptions to publications, such as the Stanford Social Innovation Review (\$40 per year) and Harvard Business Review (\$180 per year) to learn about research and practice-based approaches and experiences on a range of topics relevant to the Office's work. Costs assume that six staff will share one account per subscription. An additional \$30 is included for additional subscriptions to publications that may have relevance for the Office's work over the course of the fiscal year.

<b>Stipend/Honorarium</b>	\$0.00	\$2,100.00	0.00%
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**Description**

Provides for resources for up to six external speakers at \$350 each for organization-wide learning opportunities that deepen staff understanding of the external context in which First 5 LA does its work. The honorarium amount is based on historical expenditures for similar staff learning opportunities. Following public health guidance, this line item accounts for virtual meetings for the first six months of the fiscal year.

<b>Internal Meetings</b>	\$0.00	\$3,000.00	0.00%
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**Description**

Provides for expenses related to internal meetings for team planning and ongoing reflection as well as organization-wide opportunities such as the Learning Series, which focuses on deepening staff understanding of the external context in which First 5 LA does its work. These meetings may include external partners such as Commissioners, consultants, contractors and community members. Examples of meetings include virtual, on-site, and off-site staff planning sessions, contractor/partner meetings, Learning Series sessions. Meeting expenses may include facility rentals, catering, meeting materials, etc. Following public health guidance, this line item accounts for virtual meetings for the first six months of the fiscal year.

<b>Consultant Fees</b>	\$0.00	\$567,500.00	0.00%
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**Description**

Costs anticipated to be incurred during the fiscal year associated with two consultant contracts:

1) \$168,500 for the Seed Collaborative to design and implement a comprehensive workplan to inform how First 5 LA can best approach diversity, equity and inclusion (including implicit bias) in First 5 LA's internal policies and practices. This contract crosses fiscal years. Expenditures anticipated in FY 21-22 do not reflect total contract amount.

2) \$399,000 for the Center for Collective Wisdom (C4CW) to serve as a thought partner to First 5 LA in its application of tools and practices from C4CW's Living Collective Wisdom framework in support of ongoing organizational transformation aligned with the 2020-2028 Strategic Plan and Impact Framework.

<b>Professional Dues</b>	\$0.00	\$1,350.00	0.00%
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**Description**

Provides for membership to the Organizational Development Network, which is professional learning community of organizational development practitioners from around the world who exchange best practices, interact with thought leaders, and share access to leading edge tools and technologies. Membership is \$225 per person per year for up to six staff.

<b>Airfare</b>	\$0.00	\$1,500.00	0.00%
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**Description**

Provides for airfare to and from professional conferences, meetings or business-related trainings outside of Los Angeles area. Examples of anticipated conferences include: Grantmakers for Effective Organizations, First 5 CA and First 5 Association Summits, Southern California Grantmakers, Collective Impact Forum Convenings, Organizational Development Network, and the Othering and Belonging Institute. Approval from the Chief Learning Officer will be obtained prior to incurring any airfare expenses. All expenses will adhere to First 5 LA's Policy for Travel Approval and Reimbursement. Following public health guidance, this line item accounts for less travel and participation in virtual meetings for the first six months of the fiscal year.

<b>Lodging</b>	\$0.00	\$2,000.00	0.00%
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**Description**

Provides for lodging at professional conferences, meetings, or other business-related travel held outside Los Angeles County and greater than 100 miles round trip from the employees' current commute to First 5 LA. Examples of anticipated conferences include Grantmakers for Effective Organizations, First 5 CA and First 5 Association Summits, Southern California Grantmakers, Collective Impact Forum Convenings, Organizational Development Network, and the Othering and Belonging Institute. Following public health guidance, this line item accounts for less travel and participation in virtual meetings for the first six months of the fiscal year. Approval from the Chief Learning Officer will be obtained prior to incurring lodging expenses and all expenses will adhere to First 5 LA's policy for Travel Approval and Reimbursement.

<b>Per Diem</b>	\$0.00	\$1,500.00	0.00%
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**Description**

Provides for various daily expenses incurred while attending professional conferences, trainings or meetings outside of Los Angeles County greater than 100 miles round trip from employees' current commute to First 5 LA. Following public health guidance, this line item accounts 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.

<b>Other Travel Expenses</b>	\$0.00	\$500.00	0.00%
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**Description**

Provides for various travel expenses (i.e., ride share, airport parking, taxi cabs, etc.) incurred while attending professional conferences, trainings or meetings outside of Los Angeles County greater than 100 miles round trip from employees' current commute to First 5 LA. Following public health guidance, this line item accounts 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.

<b>Conference/Training Registrations</b>	\$0.00	\$9,000.00	0.00%
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**Description**

Provides for registration expenses for professional conferences, webinars, and peer learning circles to support staff in building their knowledge as they develop internal processes, tools, and structures to facilitate ongoing organizational learning and priority setting. Examples of conferences include Grantmakers for Effective Organizations, First 5 CA and First 5 Association Summits, Southern California Grantmakers, Organizational Development Network, and the Othering and Belonging Institute. Conference fees range from \$200-\$875 per registration. Webinars and peer learning circles – on topics such as organizational culture, using data and analytics to drive decision-making, diversity, equity and inclusion, adult learning, etc. – can range from \$25-\$75 per participant. Following public health guidance, this line item accounts for less travel and participation in virtual learning opportunities for the first six months of the fiscal year. Approval from the Chief Learning Officer will be obtained prior to incurring any expenses.

**Office/Center/Team Name: Office of Government Affairs and Public Policy**

**Authorized Positions:**

<b>Position</b>	<b>#</b>
Chief	1
Senior Policy Strategist	2
Manager, Special Projects	1
Senior Government Affairs Strategist	1
Local Policy Specialist	1
Policy Analyst	2
Government Affairs Strategist	1
Department Coordinator	1
<b>Total:</b>	<b>10</b>

**Overview:**

The functions currently organized in what is referred to as the department of Public Policy and Government Affairs, and functions related to government affairs and advocacy currently organized within the Community Relations and Strategic Partnerships departments, will now be centralized and referred to as the Office of Government Affairs and Public Policy, led by a Chief Government Affairs Officer (Charna Widby). The Office will report to the Executive Director and will focus on core government affairs and public policy functions that must be executed through a centralized team, including lobbying, lobbying compliance, articulating organization-wide public policy change priorities, and developing strong relationships with elected officials. The Office will also lead the policy development and prioritization process in consultation with staff across the organization.

In practice, the Office will:

- Lead direct lobbying efforts at the local, state, and federal levels, including managing any lobbying contract support resources
- Manage any contracts or investments that support organization-wide advocacy efforts, for example First 5 LA's Master Agreement with the First 5 Association and any future integrated Policy Advocacy Funds
- Curate and articulate an annual public policy agenda for First 5 LA reflecting local, state, and federal public policy change goals, informed by organization-wide engagement
- Serve as the primary liaison to the First 5 Association policy committee and the First 5 Association, and First 5 California government relations and policy work
- Cultivate and strengthen any partnerships with cross-cutting external advocacy partners who collaborate with First 5 LA to advance public policy goals, for example business sector advocacy efforts
- Manage First 5 LA's event sponsorships budget, process, and engagement, and develop strategic approaches to increase First 5 LA's impact through its approach

to sponsorship o To support this work, the Manager for Special Projects (Amelia Cobb), previously reporting to the Vice President of Policy and Strategy and currently reporting on an interim basis to the Directors of Strategic Partnerships and Health Systems, will now report to the Chief Government Affairs Officer

*Additional Expectations:* While the Office will provide technical assistance and support to staff and execute projects that require subject matter expertise, the expectation is that every team at First 5 LA, as necessary, will have:

- Knowledge of public systems, how public policy impacts First 5 LA results, how to most effectively influence public policy, and how to assess public policy opportunities and set policy priorities
- Knowledge of advocacy in all its forms beyond lobbying that can be used to support policy change as part of a broader systems change strategy
- A clear understanding of where changes to public policy will most contribute to First 5 LA's results and the feasibility of proposed change strategies and priorities
- Knowledge of government ethics rules and First 5 LA's advocacy constraints as a public agency

#### **Priorities for FY21-22 Narrative:**

Following is a brief summary of the critical work the Office of Government Affairs and Public Policy is leading for FY21-22 in support of Strategic Plan implementation.

- OGAPP will lead development of a plan to establish an integrated Policy Advocacy Fund in partnership with teams across First 5 LA to support policy change activities aligned with First 5 LA's Board-approved Policy Agenda and rules governing public agency advocacy activities.
- OGAPP will develop a strategy for organization-wide sponsorships and partnership-building efforts that will build First 5 LA's reputation as an advocate and trusted source, engage and influence decision makers and stakeholders; and elevate awareness and create urgency on issues affecting young children and their families to help create lasting, equitable change. In support of the 2020-2028 Strategic Plan and refined policy agenda OGAPP will employ a variety of stakeholder engagement strategies and activities to support First 5 LA's advocacy priorities: policy education and advocacy events, engagement efforts with sector groups (e.g., business and grantmaking). In addition, OGAPP will support grantmaking projects and organizational membership 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. Within this strategy OGAPP will also coordinate and lead 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.
- OGAPP will lead annual refinement of the First 5 LA Policy Agenda and coordination of aligned advocacy tactics to advance priority policy and sustainability issues. 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.

OFFICE OF GOVERNMENT AFFAIRS AND PUBLIC POLICY

	Budget FY 2020-21	Revised Budget FY 2020-21	Estimated FY 2020-21 Expenditures	Proposed Budget FY 2021-22	Increase (Decrease)
<b>Personnel Services</b>					
Salaries					
Total Salaries	834,492	834,492	694,676	1,049,007	214,515
Total Employee Benefits	225,777	225,777	183,894	305,290	79,513
<b>Total Personnel Services</b>	<b>1,060,270</b>	<b>1,060,270</b>	<b>878,570</b>	<b>1,354,297</b>	<b>294,027</b>
<b>Operating Services</b>					
6205	ADP-Payroll	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-
6215	Utilities	-	-	-	-
6220	Corporate Insurance	-	-	-	-
6225	Mileage, Parking and Other Trans	7,500	7,500	500	(7,000)
6230	Telephone	-	-	-	-
6235	Cell Phone & Mobile Devices	9,600	14,400	10,000	(2,400)
6240	Outside Printing & Publishing	600	600	1,000	400
6245	Other Supplies	-	-	-	-
6250	Postage & Delivery	-	-	-	-
6255	Educational Supplies	900	900	1,000	100
6260	Office Supplies	2,250	2,250	300	250
6265	Subscriptions & Publications	10,500	10,500	110	3,100
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	10,000	10,000	1,000	(2,500)
<b>Total Operating Services</b>	<b>41,350</b>	<b>46,150</b>	<b>11,410</b>	<b>38,100</b>	<b>(8,050)</b>
<b>Consultant Services</b>					
6410	Consultant Fees	-	-	-	-
6420	Other Professional Fees	-	-	-	-
6430	External Reviewers	-	-	-	-
<b>Total Consultant Services</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Professional Services</b>					
6510	Audit	-	-	-	-
6520	Legal Fees	-	-	-	-
6540	Professional Dues	-	-	-	-
6550	Staff Recruitment	-	-	-	-
6560	Commissioners Stipends	-	-	-	-
6570	Web-Based Services	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-
<b>Total Professional Services</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Travel Expenses</b>					
6610	Airfare	37,500	-	-	-
6620	Lodging	15,000	-	-	-
6640	Per Diem	10,000	-	-	-
6650	Other Travel Expense	5,000	-	-	-
<b>Total Travel Expenses</b>	<b>67,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Professional Development</b>					
6810	Training Materials & Supplies	-	-	1,700	-
6820	Internal Training	5,000	5,000	7,500	2,500
6830	Leadership Programs	-	-	-	-
6840	Conference Registrations	7,500	7,500	3,000	7,500
6850	External Education/Training	7,500	7,500	-	7,500
<b>Total Professional Development</b>	<b>20,000</b>	<b>20,000</b>	<b>3,000</b>	<b>24,200</b>	<b>2,500</b>
<b>Total OPERATING EXPENSES</b>	<b>1,189,120</b>	<b>1,126,420</b>	<b>892,980</b>	<b>1,416,597</b>	<b>288,477</b>

Department	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Office of Government Affairs & Public Policy	\$66,150.00	\$1,416,597.00	2041.49%

Benefits \$0.00 \$0.00

GL Code Name	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Salaries & Wages	\$0.00	\$1,049,007.00	0.00%

Description

Social Security Tax \$0.00 \$305,290.00 0.00%

Description

Mileage, Parking and Other Transportation \$7,500.00 \$500.00 0.00%

Description

This represents a significant reduction from the proposed 2020-21 budget because of telework status. \$500 represents a placeholder in case a return to office option is presented in 2021-22. Pre-COVID, the OGAPP would 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. While staff travel varies by role, on average the department's 8 policy and government relations staff would travel to local meetings at least once per week. Assuming 50 weeks of work in a given year, the Department previously estimated that staff would complete at least 400 trips per year.

Cell Phone & Mobile Devices \$14,400.00 \$12,000.00 0.00%

Description

This budget assumes \$100/month for 12 months per position. OGAPP will continue to have 10 FTE approved staff position = 12,000

Outside Printing & Publishing \$600.00 \$1,000.00 0.00%

Description

Decreases funding by \$400 from the approved FY 20-21 budget due to a projected increase of printing costs as not all staff own personal printers and have limited access through fed ex printing. OGAPP 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 five large scale posters (\$200 each) or about 558 two-sided color copies at (\$1.79 each). Prices based on recent quotes from FedEx.

Educational Supplies \$900.00 \$1,000.00 0.00%

Description

Holds FY 20-21 constant with the addition of one staff. OGAPP 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 (10 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.

<b>Office Supplies</b>	\$2,250.00	\$2,500.00	0.00%
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<b>Description</b>
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Holds FY 20-21 funding constant. This budget provides up to \$250 per person for office supplies based on spending trends.

<b>Subscriptions &amp; Publications</b>	\$10,500.00	\$13,600.00	0.00%
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<b>Description</b>
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We will need this Subscriptions & Publications budget amount for the memberships listed below. Please see below the total sum amount for all of these subscriptions which total \$13,527.90.

- The Capitol Morning Report: \$1,650.00
- Govbuddy: \$89.95
- Harvard Business Review (HBR):\$99.00
- Stanford Social Innovation Review (SSIR): \$49.95
- Capitol Track: \$2,024.00
- Politco Pro: \$9,615.00
- TOTAL GAPP OPERATING COST: \$13,527.90**

<b>Internal Meetings</b>	\$10,000.00	\$7,500.00	0.00%
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<b>Description</b>
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Decreases by \$2,500 or 25% the Office of Government Affairs and Public Policy's budget for internal meetings due to the continued COVID-19 pandemic. Though the OGAPP has historically spent its full internal meeting budget, due to remote work OGAPP anticipates limited spending for internal meetings during the first half of FY 21-22.

<b>Training Materials and Supplies</b>	\$0.00	\$1,700.00	0.00%
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<b>Description</b>
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OGAPP has been developing and providing training workshops to other Offices and Teams around the Policy Agenda priorities, Early Childhood Development, Early Interventions, Brain Development, and Whole Child Whole Family frameworks. Each training costs average \$200-\$320 for training materials and supplies.

<b>Internal Training</b>	\$5,000.00	\$7,500.00	0.00%
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<b>Description</b>
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In lieu of external consultants, the Office of Government Affairs and Public Policy has primarily relied on internal staff to develop team learning and training sessions. OGAPP occasionally uses external consultants and other resources to support staff learning, and this budget will allow OGAPP to use approximately 50 hours of a consultant's time at First 5 LA's \$150 hourly rate cap to support team and professional development.

<b>Conference/Training Registrations</b>	\$7,500.00	\$7,500.00	0.00%
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<b>Description</b>
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Reduces spending from 19-20 and continues 20-21 spending levels 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.

<b>External Education/Training</b>	\$7,500.00	\$7,500.00	0.00%
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<b>Description</b>
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Holds FY 20-21 funding constant for FY 21-22. The Office of Government Affairs and Public Policy 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 or the whole department will share a training series around early relational health provider systems.

# CENTER FOR OPERATIONAL EXCELLENCE

**CENTER FOR OPERATIONAL EXCELLENCE SUMMARY FY 2021-22**

		FY 2021-22											
		Revised Budget	Workplace Management Team	CAP Team	Facilities Team	Finance Team	HR Team	IT Team	COE	Proposed Budget	Variance		
<b>Personnel Services</b>													
Salaries		3,014,094	438,512	1,006,680	-	897,034	665,708	659,622	434,071	4,101,627	1,087,533		
Total Employee Benefits		909,831	119,215	365,737	-	310,162	285,392	176,485	94,187	1,351,178	441,347		
<b>Total Personnel Services</b>		<b>3,923,925</b>	<b>557,727</b>	<b>1,372,417</b>	<b>-</b>	<b>1,207,196</b>	<b>951,100</b>	<b>836,107</b>	<b>528,258</b>	<b>5,452,805</b>	<b>1,528,880</b>		
<b>Operating Services</b>													
6205 ADP-Payroll		40,000	-	-	-	40,000	-	-	-	40,000	-		
6210 Worker's Compensation Insurance		61,000	-	-	-	65,000	-	-	-	65,000	4,000		
6215 Utilities		145,000	-	-	135,000	-	-	-	-	135,000	(10,000)		
6220 Corporate Insurance		101,000	-	-	-	106,000	-	-	-	106,000	5,000		
6225 Mileage, Parking and Other Transportation		2,150	750	-	-	250	100	500	500	1,600	(650)		
6230 Telephone		70,000	-	-	-	10,800	4,800	70,000	-	70,000	(7,800)		
6235 Cell Phone & Mobile Devices		34,200	3,600	-	-	500	-	7,200	2,400	26,400	(2,500)		
6240 Outside Printing & Publishing		3,000	-	-	-	-	-	-	-	500	(2,500)		
6245 Other Supplies		10,000	-	-	5,000	-	-	-	-	5,000	(5,000)		
6250 Postage & Delivery		13,200	-	-	8,000	-	-	-	-	8,000	(5,200)		
6255 Educational Supplies		1,000	-	500	-	-	-	-	-	500	(500)		
6260 Office Supplies		44,000	2,500	2,500	15,000	2,000	3,500	4,000	1,000	29,500	(14,500)		
6265 Subscriptions & Publications		2,700	1,133	-	-	-	700	-	-	1,833	(867)		
6270 Capital Outlay		144,500	-	-	-	-	-	134,000	-	134,000	(10,500)		
6275 Equipment-Rents & Leases		27,000	-	-	4,000	-	-	23,000	-	27,000	-		
6280 Building Repair & Maintenance		150,000	-	-	150,000	-	-	-	-	150,000	-		
6285 Equipment Repairs & Maintenance		11,000	-	-	10,000	-	-	500	-	10,500	(500)		
6290 Offsite Storage		20,550	-	-	12,000	-	-	6,000	-	18,000	(2,550)		
6295 Hardware & Software Maintenance		472,250	0	-	-	-	-	441,734	-	441,734	(30,516)		
6300 Miscellaneous/Contingency		40,000	154,000	-	40,000	-	-	-	-	194,000	154,000		
6305 Stipend/Honorarium		2,000	-	-	-	-	-	-	-	-	(2,000)		
6310 Internal Meetings		27,050	1,000	3,400	-	300	10,000	500	10,000	15,200	(11,850)		
<b>Total Operating Services</b>		<b>1,421,600</b>	<b>162,983</b>	<b>6,400</b>	<b>379,000</b>	<b>224,850</b>	<b>191,100</b>	<b>687,434</b>	<b>13,900</b>	<b>1,479,767</b>	<b>58,167</b>		
<b>Consultant Services</b>													
6410 Consultant Fees		1,007,500	25,000	133,600	-	25,000	235,600	390,000	-	808,600	(198,900)		
6420 Other Professional Fees		350,000	-	-	320,000	-	-	-	-	320,000	(30,000)		
6430 External Reviewers		3,000	-	-	-	-	-	-	-	-	(3,000)		
<b>Total Consultant Services</b>		<b>1,360,500</b>	<b>25,000</b>	<b>133,600</b>	<b>320,000</b>	<b>25,000</b>	<b>235,600</b>	<b>390,000</b>	<b>-</b>	<b>1,128,600</b>	<b>(231,900)</b>		
<b>Professional Services</b>													
6510 Audit		90,000	-	-	-	90,000	-	-	-	90,000	-		
6520 Legal Fees		-	-	-	-	-	-	-	-	-	-		
6540 Professional Dues		26,050	8,000	4,000	15,000	800	3,000	2,000	1,000	32,800	6,750		
6550 Staff Recruitment		10,000	-	-	-	-	10,000	-	-	10,000	-		
6560 Commissioners Stipends		-	-	-	-	-	-	-	-	-	-		
6570 Web-Based Services		48,000	-	-	-	-	56,600	-	-	56,600	8,600		
6580 Bank & Other Service Charges		35,000	-	-	-	20,000	-	-	-	20,000	(15,000)		
<b>Total Professional Services</b>		<b>209,050</b>	<b>8,000</b>	<b>4,000</b>	<b>15,000</b>	<b>110,800</b>	<b>69,600</b>	<b>2,000</b>	<b>1,000</b>	<b>209,400</b>	<b>350</b>		
<b>Travel Expenses</b>													
6610 Airfare		-	1,000	-	-	1,250	-	600	1,500	2,850	2,850		
6620 Lodging		1,000	1,000	1,500	-	1,500	-	1,200	2,000	3,700	2,000		
6640 Per Diem		-	750	-	-	750	-	500	1,500	2,000	2,000		
6650 Other Travel Expense		-	500	-	-	250	-	8,500	500	9,250	9,250		
<b>Total Travel Expenses</b>		<b>-</b>	<b>3,250</b>	<b>-</b>	<b>-</b>	<b>3,750</b>	<b>-</b>	<b>10,800</b>	<b>5,500</b>	<b>17,800</b>	<b>17,800</b>		
<b>Professional Development</b>													
6810 Training Materials & Supplies		9,000	-	200	-	-	4,000	-	-	4,200	(4,800)		
6820 Internal Training		75,000	-	-	-	-	50,000	-	-	50,000	(25,000)		
6830 Leadership Programs		43,500	-	3,500	-	168,500	-	-	-	172,000	128,500		
6840 Conference Registrations		32,500	1,000	1,015	3,000	-	3,500	0	2,000	8,515	(23,985)		
6850 External Education/Training		15,000	-	7,100	-	-	5,000	-	-	12,100	(2,900)		
<b>Total Professional Development</b>		<b>175,000</b>	<b>1,000</b>	<b>11,815</b>	<b>3,000</b>	<b>3,000</b>	<b>23,000</b>	<b>-</b>	<b>2,000</b>	<b>246,815</b>	<b>71,815</b>		
<b>Total OPERATING EXPENSES</b>		<b>7,090,075</b>	<b>757,960</b>	<b>1,528,232</b>	<b>714,000</b>	<b>1,574,596</b>	<b>1,456,800</b>	<b>1,926,341</b>	<b>550,658</b>	<b>8,535,187</b>	<b>1,445,112</b>		

**Office/Center/Team Name: Center for Operational Excellence**

**Authorized Positions:**

Position	#
Chief Operating Officer (COO)	1
Executive Assistant to the Chief Operating Officer	1
<b>Total:</b>	<b>2</b>

**Overview:**

The functions formerly organized in what was referred to as the Administration Division will now be called the Center for Operational Excellence to reflect the critical role these functions contribute to the aspirations embedded throughout the Strategic Plan. This change underscores the focus on First 5 LA’s continued commitment to review, refine and improve operational practices foundational to organizational effectiveness and Strategic Plan success. The Center will be led by the Chief Operating Officer (interim COO, Jasmine Frost). In addition to leading the Center for Operational Excellence, the COO will continue to serve as a member of the organization’s Senior Leadership Team (SLT). In addition to managing the Center for Operational Excellence, the COO will oversee the operations of the following teams:

- Information Technology Team (IT)\*
- Human Resources and Talent Management Team (HRTM) \*\*
- Contract Administration and Purchasing Team (CAP)
- Finance Team (Finance)
- Workplace Management Team

\*[Note: during the interim assignment, the interim COO also serves as the director of the IT Team.]

\*\*[Note: during the interim assignment, the HRTM will report directly to the Executive Director.]

*Additional Expectations:* As outlined above, the Center for Operational Excellence will serve as the functional lead for critical business process improvements, implementation, and oversight necessary to support First 5 LA successfully accomplishing the work in the strategic plan. First 5 LA’s Strategic Plan, however, recognizes that improving organizational effectiveness is not owned by any one team, and instead will require:

- Staff across the organization partnering with the Center for Operational Excellence to identify priority business processes, support process and policy

redesign, and consistently implement processes and policies, aligned with First 5 LA's requirements as a public agency

- The Center for Operational Excellence engaging with staff organization-wide to inform further refinements to business process improvements and anticipate necessary changes to policies and processes consistent with the vision of the future work as articulated in the Strategic Plan

### **Priorities for FY 21-22:**

The priorities of the COE are outlined in each of the sections for the individual teams comprising the COE.

In addition, the COO acts as the "executive sponsor" of those projects and priorities for each team. The executive sponsor is charged with communicating project milestones and deliverables with the broader Senior Leadership Team, as well as identifying and resolving any barriers to the COE-led projects or progress towards meeting organizational priorities. This includes effective prioritization of the COE resources to meet the organization's highest priorities.

The role of the Executive Assistant is to assist the COO in the coordination of scheduling, work, and general management of workflow across the COE.

CENTER FOR OPERATIONAL EXCELLENCE

		Budget FY 2020-21	Revised Budget FY 2020-21	Estimated FY 2020-21 Expenditures	Proposed Budget FY 2021-22	Increase (Decrease)
<b>Personnel Services</b>						
Salaries						
	Total Salaries				434,071	434,071
	Total Employee Benefits				94,187	94,187
	<b>Total Personnel Services</b>	-	-	-	<b>528,258</b>	<b>528,258</b>
<b>Operating Services</b>						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Trans	-	-	-	500	500
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	-	-	-	2,400	2,400
6240	Outside Printing & Publishing	-	-	-	-	-
6245	Other Supplies	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-
6255	Educational Supplies	-	-	-	-	-
6260	Office Supplies	-	-	-	1,000	1,000
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	-	-	-	10,000	10,000
	<b>Total Operating Services</b>	-	-	-	<b>13,900</b>	<b>13,900</b>
<b>Consultant Services</b>						
6410	Consultant Fees	-	-	-	-	-
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	<b>Total Consultant Services</b>	-	-	-	-	-
<b>Professional Services</b>						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	-	-	-	1,000	1,000
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	<b>Total Professional Services</b>	-	-	-	<b>1,000</b>	<b>1,000</b>
<b>Travel Expenses</b>						
6610	Airfare	-	-	-	1,500	1,500
6620	Lodging	-	-	-	2,000	2,000
6640	Per Diem	-	-	-	1,500	1,500
6650	Other Travel Expense	-	-	-	500	500
	<b>Total Travel Expenses</b>	-	-	-	<b>5,500</b>	<b>5,500</b>
<b>Professional Development</b>						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	-	-	-	2,000	2,000
6850	External Education/Training	-	-	-	-	-
	<b>Total Professional Development</b>	-	-	-	<b>2,000</b>	<b>2,000</b>
	<b>Total OPERATING EXPENSES</b>	-	-	-	<b>550,658</b>	<b>550,658</b>

Department	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Center for Operational Excellence	\$0.00	\$550,658.00	

Benefits \$0.00 \$0.00

GL Code Name	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Salaries & Wages	\$0.00	\$434,071.00	0.00%

Description

Social Security Tax \$0.00 \$94,187.00 0.00%

Description

Mileage, Parking and Other Transportation \$0.00 \$500.00 0.00%

Description

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

Cell Phone & Mobile Devices \$0.00 \$2,400.00 0.00%

Description

Provides reimbursement for cell phone and internet use. \$50 for internet and \$50 for cell phone.  
2x\$100 =>\$200x12=2400

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

Description

Provides general office supplies for team and staff

Internal Meetings \$0.00 \$10,000.00 0.00%

Description

Provides for expense related to meetings attended by commissioners, legal council, staff and guests.

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

Description

Funding for annuals dues to First5 California or for other purposes related to Professional dues.

Airfare \$0.00 \$1,500.00 0.00%

Description

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

<b>Lodging</b>	\$0.00	\$2,000.00	0.00%
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<b>Description</b>
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Provides for lodging for multiday professional conferences outside of Los Angeles

<b>Per Diem</b>	\$0.00	\$1,500.00	0.00%
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<b>Description</b>
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Provides for various daily expenses incurred while attending professional conferences outside of the Los Angeles Area.

<b>Other Travel Expenses</b>	\$0.00	\$500.00	0.00%
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<b>Description</b>
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Provides for miscellaneous expenses when staff is traveling outside of LA County on First5LA business. Expenses may include Taxis, Uber, Lyft, and other travel expenses that do not fit in other travel categories.

<b>Conference/Training Registrations</b>	\$0.00	\$2,000.00	0.00%
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<b>Description</b>
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Provides for registration expenses for professional conferences.

**Office/Center/Team Name: Contract Administration & Purchasing Team**

**Authorized Positions:**

<b>Position</b>	<b>#</b>
Director	1
Contract Compliance Manager	1
Contract Operations and Purchasing Manager	1
Contract Compliance Officer	4
Contract Operations and Compliance Officer	2
Department Coordinator	1
<b>Total:</b>	

**Overview:**

The Contract Administration and Purchasing Team (CAP) is supports procurement, contracting, and oversight of the contract management functions necessary for First 5 LA to fulfill its role as a public grantmaker. In addition, the team executes agreements with contractors and grantees to support the organization’s operations and implementation of the Strategic Plan. A core objective of the strategic plan is adapting and refining First 5 LA’s business processes, and the CAP team will play a critical role in not only managing compliance with existing contract policies and procedures, but leading essential contract-related business process improvement efforts to support First 5 LA’s organizational effectiveness. This includes procurement policy and process reforms, standardization of contract monitoring activities, and developing a process for early identification and mitigation of project risks.

**Priorities for FY 21-22:**

Below is a brief summary of the critical work the Contract Administration and Purchasing Team will be leading in FY 21-22 in support of Strategic Plan implementation.

The CAP department will continue to support the organization’s procurement and contracting needs. This includes support needed for the building renovation project. In addition, CAP will also work closely with CCFI and OFDA to support the organization’s data sharing needs, data security and privacy, development of monitoring measures and continued partnerships to support sustainability of our investments. The CAP department will continue to lead three critical projects: 1) Procurement Reform Project, 2) Contract Monitoring, and 3) Enterprise Risk Management.

- Under the Procurement Reform Project, we will revise the Procurement policy and associated processes to streamline our processes and support greater efficiency, align to the current structure, orient to policy and systems change work, and promote diversity of our contracted partners.

- The goal of the contract monitoring project is to ensure the consistent and standardized monitoring of First 5 LA's contracts across the organization, with the objective of ensuring our vendors, contractors and grantees performance advances the objectives outlined in the agreement. A contract monitoring framework was developed for staff and staff were introduced to a centralized tracking system to track the management of their agreements. In FY 21-22, the project team will continue to support the roll-out of the framework, capture learnings, and develop a sustainment plan.
- The Enterprise Risk Management ("ERM") project will develop a process to help identify and mitigate project risks. The project will also support a standardize way of reviewing project risks prior to initiation of work to aid in decision making using the risks principles tool that was developed in the previous fiscal year. The team will develop a process for wider adoption by the organization, in partnership with the Executive Director's office, and will explore the use of an electronic tool to support implementation.

**CONTRACT ADMINISTRATION & PURCHASING TEAM**

		Budget FY 2020-21	Revised Budget FY 2020-21	Estimated FY 2020-21 Expenditures	Proposed Budget FY 2021-22	Increase (Decrease)
<b>Personnel Services</b>						
<b>Salaries</b>						
	Total Salaries	784,429	784,429	700,000	1,006,680	222,251
	Total Employee Benefits	280,528	280,528	230,000	365,737	85,209
	<b>Total Personnel Services</b>	<b>1,064,957</b>	<b>1,064,957</b>	<b>930,000</b>	<b>1,372,417</b>	<b>307,460</b>
<b>Operating Services</b>						
6205	ADP-Payroll	-	-	-	-	-
6210	Worker's Compensation Insurance	-	-	-	-	-
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	-	-	-	-	-
6225	Mileage, Parking and Other Trans	300	300	-	-	(300)
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	4,800	9,600	-	-	(9,600)
6240	Outside Printing & Publishing	-	-	-	-	-
6245	Other Supplies	-	-	-	-	-
6250	Postage & Delivery	-	-	-	-	-
6255	Educational Supplies	1,000	1,000	-	500	(500)
6260	Office Supplies	3,000	3,000	3,000	2,500	(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	5,700	1,700	-	3,400	(1,700)
	<b>Total Operating Services</b>	<b>15,800</b>	<b>16,600</b>	<b>3,560</b>	<b>6,400</b>	<b>(13,600)</b>
<b>Consultant Services</b>						
6410	Consultant Fees	200,000	208,000	65,000	133,600	(74,400)
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	3,000	3,000	-	-	(3,000)
	<b>Total Consultant Services</b>	<b>203,000</b>	<b>211,000</b>	<b>65,000</b>	<b>133,600</b>	<b>(77,400)</b>
<b>Professional Services</b>						
6510	Audit	-	-	-	-	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	3,500	3,500	3,000	4,000	500
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	-	-	-	-	-
	<b>Total Professional Services</b>	<b>3,500</b>	<b>3,500</b>	<b>3,000</b>	<b>4,000</b>	<b>500</b>
<b>Travel Expenses</b>						
6610	Airfare	4,500	-	-	-	-
6620	Lodging	6,000	-	-	-	-
6640	Per Diem	3,000	-	-	-	-
6650	Other Travel Expense	1,000	-	-	-	-
	<b>Total Travel Expenses</b>	<b>14,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Professional Development</b>						
6810	Training Materials & Supplies	1,000	1,000	-	200	(800)
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	3,500	3,500	-	3,500	-
6840	Conference Registrations	9,000	5,000	-	1,015	(3,985)
6850	External Education/Training	5,000	5,000	1,200	7,100	2,100
	<b>Total Professional Development</b>	<b>18,500</b>	<b>14,500</b>	<b>1,200</b>	<b>11,815</b>	<b>(2,685)</b>
	<b>Total OPERATING EXPENSES</b>	<b>1,320,257</b>	<b>1,310,557</b>	<b>1,002,760</b>	<b>1,528,232</b>	<b>214,275</b>

Department	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Contract Administration & Purchasing Team	\$245,600.00	\$1,528,232.00	522.24%

Benefits \$0.00 \$0.00

GL Code Name	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Salaries & Wages	\$0.00	\$1,006,680.00	0.00%

Description

Social Security Tax \$0.00 \$365,737.00 0.00%

Description

Educational Supplies \$1,000.00 \$500.00 0.00%

Description

For educational supplies like textbooks for courses for staff professional development.

Office Supplies \$3,000.00 \$2,500.00 0.00%

Description

Funds will go towards office supplies for up to 9 staff.

Internal Meetings \$1,700.00 \$3,400.00 0.00%

Description

Funds will be used for prepackaged snacks to support internal staff trainings provided by the Department throughout the year. In addition, \$3,000 has been allocated for a department teambuilding and planning retreat. The funds for the retreat will cover the cost of they facility and meals for the CAP Dept. staff.

Consultant Fees \$208,000.00 \$133,600.00 0.00%

Description

Approximately \$4,600 will go towards services to support the department with insurance compliance reviews, storage, and tracking. \$7,000 is allocated for consultant support for a department teambuilding and planning retreat for the department and any post retreat follow up, if needed. Consultant services include \$75,000 for continued support on the Procurement Project and \$47,000 for the Enterprise Risk Management Project.

Professional Dues \$3,500.00 \$4,000.00 0.00%

Description

Funds are allocated for staff professional dues: 8 NCMA memberships (\$160/member) \$1,280, NIGP Organization membership at \$640, 3 CAPPO memberships (\$130/member) \$390, and 7 Grammarly memberships (\$139.95/member) \$979.65. The remaining funds will cover any fluctuations in membership fees in the event that these fees increase.

<b>Training Materials and Supplies</b>	\$1,000.00	\$200.00	0.00%
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<b>Description</b>
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Funds will go towards any materials needed for trainings led by the Department throughout the year.

<b>Leadership Programs</b>	\$3,500.00	\$3,500.00	0.00%
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<b>Description</b>
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Set aside \$3,500 for one staff to enroll in a leadership program to support his/her professional development.

<b>Conference/Training Registrations</b>	\$0.00	\$1,015.00	0.00%
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<b>Description</b>
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Virtual conference registration for staff: NIGP Annual Conference for 3 staff for \$390, CAPPO Annual Conference for 2 staff for \$500 and 1 PEAK Grantmaking conference for \$125.

<b>External Education/Training</b>	\$5,000.00	\$7,100.00	0.00%
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<b>Description</b>
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Funds are allocated for staff professional development to support their development in procurement and contracting. These include courses through NIGP. Funds include 17 NIGP courses (15 NIGP courses at \$310 each, one for \$250 and one for \$595). This also includes relevant procurement and contracting webinars for staff to attend throughout the year for a total of \$1,600

**Office/Center/Team Name: Finance Team**

**Authorized Positions:**

<b>Position</b>	<b>#</b>
Director	1
Manager, Finance Planning & Analysis	1
Manager, Accounting	1
Financial Planning & Analysis Analyst	1
Compliance & Audit Analyst	1
Staff Accountant	2
Payroll & Accounts Payable Coordinator	1
Payroll & Accounts Payable Assistant	1
<b>Total:</b>	<b>9*</b>

*\* The Finance Team shares a Team Coordinator with the Contract Administration & Purchasing (CAP) Team. As First 5 LA does not maintain a practice of allocating staff time, all personnel costs related to the Team Coordinator are included within the CAP Team budget.*

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

**Overview:**

The Finance Team (Finance) is led by the Director (Raoul Ortega). The Finance team supports and oversees financial management and budget development for the organization, as well as the auditing process, accounting, financial analysis, and payroll. As First 5 LA continues to adapt to promote efficiencies, foster integration, and recognize the organization’s evolving fiscal environment, the Finance team will provide essential leadership for re-envisioning the organization’s business processes to support organizational effectiveness, including the development of responsive and nimble financial management systems.

**Priorities for the Finance Team for fiscal year 21-22 in support of the Strategic Plan implementation include the following activities:**

- Payroll – responsible for all related payroll activities including bi-weekly payroll processing, retirement and quarterly earnings reporting and annual W-2 preparation, filing and mailing.
- Accounts Payable – responsible for reviewing, verifying, and processing invoices for payment and uploading issued checks and Automated Clearing House (ACH) deposits to the Bank of the West portal.
- General Accounting – Day-to-day recordkeeping and preparation of the monthly financial statements submitted to the Board for their review and approval.

- Annual Financial Audit – The Finance Team is the lead in our required annual audit and collaborates with the whole organization and our auditors to complete and produce a Comprehensive Annual Financial Report due to the State Controller’s Office and First 5 California by November 1<sup>st</sup>.
- Annual Budget and Mid-Year Budget Adjustment – The Finance Team is responsible for developing First 5 LA’s annual budget in collaboration with the whole organization. The budget is presented to the Board for approval each June and a mid-year budget adjustment is prepared each spring for Board approval.
- Long Term Financial Plan (LTFP) – The Finance Team is responsible for developing and creating a five-year forecast to aid in the Commission’s financial stewardship role by showing the long-term implications of funding decisions. The forecast includes revenue, Fund Balance, program commitments and estimated expenditure and estimated operating expenses.

DRAFT

FINANCE TEAM

		Budget FY 2020-21	Revised Budget FY 2020-21	Estimated FY 2020-21 Expenditures	Proposed Budget FY 2021-22	Increase (Decrease)
<b>Personnel Services</b>						
Salaries						
	Total Salaries	730,374	730,374	700,000	897,034	166,660
	Total Employee Benefits	244,862	244,862	209,803	310,162	65,300
	<b>Total Personnel Services</b>	<b>975,236</b>	<b>975,236</b>	<b>909,803</b>	<b>1,207,196</b>	<b>231,960</b>
<b>Operating Services</b>						
6205	ADP-Payroll	40,000	40,000	30,793	40,000	-
6210	Worker's Compensation Insurance	75,000	61,000	65,000	65,000	4,000
6215	Utilities	-	-	-	-	-
6220	Corporate Insurance	90,000	101,000	61,354	106,000	5,000
6225	Mileage, Parking and Other Transpora	400	400	32	250	(150)
6230	Telephone	-	-	-	-	-
6235	Cell Phone & Mobile Devices	6,000	11,400	550	10,800	(600)
6240	Outside Printing & Publishing	3,000	3,000	3,000	500	(2,500)
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	-	300	(300)
	<b>Total Operating Services</b>	<b>217,000</b>	<b>219,400</b>	<b>161,268</b>	<b>224,850</b>	<b>5,450</b>
<b>Consultant Services</b>						
6410	Consultant Fees	60,000	60,000	21,305	25,000	(35,000)
6420	Other Professional Fees	-	-	-	-	-
6430	External Reviewers	-	-	-	-	-
	<b>Total Consultant Services</b>	<b>60,000</b>	<b>60,000</b>	<b>21,305</b>	<b>25,000</b>	<b>(35,000)</b>
<b>Professional Services</b>						
6510	Audit	90,000	90,000	80,000	90,000	-
6520	Legal Fees	-	-	-	-	-
6540	Professional Dues	800	800	1,000	800	-
6550	Staff Recruitment	-	-	-	-	-
6560	Commissioners Stipends	-	-	-	-	-
6570	Web-Based Services	-	-	-	-	-
6580	Bank & Other Service Charges	35,000	35,000	32,000	20,000	(15,000)
	<b>Total Professional Services</b>	<b>125,800</b>	<b>125,800</b>	<b>113,000</b>	<b>110,800</b>	<b>(15,000)</b>
<b>Travel Expenses</b>						
6610	Airfare	2,500	-	-	1,250	1,250
6620	Lodging	3,000	-	-	1,500	1,500
6640	Per Diem	1,500	-	-	750	750
6650	Other Travel Expense	500	-	-	250	250
	<b>Total Travel Expenses</b>	<b>7,500</b>	<b>-</b>	<b>-</b>	<b>3,750</b>	<b>3,750</b>
<b>Professional Development</b>						
6810	Training Materials & Supplies	-	-	-	-	-
6820	Internal Training	-	-	-	-	-
6830	Leadership Programs	-	-	-	-	-
6840	Conference Registrations	4,000	4,000	-	3,000	(1,000)
6850	External Education/Training	-	-	-	-	-
	<b>Total Professional Development</b>	<b>4,000</b>	<b>4,000</b>	<b>-</b>	<b>3,000</b>	<b>(1,000)</b>
	<b>Total OPERATING EXPENSES</b>	<b>1,389,536</b>	<b>1,384,436</b>	<b>1,205,376</b>	<b>1,574,596</b>	<b>190,160</b>

Department	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Finance Team	\$409,200.00	\$1,574,596.00	284.80%
Benefits	\$0.00	\$0.00	
GL Code Name	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Salaries & Wages	\$0.00	\$897,034.00	0.00%
Description			
Social Security Tax	\$0.00	\$310,162.00	0.00%
Description			
ADP-Payroll	\$40,000.00	\$40,000.00	0.00%
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	\$61,000.00	\$65,000.00	0.00%
Description			
Provides for annual Workers' Compensation insurance premium.			
Corporate Insurance	\$101,000.00	\$106,000.00	0.00%
Description			
Provides for insurance coverage including general and auto liability, property and fiduciary.			
Mileage, Parking and Other Transportation	\$400.00	\$250.00	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	\$11,400.00	\$10,800.00	0.00%
Description			
Provides for reimbursement of cell phone charges and internet costs for nine staff for nine months. \$900 X 12 months = \$10800.00.			
Outside Printing & Publishing	\$3,000.00	\$500.00	0.00%
Description			
Provides for professional printing services of budget books and accounts payable checks.			

<b>Budget Fiscal Year: 2021 - 2022</b>	<b>Status: Proposed</b>
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<b>Office Supplies</b>	\$2,000.00	\$2,000.00	0.00%
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**Description**

Provides for general office supplies for the team's staff.

<b>Internal Meetings</b>	\$600.00	\$300.00	0.00%
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**Description**

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

<b>Consultant Fees</b>	\$60,000.00	\$25,000.00	0.00%
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**Description**

Provides funds for technical assistance and implementation of Advanced Budget Module (ABM).

<b>Audit</b>	\$90,000.00	\$90,000.00	0.00%
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**Description**

Provides for annual independent and single audit fees and potential CPA fees for fiscal compliance review.

<b>Professional Dues</b>	\$800.00	\$800.00	0.00%
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**Description**

Provides for annual membership dues to the Government Finance Officers Association (GFOA) and other professional organizations.

<b>Bank &amp; Other Service Charges</b>	\$35,000.00	\$20,000.00	0.00%
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**Description**

Provides for Los Angeles County fees for investment portfolio administration and other County related accounting services. Also provides for annual banking charges for the Commission's credit cards.

<b>Airfare</b>	\$0.00	\$1,250.00	0.00%
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**Description**

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

<b>Lodging</b>	\$0.00	\$1,500.00	0.00%
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**Description**

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

<b>Per Diem</b>	\$0.00	\$750.00	0.00%
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**Description**

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

<b>Other Travel Expenses</b>	\$0.00	\$250.00	0.00%
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<b>Description</b>
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Provides for miscellaneous expenses when staff is traveling outside of LA County on First 5 LA business. Expenses may include tax, Uber, Lyft, and other travel expenses that do not fit into other travel cost categories.

<b>Conference/Training Registrations</b>	\$4,000.00	\$3,000.00	0.00%
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<b>Description</b>
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Provides for registration expenses for professional conferences including GFOA annual conference and other professional conferences that staff may attend.

**Office/Center/Team Name: Human Resources and Talent Management Team**

**Authorized Positions:**

<b>Position</b>	<b>#</b>
Director, Human Resources and Talent Management	1
Manager, Human Resources and Talent Management	1
HR Generalist	2
<b>Total:</b>	<b>4</b>

**Overview:**

The Human Resources and Talent Management Team provides organization-wide expertise in enhancing employee capabilities, the overall employee experience, and is a strategic thought partner to the Senior Leadership Team. The Human Resources and Talent Management Team is the link between the Organization and its employees and is responsible for the entire employee life cycle, which includes:

- Workforce Planning (Work with executive leadership in identifying and defining roles and compensation)
- Recruitment and Selection (Hire the best qualified applicants)
- Onboarding (Provide overview of First 5 LA, new hire paperwork)
- Performance Management (Employee evaluations and Reward for Performance)
- Talent Management (Attract, develop and retain employees)
- Training (Human Resources and Talent Management specific training and leadership programs)
- Total Rewards (Comprehensive compensation and benefits strategies)
- Employee Engagement (Employee advocate, employee recognition, and guidance)
- Health and Safety (Implement protocols and guidelines to provide a healthy and safe workplace)
- Legal Compliance (Local, state and federal laws, regulations and ordinances, Workers' Compensation)
- Offboarding (Employee separations)

**Priorities for FY 21-22:**

The following is a brief summary of the critical work the Human Resources and Talent Management team will be leading in FY 21-22 in support of Strategic Plan implementation.

- **Employee Handbook:** In order to work effectively as a cohesive team, it is imperative to have clear, thorough and up-to-date employee policies and procedures, so that every employee understands the expectations of the Organization. A critical priority is updating the Employee Handbook to reflect not only current changes in the laws, regulations, and ordinances but to incorporate lessons learned from mandatory telework into our policies. The Human Resources and Talent Management Team will also be creating a training

workshop for managers and staff to explain key policies and to give staff an opportunity to ask questions.

- **Protocols for Returning to the First 5 LA Building:** In order to provide a safe and healthy workplace when we return to the First 5 LA building, the Human Resources and Talent Management Team will develop and implement COVID-19 protocols and guidelines for employees and visitors. This will also include creating a mandatory training workshop for employees to explain our new COVID-19 protocols and guidelines as well as what measures have been taken to ensure our workplace meets all necessary COVID-19 Orders as established by public health organizations.
- **Injury and Illness Prevention Program:** Another integral component of providing a safe and healthy workplace is an Injury and Illness Prevention Program which helps to identify and fix workplace hazards before an injury or illness occurs. We will be updating our Injury and Illness Prevention Program to reflect the most current rules and regulations. The Human Resources and Talent Management Team will also be creating a mandatory training workshop on the updated program.

HUMAN RESOURCES & TALENT MANAGEMENT TEAM

	Budget FY 2020-21	Revised Budget FY 2020-21	Estimated FY 2020-21 Expenditures	Proposed Budget FY 2021-22	Increase (Decrease)
<b>Personnel Services</b>					
<b>Salaries</b>					
Total Salaries	708,943	708,943	679,049	665,708	(43,235)
Total Employee Benefits	167,995	167,995	134,187	285,392	117,397
<b>Total Personnel Services</b>	<b>876,937</b>	<b>876,937</b>	<b>813,236</b>	<b>951,100</b>	<b>74,163</b>
<b>Operating Services</b>					
6205 ADP-Payroll	-	-	-	-	-
6210 Worker's Compensation Insurance	-	-	-	-	-
6215 Utilities	-	-	-	-	-
6220 Corporate Insurance	-	-	-	-	-
6225 Mileage, Parking and Other Trans	200	200	-	100	(100)
6230 Telephone	-	-	-	-	-
6235 Cell Phone & Mobile Devices	2,400	4,200	4,000	4,800	600
6240 Outside Printing & Publishing	-	-	-	-	-
6245 Other Supplies	-	-	-	-	-
6250 Postage & Delivery	-	-	-	-	-
6255 Educational Supplies	-	-	-	-	-
6260 Office Supplies	3,500	3,500	1,356	3,500	-
6265 Subscriptions & Publications	700	700	-	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	10,000	10,000	-	10,000	-
<b>Total Operating Services</b>	<b>16,800</b>	<b>18,600</b>	<b>5,356</b>	<b>19,100</b>	<b>500</b>
<b>Consultant Services</b>					
6410 Consultant Fees	139,500	139,500	20,000	235,000	95,500
6420 Other Professional Fees	-	-	-	-	-
6430 External Reviewers	-	-	-	-	-
<b>Total Consultant Services</b>	<b>139,500</b>	<b>139,500</b>	<b>20,000</b>	<b>235,000</b>	<b>95,500</b>
<b>Professional Services</b>					
6510 Audit	-	-	-	-	-
6520 Legal Fees	-	-	-	-	-
6540 Professional Dues	2,600	2,600	-	3,000	400
6550 Staff Recruitment	10,000	10,000	6,000	10,000	-
6560 Commissioners Stipends	-	-	-	-	-
6570 Web-Based Services	48,000	48,000	20,000	56,600	8,600
6580 Bank & Other Service Charges	-	-	-	-	-
<b>Total Professional Services</b>	<b>60,600</b>	<b>60,600</b>	<b>26,000</b>	<b>69,600</b>	<b>9,000</b>
<b>Travel Expenses</b>					
6610 Airfare	-	-	-	-	-
6620 Lodging	-	-	-	-	-
6640 Per Diem	-	-	-	-	-
6650 Other Travel Expense	-	-	-	-	-
<b>Total Travel Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Professional Development</b>					
6810 Training Materials & Supplies	8,000	8,000	-	4,000	(4,000)
6820 Internal Training	75,000	75,000	-	50,000	(25,000)
6830 Leadership Programs	40,000	40,000	20,000	168,500	128,500
6840 Conference Registrations	6,000	6,000	-	3,500	(2,500)
6850 External Education/Training	10,000	10,000	-	5,000	(5,000)
<b>Total Professional Development</b>	<b>139,000</b>	<b>139,000</b>	<b>20,000</b>	<b>231,000</b>	<b>92,000</b>
<b>Total OPERATING EXPENSES</b>	<b>1,232,837</b>	<b>1,234,637</b>	<b>884,592</b>	<b>1,505,800</b>	<b>271,163</b>

Department	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Human Resources & Talent Management Team	\$357,700.00	\$1,505,800.00	320.97%
Benefits	\$0.00	\$0.00	
GL Code Name	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Salaries & Wages	\$0.00	\$665,708.00	0.00%
Description			
Social Security Tax	\$0.00	\$196,392.00	0.00%
Description			
Health Insurance	\$0.00	\$89,000.00	0.00%
Description			
COBRA Premium Assistance Under The American Rescue Plan Act of 2021.			
Mileage, Parking and Other Transportation	\$200.00	\$100.00	0.00%
Description			
Mileage and parking expenses for department staff to attend local meetings, hearings, trainings and other HR related business.			
Cell Phone & Mobile Devices	\$4,200.00	\$4,800.00	0.00%
Description			
Reimbursement for cell phone and internet usage for three department staff during telework. 4x100=400X12=4800			
Office Supplies	\$3,500.00	\$3,500.00	0.00%
Description			
Day-to-day office supplies for the department including toner cartridges and file folders. Also includes cost of binders and dividers for updated Employee Handbook.			
Subscriptions & Publications	\$700.00	\$700.00	0.00%
Description			
HR related subscription services and publications including: California Chamber of Commerce legal posters and annual publications (\$600) and Harvard Business Review (\$100)			
Internal Meetings	\$10,000.00	\$10,000.00	0.00%
Description			
Employee recognition and engagement including virtual events.			

<b>Consultant Fees</b>	\$139,500.00	\$235,000.00	0.00%
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**Description**

Professional consultation services for the organization including but not limited to: recruitment of leadership talent, as needed (\$74,500); legal costs related to employee investigations, accommodations; costs related to addressing any HR related DEI findings (\$100,000) and consultations, as needed (\$30,500); ergonomic assessments, as needed (\$10,000) In addition, includes outplacement services for former employees (up to \$20,000)

<b>Professional Dues</b>	\$2,600.00	\$3,000.00	0.00%
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**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 (\$1200)

<b>Staff Recruitment</b>	\$10,000.00	\$10,000.00	0.00%
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**Description**

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

<b>Web-Based Services</b>	\$48,000.00	\$56,600.00	0.00%
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**Description**

Costs associated with web-based services including: Human Resources Information System (HRIS) (\$32,000); 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); Employee Handbook Creator (\$450); Job Description Creator (\$400); Emergency Notification System (\$5,000); New ID Cards (\$1,300)

<b>Training Materials and Supplies</b>	\$8,000.00	\$4,000.00	0.00%
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**Description**

Materials, supplies, and catering related to internal training through First 5 LA University. Also includes materials and supplies related to employee onboarding and new hire orientation.

<b>Internal Training</b>	\$75,000.00	\$50,000.00	0.00%
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**Description**

Provides resources to support implementation of an Organizational Learning Agenda for strengthening organization-wide staff competencies critical for advancing the Strategic Plan and Impact Framework.

<b>Leadership Programs</b>	\$40,000.00	\$168,500.00	0.00%
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<b>Description</b>
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Leadership Development Opportunities for staff and leadership including participation in such programs as: Riordan Leadership Institute, Leadership LA, Leadership Southern California, Emerging Leaders Peer-to Peer, Senior Peer-to-Peer and other approved programs.  
 Affinity groups including: Emerging Practitioners in Philanthropy (\$7500); Asian Americans/Pacific Islanders in Philanthropy (\$1500); Hispanics in Philanthropy (\$250); Funders for LGBTQ issues (\$300); Southern California Blacks in Philanthropy (\$1500)  
 Coaching for Leadership Team. American Evaluation Association Graduate Education Diversity Internship (GEDI) (10k from ODFA)

<b>Conference/Training Registrations</b>	\$6,000.00	\$3,500.00	0.00%
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<b>Description</b>
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Registration fees for department staff to attend professional HR related online conferences and trainings including: Annual labor law updates; employee handbook updates; employee internal investigations

<b>External Education/Training</b>	\$10,000.00	\$5,000.00	0.00%
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<b>Description</b>
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External training for new employees and newly promoted employees including but limited to: The Management Center management training and implicit bias training.

**Office/Center/Team Name: Information Technology (IT) Team**

**Authorized Positions:**

<b>Position</b>	<b>#</b>
IT Director	1
IT Project Manager	1
IT Business Application Support	1
Network Administrator and Service Desk Support	1
Enterprise Content Management Specialist (ECM)	1
IT Helpdesk Specialist	1
<b>Total:</b>	<b>6</b>

**Overview:**

The Information Technology (IT) Team is led by a Director (Jasmine Frost). Technology powers First 5 LA to be an accessible, high-impact and innovative public entity achieving positive outcomes for young kids and their families. The purpose of the Information Technology Department (Team) is to implement a focus-forward vision for First5LA’s technology. This vision is built by partnering with all Centers and Teams 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 (Team) 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 (Team) fosters an exciting workplace for its team, that inspires high-performance and provides career growth opportunities.

The IT Team provides support for the organization’s network infrastructure, cyber security monitoring; helpdesk/ticketing system; project management; phone and mobile systems; internet and wi-fi; hardware and software support; technology replacement, customer support, records retention and data management, technical assistance for audio/visual to support Broadcast of Commission and other public meetings, etc.

In alignment with the Strategic Plan implementation, the IT team will increasingly focus on implementation and the establishment of work to help support prioritization of IT resources, and contribution to organization-wide strategies, including data management and internal communications.

**Priorities for FY 21-22:**

In addition to providing innovative solutions and support to the organization, the Information Technology Team will lead the following work in FY 21-22.

- **IT Governance Program:** The goal of this program is to develop an IT Governance framework and the establishment of the IT Governance Board (ITGB) to support prioritization of IT resources, and contribution to

organization-wide strategies, including data management and internal communications.

- **IT Disaster Recovery and Business Continuity (DR/BC):** This work will include assessing First 5 LA's readiness for IT outages during a disaster that would dramatically affect our ability to operate normally. IT will develop a formal disaster recovery plan, detailing processes to undertake in the event of IT outages. This project will advance Strategic Priority #4: Optimize Our Effectiveness and Short-Term Marker of Progress.
- **Annual Org-wide Records Disposition:** Conduct an annual review of records eligible for destruction based on First 5 LA's Records Retention Schedule, meeting legal and regulatory obligations.
- **The IT related CIP Work:** The IT Team continues to support and partner with the Work Place Management Team towards the completion of the Capital Improvement Plan (CIP) Phase 1 project. The IT team will assist in the technology and audio-video (AV) enhancements to improve the physical space, bringing greater team and organizational-wide collaboration. The CIP project will advance Strategic Priority #4: Optimize Our Effectiveness and Short-Term Marker of Progress.

INFORMATION TECHNOLOGY

	Budget FY 2020-21	Revised Budget FY 2020-21	Estimated FY 2020-21 Expenditures	Proposed Budget FY 2021-22	Increase (Decrease)
<b>Personnel Services</b>					
<b>Salaries</b>					
Total Salaries	430,346	430,346	411,176	659,622	229,276
Total Employee Benefits	126,358	126,358	129,979	176,485	50,127
<b>Total Personnel Services</b>	<b>556,705</b>	<b>556,705</b>	<b>541,155</b>	<b>836,107</b>	<b>279,402</b>
<b>Operating Services</b>					
6205 ADP-Payroll	-	-	-	-	-
6210 Worker's Compensation Insurance	-	-	-	-	-
6215 Utilities	-	-	-	-	-
6220 Corporate Insurance	-	-	-	-	-
6225 Mileage, Parking and Other Trans	500	500	-	500	-
6230 Telephone	70,000	70,000	67,000	70,000	-
6235 Cell Phone & Mobile Devices	4,800	6,000	3,000	7,200	1,200
6240 Outside Printing & Publishing	-	-	-	-	-
6245 Other Supplies	-	-	-	-	-
6250 Postage & Delivery	-	-	-	-	-
6255 Educational Supplies	-	-	-	-	-
6260 Office Supplies	8,000	8,000	-	4,000	(4,000)
6265 Subscriptions & Publications	-	-	-	-	-
6270 Capital Outlay	147,000	144,500	50,000	134,000	(10,500)
6275 Equipment-Rents & Leases	23,000	23,000	20,000	23,000	-
6280 Building Repair & Maintenance	-	-	-	-	-
6285 Equipment Repairs & Maintenance	1,000	1,000	-	500	(500)
6290 Offsite Storage	4,000	8,550	8,550	6,000	(2,550)
6295 Hardware & Software Maintenananc	467,250	467,250	250,000	441,734	(25,516)
6300 Miscellaneous/Contingency	-	-	-	-	-
6305 Stipend/Honorarium	-	-	-	-	-
6310 Internal Meetings	500	500	-	500	-
<b>Total Operating Services</b>	<b>726,050</b>	<b>729,300</b>	<b>398,550</b>	<b>687,434</b>	<b>(41,866)</b>
<b>Consultant Services</b>					
6410 Consultant Fees	500,000	500,000	500,000	390,000	(110,000)
6420 Other Professional Fees	-	-	-	-	-
6430 External Reviewers	-	-	-	-	-
<b>Total Consultant Services</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>390,000</b>	<b>(110,000)</b>
<b>Professional Services</b>					
6510 Audit	-	-	-	-	-
6520 Legal Fees	-	-	-	-	-
6540 Professional Dues	1,150	1,150	200	2,000	850
6550 Staff Recruitment	-	-	-	-	-
6560 Commissioners Stipends	-	-	-	-	-
6570 Web-Based Services	-	-	-	-	-
6580 Bank & Other Service Charges	-	-	-	-	-
<b>Total Professional Services</b>	<b>1,150</b>	<b>1,150</b>	<b>200</b>	<b>2,000</b>	<b>850</b>
<b>Travel Expenses</b>					
6610 Airfare	1,200	-	-	600	600
6620 Lodging	2,400	-	-	1,200	1,200
6640 Per Diem	1,000	-	-	500	500
6650 Other Travel Expense	-	-	-	8,500	8,500
<b>Total Travel Expenses</b>	<b>4,600</b>	<b>-</b>	<b>-</b>	<b>10,800</b>	<b>10,800</b>
<b>Professional Development</b>					
6810 Training Materials & Supplies	-	-	-	-	-
6820 Internal Training	-	-	-	-	-
6830 Leadership Programs	-	-	-	-	-
6840 Conference Registrations	16,500	16,500	1,500	-	(16,500)
6850 External Education/Training	-	-	-	-	-
<b>Total Professional Development</b>	<b>16,500</b>	<b>16,500</b>	<b>1,500</b>	<b>-</b>	<b>(16,500)</b>
<b>Total OPERATING EXPENSES</b>	<b>1,805,005</b>	<b>1,803,655</b>	<b>1,441,405</b>	<b>1,926,341</b>	<b>122,686</b>

Department	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Information Technology Team	\$1,246,950.00	\$1,926,341.00	54.48%

Benefits	\$0.00	\$0.00	
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GL Code Name	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Salaries & Wages	\$0.00	\$659,622.00	0.00%

Description
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Social Security Tax	\$0.00	\$176,485.00	0.00%
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Description
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Mileage, Parking and Other Transportation	\$500.00	\$500.00	0.00%
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Description
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Provides mileage reimbursement and parking expenses when private vehicles are used in the course of conducting First 5 LA's business.

Telephones	\$70,000.00	\$70,000.00	0.00%
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Description
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All costs associated with:  
 AT&T - 1 GB Hi-Speed Internet connection, phone lines and Fax.  
 Verizon - Costs to support F5LA issued cell phones and wireless hardware (Mi-Fi) issued to staff in lieu of a cell phone stipend.

Cell Phone & Mobile Devices	\$6,000.00	\$7,200.00	0.00%
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Description
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Provides for reimbursement of cell phone charges and internet costs for six staff for nine months. \$600 X 12 months = \$7200.00.

Office Supplies	\$8,000.00	\$4,000.00	0.00%
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Description
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General office supplies plus any PC/Laptop peripherals such as mice, keyboards, anti-glare screens, headsets etc. This also includes toners, inks etc. for smaller network printers, batteries as needed. 50% reduction in costs due to staff teleworking.

<b>Capital Outlay</b>	\$144,500.00	\$134,000.00	0.00%
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<b>Description</b>
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Laptops - \$75,000  
 Monitors - \$20,000  
 Computer/laptop maintenance - \$2,500  
 Printer - \$6,000  
 Servers - \$20,000  
 Phone maintenance - \$500  
 MPR audio system - \$10,000

<b>Equipment - Rents &amp; Leases</b>	\$23,000.00	\$23,000.00	0.00%
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<b>Description</b>
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Multi-functional Printers (MFP) Annual costs:  
 Xerox - \$12,000  
 Minolta - \$11,000

<b>Equipment Repairs &amp; Maintenance</b>	\$1,000.00	\$500.00	0.00%
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<b>Description</b>
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General maintenance and repairs of older technology equipment that are not scheduled to be replaced in the upcoming fiscal year. 50% reduction in costs from last year due to staff teleworking.

<b>Offsite Storage</b>	\$8,550.00	\$6,000.00	0.00%
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<b>Description</b>
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Provides funding for offsite storage and management of physical records. Offsite physical data storage is provided by Corodata.  
 IT is responsible for costs associated with Records Retention and management of physical and digital data.

**Hardware & Software Maintenance** \$467,250.00 \$441,734.00 0.00%

**Description**

ABM (Budget Application) - \$2,500  
 AV (Zoom) - \$12,000  
 Azure Cloud Hosting - \$14,000  
 BB Grantmaking - \$135,000  
 Blackbaud Financials - \$42,750  
 BoardBook - \$4,000  
 Corodatat tape backup service - \$2,500  
 Digital Signatures - \$25,000  
 ECM (Maintenance - Portford) - \$24,000  
 eMail Fraud Protection - \$5,000  
 ERM - \$7,000  
 FreshService (helpdesk) - \$6,000  
 GIS - \$5,500  
 IBM maintenance - \$2,500  
 IBM support - backup dev/expansion - \$2,500  
 Lynda.com - \$360  
 M365 (Annual Enterprise License) - \$15,500  
 M365 Implementation (one time cost) - \$10,000  
 MS Project - \$5,000  
 MS Visio - \$2000  
 Project Management Tool - \$17,000  
 Remote Access Software (Dameware/TeamViewer) - \$10,000  
 Spiderlink - \$15,000  
 SQL Server and other MS Servers - \$2,000  
 Survey Monkey - \$1684  
 Symantec Anti-virus - \$5,000  
 Tableau - \$900  
 UPS maintenance - \$5,000  
 Veeam Server Backup Support - \$5,000  
 VMWare maintenance - \$3,500  
 VOIP service - \$36,000  
 Website backend security & domain name management application - \$360  
 Windows Server - \$2,500

**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** \$500,000.00 \$390,000.00 0.00%

**Description**

Strategic Partnerships (MODIS) - \$300,000.  
 Funding under this item will cover IT staffing and resources needed to cover IT vacancies and or any consulting costs associated with any initiatives identified and approved through the IT Governance process.

Assessment and Analysis - \$90,000.  
 Any initiative related to the SPR4, that may require specialized resources to assist IT with assessment, analysis or implementation. Some of these initiatives may be identified in the Work Planning process, which may be beyond the IT Governance initiatives. These are contingent upon review and approval from the WPRF (Work Planning and Resource Forecasting) SPOT team & the IT Governance Board. Examples include, Disaster Recovery/Business Continuity, Data Development, etc.

<b>Professional Dues</b>	\$1,150.00	\$2,000.00	0.00%
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<b>Description</b>
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MISAC Membership - \$450  
 MER conf \$1000  
 TAG Membership - \$700

<b>Airfare</b>	\$0.00	\$600.00	0.00%
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<b>Description</b>
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Reduced, due to COVID related travel ban

<b>Lodging</b>	\$0.00	\$1,200.00	0.00%
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<b>Description</b>
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Reduced, due to COVID related travel ban

<b>Per Diem</b>	\$0.00	\$500.00	0.00%
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<b>Description</b>
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Reduced, due to COVID related travel ban

<b>Conference/Training Registrations</b>	\$16,500.00	\$8,500.00	0.00%
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<b>Description</b>
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These funds will cover offsite conferences/trainings for IT staff to advance professional development. Examples include Project Management, Local IT conferences, MISAC, ESRI, etc.). There has been a reduction from FY 20-21 due to COVID related travel ban.

**Office/Center/Team Name: Workplace Management Team**

**Authorized Positions:**

<b>Position</b>	<b>#</b>
Senior Director of Workplace Management	1
Manager of Operational Excellence	1
Administrative Assistant	1
<b>Total:</b>	<b>3</b>

**Overview:**

The Workplace Management Team is led by a Senior Director (Carl Gayden). Given the emerging criticality of facility management, this position will oversee First 5 LA’s facilities operations and planning, including the Capital Improvement Project (CIP). Facility or workplace management has been a critical area impacting organization-wide organizational success, especially in the context of a global pandemic, security threats, a changing climate, and shifting staff and operational needs. First 5 LA has historically contracted for facility management, and while the organization may continue relying on contract support, the Board’s commitment to protecting this important asset and recognition of the impact First 5 LA’s physical workspace has on organizational effectiveness require intentional leadership.

The work of the Senior Director will continue to be supported by the Manager for Operational Excellence (TaMesha Williamson), whose responsibilities will include supporting cross-cutting initiatives within the Center, like the business process improvement project, and facilitating integration and partnership with teams organization-wide as necessary to advance First 5 LA’s strategic plan. Throughout implementation of the new structure and strategic plan, First 5 LA will continue to examine ways to maximize operational excellence for the benefit of the organization.

**Priorities for FY21-22 Narrative:**

The Workplace Management Team, recently established, oversees the Facilities operations/planning and supports operational excellence initiatives. The Workplace Management Team’s primary project for FY21-22 is the Capital Improvement Plan (CIP) Phase 1 project. The CIP project will advance Strategic Priority #4: Optimize Our Effectiveness and Short-Term Marker of Progress #42 which is to improve the physical space that reflects updated space planning and building maintenance best practices that promotes greater team and organization-wide collaboration. This work will address the safety and health concerns associated with returning to onsite work after the COVID-19 pandemic, building foundational needs to maintain our critical asset and building enhancements to improve

collaboration, and reflect our newly aligned organizational structure. In addition, the Workplace Management team will be the lead on efforts to ensure our significant asset—our facility—enhances our work both internally and with external partners committed to advancing our mission.

The Manager of Operational Excellence will continue to oversee the project management functions focused on business process improvements for the Center of Operational Excellence. This will include reviewing, refining and improving the operational practices foundational to organizational effectiveness and Strategic Plan success.

DRAFT

WORKPLACE MANAGEMENT TEAM

	Budget FY 2020-21	Revised Budget FY 2020-21	Estimated FY 2020-21 Expenditures	Proposed Budget FY 2021-22	Increase (Decrease)
<b>Personnel Services</b>					
<b>Salaries</b>					
Total Salaries	360,002	360,002	330,000	438,512	78,510
Total Employee Benefits	90,087	90,087	100,000	119,215	29,128
<b>Total Personnel Services</b>	<b>450,089</b>	<b>450,089</b>	<b>430,000</b>	<b>557,727</b>	<b>107,638</b>
<b>Operating Services</b>					
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	1,800	3,000	3,000	3,600	600
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	300	1,133	133
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	154,000	5,000	-	154,000	(5,000)
6305 Stipend/Honorarium	-	-	-	-	-
6310 Internal Meetings	2,000	2,000	434	1,000	(1,000)
<b>Total Operating Services</b>	<b>162,050</b>	<b>14,250</b>	<b>5,200</b>	<b>162,983</b>	<b>(5,267)</b>
<b>Consultant Services</b>					
6410 Consultant Fees	100,000	100,000	58,444	25,000	(75,000)
6420 Other Professional Fees	-	-	-	-	-
6430 External Reviewers	-	-	-	-	-
<b>Total Consultant Services</b>	<b>100,000</b>	<b>100,000</b>	<b>58,444</b>	<b>25,000</b>	<b>(75,000)</b>
<b>Professional Services</b>					
6510 Audit	-	-	-	-	-
6520 Legal Fees	-	-	-	-	-
6540 Professional Dues	2,000	2,000	-	8,000	6,000
6550 Staff Recruitment	-	-	-	-	-
6560 Commissioners Stipends	-	-	-	-	-
6570 Web-Based Services	-	-	-	-	-
6580 Bank & Other Service Charges	-	-	-	-	-
<b>Total Professional Services</b>	<b>2,000</b>	<b>2,000</b>	<b>-</b>	<b>8,000</b>	<b>6,000</b>
<b>Travel Expenses</b>					
6610 Airfare	1,000	-	-	1,000	1,000
6620 Lodging	1,000	-	-	1,000	1,000
6640 Per Diem	750	-	-	750	750
6650 Other Travel Expense	500	-	-	500	500
<b>Total Travel Expenses</b>	<b>3,250</b>	<b>-</b>	<b>-</b>	<b>3,250</b>	<b>3,250</b>
<b>Professional Development</b>					
6810 Training Materials & Supplies	-	-	-	-	-
6820 Internal Training	-	-	-	-	-
6830 Leadership Programs	-	-	-	-	-
6840 Conference Registrations	1,000	1,000	-	1,000	-
6850 External Education/Training	-	-	-	-	-
<b>Total Professional Development</b>	<b>1,000</b>	<b>1,000</b>	<b>-</b>	<b>1,000</b>	<b>-</b>
<b>Total OPERATING EXPENSES</b>	<b>718,389</b>	<b>567,339</b>	<b>493,644</b>	<b>757,960</b>	<b>36,621</b>

Department	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Workplace Management Team	\$266,250.00	\$757,960.00	184.68%

Benefits \$0.00 \$0.00

GL Code Name	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Salaries & Wages	\$0.00	\$438,512.00	0.00%

Description

Social Security Tax \$0.00 \$119,215.00 0.00%

Description

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 \$3,000.00 \$3,600.00 0.00%

Description

Provides for up to \$50 per month for personnel working in the field to cover expenses related to data and messages. An additional 9 months of Internet and Cellphone Reimbursement of \$1200 has been added for offsite work due to Covid-19. \$100 x 3 staff members = \$300 x 12mo = \$3600

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. We anticipate paying for printer ink for the SDA's home printer and expect to have to replace our general supplies in the office for COVID-19 safety.

Subscriptions & Publications \$1,000.00 \$1,133.00 0.00%

Description

The subscriptions are the DBIA template, Grammarly, and RS Means. There are 3 DBIA Templates purchased for the CIP Project to help write our RFQ and RFP for our Design Builder. This will be utilized for Phase 1 and Phase 2 of the CIP. There is a single purchase that is shared between CAP and our contractors for the CIP project. It is a \$300 annual subscription. We intend to maintain the purchase and not renew after the subscription date is over.

The Grammarly account is \$140 annually for Senior Director of Workplace Management only.

There is a RS Means subscription for \$693 annually which is a software that compares how to price different actions for the CIP Project. There is a single purchase that is shared between CAP and our contractors for the CIP project.

Miscellaneous/Contingency	\$154,000.00	\$154,000.00	0.00%
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## Description

Funding for anticipated cost due to the current pandemic, COVID-19:

- 1) \$40,000 - for potential additional janitorial expenses related to the rental of our vacant space for the CIP general contractor.
- 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	\$2,000.00	\$1,000.00	0.00%
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## Description

These funds will cover light snacks for team and/or center sponsored trainings for staff as well as retreat sites and food, and other meetings as needed.

Consultant Fees	\$100,000.00	\$25,000.00	0.00%
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## Description

Placeholder for any related Workplace Management/Facilities/CIP Contractors that may be needed to address reentry and COVID-19 related issues. Also includes reestablishment of our Red Cross relationship for our First Aid and AED training (\$1415 annually)

Professional Dues	\$2,000.00	\$8,000.00	0.00%
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## Description

Six Sigma Green Certificate for SDA (cost \$3000), Project Management Certificate (cost \$3000)  
Based on the new work for the SDA assigned to Workplace Management and managing the Operational Excellence Manager. The Operational Excellence Manager will include a PMI Membership (cost \$129) and the PMP prep exam course (cost \$800).

Airfare	\$0.00	\$1,000.00	0.00%
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## Description

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

Lodging	\$0.00	\$1,000.00	0.00%
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## Description

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

Per Diem	\$0.00	\$750.00	0.00%
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## Description

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

Other Travel Expenses	\$0.00	\$500.00	0.00%
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## Description

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

Conference/Training Registrations	\$1,000.00	\$1,000.00	0.00%
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Description
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Placeholder for SDA and Operational Excellence Manager for Workplace Management, Facilities and Security conferences and trainings that may come up during the establishment of the Workplace Management Team. Staff is still researching potential conferences and trainings for our new assigned work.

FACILITIES MANAGEMENT TEAM

	Budget FY 2020-21	Revised Budget FY 2020-21	Estimated FY 2020-21 Expenditures	Proposed Budget FY 2021-22	Increase (Decrease)
<b>Personnel Services</b>					
Salaries					
	-	-	-	-	-
	-	-	-	-	-
<b>Total Personnel Services</b>	-	-	-	-	-
<b>Operating Services</b>					
6205					
6210					
6215	145,000	145,000	153,702	135,000	(10,000)
6220					
6225					
6230					
6235					
6240					
6245	10,000	10,000	9,381	5,000	(5,000)
6250	13,200	13,200	13,200	8,000	(5,200)
6255			594		
6260	25,000	25,000	30,000	15,000	(10,000)
6265					
6270					
6275	4,000	4,000	2,405	4,000	
6280	150,000	150,000	192,000	150,000	
6285	10,000	10,000	6,000	10,000	
6290	12,000	12,000	11,500	12,000	
6295					
6300	55,000	40,000		40,000	
6305					
6310					
<b>Total Operating Services</b>	<b>424,200</b>	<b>409,200</b>	<b>418,783</b>	<b>379,000</b>	<b>(30,200)</b>
<b>Consultant Services</b>					
6410	-	-	-	-	-
6420	350,000	350,000	315,000	320,000	(30,000)
6430	-	-	-	-	-
<b>Total Consultant Services</b>	<b>350,000</b>	<b>350,000</b>	<b>315,000</b>	<b>320,000</b>	<b>(30,000)</b>
<b>Professional Services</b>					
6510	-	-	-	-	-
6520	-	-	-	-	-
6540	16,000	16,000	15,000	15,000	(1,000)
6550	-	-	-	-	-
6560	-	-	-	-	-
6570	-	-	-	-	-
6580	-	-	-	-	-
<b>Total Professional Services</b>	<b>16,000</b>	<b>16,000</b>	<b>15,000</b>	<b>15,000</b>	<b>(1,000)</b>
<b>Travel Expenses</b>					
6610	-	-	-	-	-
6620	-	-	-	-	-
6640	-	-	-	-	-
6650	-	-	-	-	-
<b>Total Travel Expenses</b>	-	-	-	-	-
<b>Professional Development</b>					
6810	-	-	-	-	-
6820	-	-	-	-	-
6830	-	-	-	-	-
6840	-	-	-	-	-
6850	-	-	-	-	-
<b>Total Professional Development</b>	-	-	-	-	-
<b>Total OPERATING EXPENSES</b>	<b>790,200</b>	<b>775,200</b>	<b>748,783</b>	<b>714,000</b>	<b>(61,200)</b>

Department	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Facilities Management	\$790,200.00	\$714,000.00	-9.64%

Benefits \$0.00 \$0.00

GL Code Name	2020 - 2021 Revised Budget	2021 - 2022 Budget	% Variance
Utilities	\$145,000.00	\$135,000.00	0.00%

**Description**

Provides funding for building utilities including water and electricity.

Other Supplies \$10,000.00 \$5,000.00 0.00%

**Description**

Provides funding for supplies including ergonomic equipment and/or furniture for staff.

Postage & Delivery \$13,200.00 \$8,000.00 0.00%

**Description**

Provides funding for USPS mailings, courier services and FedEx delivery services.

Office Supplies \$25,000.00 \$15,000.00 0.00%

**Description**

Funding for general office supplies for the Facilities team as well as white and color paper for the entire organization. This budget includes funds for general supplies for the break room including coffee, condiments, cutlery, paper plates and Zee Medical supplies.

Equipment - Rents & Leases \$4,000.00 \$4,000.00 0.00%

**Description**

Provides funding for annual lease agreements for postage meter, water filtration and coffee brewing systems.

Building Repair & Maintenance \$150,000.00 \$150,000.00 0.00%

**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 and 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.

<b>Offsite Storage</b>	\$12,000.00	\$12,000.00	0.00%
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<b>Description</b>
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Provides funding for offsite long-term storage for office files and furniture.

<b>Miscellaneous/Contingency</b>	\$55,000.00	\$40,000.00	0.00%
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<b>Description</b>
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Funding for unforeseen facility related expenses and anticipated COVID-19 related expenses.

<b>Other Professional Fees</b>	\$350,000.00	\$320,000.00	0.00%
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<b>Description</b>
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Provides funds for contracted services of the building management company and other services as needed including building security:

- 1) \$230,000 - Salaries/Wages for Morlin staff assigned to First 5 LA
- 2) \$36,000 - Morlin's management fee
- 3) \$54,000 - Building security for 12 months

<b>Professional Dues</b>	\$16,000.00	\$15,000.00	0.00%
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<b>Description</b>
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Funding for the payment of CC&R's yearly assessment of common area expenses shared by the Union Station tenants and for the payment of Los Angeles City Lighting Bureau.

**First 5 LA**  
**Long Term Financial Plan - Multi-Year Detail**

Beginning Fund Balance as of July 1	\$	352,109,768	\$	338,683,806	\$	297,461,649	\$	259,121,086	\$	221,897,461	\$	188,959,167	\$	159,205,676	\$	133,415,666	\$	111,293,602	
Projected Revenue (by Fiscal Year)		ACTUALS FY 2019-20		REVISED BUDGET FY 2020-21		FY 2021-22 BUDGET		FY 2022-23		FY 2023-24		FY 2024-25		FY 2025-26		FY 2026-27		FY 2027-28	
Proposition 10 Tax Allocations	\$	71,477,179	\$	72,356,233	\$	69,501,811	\$	66,619,251	\$	64,309,274	\$	61,299,567	\$	59,460,580	\$	57,676,763	\$	55,946,460	
Adjustment in Response to Proposition 56 Trend				(1,447,125)		(695,018)		(666,193)		(643,093)		(612,996)		(594,606)		(576,768)		(559,465)	
Other Revenue		783,589		7,140,000		3,044,000		2,000,000		2,000,000		2,000,000		2,000,000		2,000,000		2,000,000	
Interest Earnings		6,938,051		4,541,183		4,004,815		3,521,169		3,060,625		2,647,307		2,279,232		1,959,049		1,683,202	
<b>Total Projected Revenue</b>	<b>\$</b>	<b>79,198,819</b>	<b>\$</b>	<b>82,590,291</b>	<b>\$</b>	<b>75,855,608</b>	<b>\$</b>	<b>71,474,227</b>	<b>\$</b>	<b>68,726,806</b>	<b>\$</b>	<b>65,333,879</b>	<b>\$</b>	<b>63,145,206</b>	<b>\$</b>	<b>61,059,044</b>	<b>\$</b>	<b>59,070,197</b>	
<b>Annual Program Demands</b>		<b>Commitment (June 30, 2018)</b>		<b>Estimated Program Demands (by Fiscal Year)</b>															
				<b>FY 2019-20</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>	<b>FY 2025-26</b>	<b>FY 2026-27</b>	<b>FY 2027-28</b>							
<b>Center for Child and Family Impact</b>																			
Families - Welcome Baby/Home Visitation	\$	12,099,453	\$	38,253,849	\$	38,218,000	\$	40,161,000											
Communities - Best Start Communities/New Activities		-		17,111,021		20,405,000		17,759,000											
Early Care & Education Systems		24,606,567		21,051,294		21,288,000		12,964,000											
Health-Related Systems		-		2,417,059		5,575,000		5,846,000											
Center Support								695,000											
<b>TOTAL 2015-2020 STRATEGIC PLAN (By Outcome Area)</b>	<b>\$</b>	<b>36,706,020</b>	<b>\$</b>	<b>78,833,223</b>	<b>\$</b>	<b>85,486,000</b>	<b>\$</b>	<b>77,425,000</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	
<b>TOTAL LEGACY INVESTMENTS</b>	<b>\$</b>	<b>64,770,198</b>	<b>\$</b>	<b>3,159,374</b>	<b>\$</b>	<b>3,233,200</b>	<b>\$</b>	<b>3,219,000</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	
<b>Emerging Opportunities</b>						\$	215,000	\$	1,500,000	\$	1,500,000	\$	1,500,000	\$	1,500,000	\$	1,500,000	\$	1,500,000
<b>CROSS-CUTTING AND SUPPORT INVESTMENTS</b>																			
Office of Communications								4,514,000											
Policy and Strategy/Office of Government Affairs & Public Policy				7,884,384		8,243,000		3,269,000											
Office of Data for Action		-		3,822,969		4,327,000		2,377,000											
<b>TOTAL CROSS-CUTTING AND SUPPORT INVESTMENTS</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>11,707,353</b>	<b>\$</b>	<b>12,570,000</b>	<b>\$</b>	<b>10,160,000</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	
<b>PROGRAM OPERATING COST</b>				<b>9,297,169</b>		<b>8,468,112</b>		<b>7,803,305</b>											
<b>TOTAL ESTIMATED PROGRAM DEMANDS</b>	<b>\$</b>	<b>102,997,119</b>	<b>\$</b>	<b>109,972,312</b>	<b>\$</b>	<b>100,107,305</b>	<b>\$</b>	<b>92,393,174</b>	<b>\$</b>	<b>86,415,336</b>	<b>\$</b>	<b>80,824,264</b>	<b>\$</b>	<b>75,594,934</b>	<b>\$</b>	<b>70,703,941</b>	<b>\$</b>	<b>66,129,396</b>	
Estimated Operating Expenditures (Admin cost)				\$	13,531,189	\$	13,840,136	\$	14,088,866	\$	16,304,678	\$	15,249,765	\$	14,263,105	\$	13,340,282	\$	12,477,166
Capital Improvement Fund Expenditures	\$	6,959,676																	
<b>TOTAL ESTIMATED SPENDING</b>	<b>\$</b>	<b>116,528,308</b>	<b>\$</b>	<b>123,812,448</b>	<b>\$</b>	<b>114,196,171</b>	<b>\$</b>	<b>108,697,852</b>	<b>\$</b>	<b>101,665,101</b>	<b>\$</b>	<b>95,087,369</b>	<b>\$</b>	<b>88,935,216</b>	<b>\$</b>	<b>83,181,108</b>	<b>\$</b>	<b>77,799,290</b>	
<b>TOTAL ESTIMATED SPENDING IN EXCESS OF REVENUES</b>	<b>\$</b>	<b>37,329,489</b>	<b>\$</b>	<b>41,222,157</b>	<b>\$</b>	<b>38,340,563</b>	<b>\$</b>	<b>37,223,625</b>	<b>\$</b>	<b>32,938,294</b>	<b>\$</b>	<b>29,753,490</b>	<b>\$</b>	<b>25,790,010</b>	<b>\$</b>	<b>22,122,064</b>	<b>\$</b>	<b>18,729,093</b>	
<b>PROJECTED ENDING FUND BALANCE</b>	<b>\$</b>	<b>338,683,806</b>	<b>\$</b>	<b>297,461,649</b>	<b>\$</b>	<b>259,121,086</b>	<b>\$</b>	<b>221,897,461</b>	<b>\$</b>	<b>188,959,167</b>	<b>\$</b>	<b>159,205,676</b>	<b>\$</b>	<b>133,415,666</b>	<b>\$</b>	<b>111,293,602</b>	<b>\$</b>	<b>92,564,509</b>	
<b>Reserve - Organizations Approved Budget</b>	<b>\$</b>	<b>29,132,077</b>	<b>\$</b>	<b>61,906,224</b>	<b>\$</b>	<b>57,098,086</b>	<b>\$</b>	<b>54,348,926</b>	<b>\$</b>	<b>50,832,550</b>	<b>\$</b>	<b>47,543,684</b>	<b>\$</b>	<b>44,467,608</b>	<b>\$</b>	<b>41,590,554</b>	<b>\$</b>	<b>38,899,645</b>	
<b>PROJECTED AVAILABLE ENDING FUND BALANCE</b>	<b>\$</b>	<b>309,551,729</b>	<b>\$</b>	<b>235,555,425</b>	<b>\$</b>	<b>202,023,000</b>	<b>\$</b>	<b>167,548,535</b>	<b>\$</b>	<b>138,126,616</b>	<b>\$</b>	<b>111,661,992</b>	<b>\$</b>	<b>88,948,058</b>	<b>\$</b>	<b>69,703,048</b>	<b>\$</b>	<b>53,664,864</b>	

**Assumptions:**

- a) The annual rate of decline for Total Estimated Spending, beginning with FY 2023-24 through FY 2027-28, is approximately 6.47%.
- b) Projected interest earnings starting FY 2020-21 is 0.2%
- c) Reserve assumes 25% of the total FY 2019-20 actual budget and 50% of the total budget effective FY 2020-21 through FY 2027-28.
- d) Internal Adjustment in Response to Proposition 56 Trend is 2% for FY 2020-21 and 1% for remaining years, based on recent trends.
- e) 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%.
- f) Revenue estimates are based on projections provided in May 2020 by F5CA and CDTFA.
- g) Other Revenue includes: F5CA Revenue (Impact, Dual Language, F5CA Home Visit Coordination Project) and FY 2020-21 includes (Impact, Hubs, SMiF, ACEs, F5CA).
- h) Starting FY 2025-26, there is a 3% decline in Prop 10 revenue.
- i) Emerging Opportunities resources are included for FY 2021-22 for \$1.5M per year through FY 2027-28.

# FY 2021-22 Budget and Long-Term Financial Plan

Special Meeting of the  
Board of Commissioners –  
Budget & Finance and Executive  
Committees

May 6, 2021



# Objectives

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- 1) Highlights
- 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, Adjustments and Results
- 8) Next Steps

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# Highlights

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- 1) Continued eye toward long-term sustainability
  - Restricted Board approved non-Proposition 10 funding will offset expenditures (\$5.1 M)
- 2) Continuing to work through a global pandemic (as the infections begin to wane)
- 3) Changes to the Budget Framework
  - Organized to align with the Adapted Organizational Structure, compared to FY 20-21
  - Moving toward greater alignment with the 2020-2028 SP

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# Highlights

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- 4) Activities sunseting consistent with terms
- 5) FTE cap has been reduced in alignment with November 2020's Adapted Organizational Structure
  - From 148 FTEs to 120 FTEs
- 6) Process & Touchpoint Integration
  - Work planning development

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# Budget Components

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## Components of the FY 2021-22 Budget

### 1. Strategic Plan

a) Center for Child & Family Impact

b) Offices

### 2. Legacy Investments

### 3. Emerging Opportunities

### 4. Internal Operations (Operating Budget)

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# FY 2021-22 Budget Summary

Budget Component	FY 2020-21 Budget		Proposed FY 2021-22 Budget	Variance	
	Original	Revised			
<b>Program</b>					
<i>Center for Child &amp; Family Impact Total</i>	84,377,000	87,757,000	77,525,000	(10,232,000)	
<i>Offices Total</i>	10,101,000	9,471,000	10,060,000	589,000	
<i>Other*</i>	828,000	828,000	-	(828,000)	261
<b>Total 2020-2028 Strategic Plan</b>	<b>\$ 95,306,000</b>	<b>\$ 98,056,000</b>	<b>\$ 87,585,000</b>	<b>\$ (10,471,000)</b>	<b>-10.7%</b>
<i>Legacy Investments</i>	3,153,000	3,233,200	3,219,000	(14,200)	
<i>Emerging Opportunities</i>	3,000,000	215,000	1,500,000	1,285,000	
<b>Total Program</b>	<b>\$ 101,459,000</b>	<b>\$ 101,504,200</b>	<b>\$ 92,304,000</b>	<b>(9,200,200)</b>	<b>-9.1%</b>
<b>Operating</b> (includes COE, OESL and Pgm Ops)	22,797,493	22,308,248	21,892,171	(416,077)	-1.9%
<b>TOTAL BUDGET</b>	<b>\$ 124,256,493</b>	<b>\$ 123,812,448</b>	<b>\$ 114,196,171</b>	<b>\$ (9,616,277)</b>	<b>-7.8%</b>

\* Represents projects that expired in FY 20-21 or whose certain activities (not entire projects) were included in a different budget for FY 21-22

\*\* Reflect new structure and work compared to FY 20-21 Departments; as such, year to year comparison will not be exact

- Net decrease of \$9,616,277 or 7.8%
- Net decrease of \$9.2 million (9.1%) in total programs budget
- Net decrease of \$416,000 (1.9%) in Operating costs
- \$1.5 million in Emerging Opportunity resources
- Total budget will be offset by \$5.1 million in external revenues

# Center for Child & Family Impact

Budget Component	Proposed FY 2021-22 Budget
<b>Program</b>	
<i>Center for Child &amp; Family Impact</i>	
Family Supports	\$ 40,261,000
Communities	17,759,000
Early Care & Education Systems	12,964,000
Health Systems	5,846,000
Center Support**	695,000
<i>CCFI Total</i>	<b>77,525,000</b>

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# Offices

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Budget Component	Proposed FY 2021-22 Budget
<b>Program</b>	
<i>Offices</i>	
Office of Government Affairs & Public Policy**	3,069,000
Office of Communications	4,614,000
Office of Data for Action**	2,377,000
<i>Offices Total</i>	10,060,000

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# Legacy Investments

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Two (2) remaining investments.

Investments continuing in FY 2021-22 include:

- Baby Friendly Hospitals – Cycle 4
- Little by Little/One Step Ahead

*Total proposed FY 2021-22 budget: \$3.2 million*

# Internal Operations (Operating Budget)

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Estimates were informed by:

- Historical spending trends
- Contracts with existing and prospective grantees/vendors
- Anticipated activities and expenditures
- Timing of expenditures based on the timeline of activities
- Adjustments in response to COVID-19

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# Internal Operations (Operating Budget)

OPERATING COST CATEGORY	FY 2020-21 Budget				Proposed	
	Original		Revised		FY 2021-22 Budget	
Personnel Services	\$ 17,804,695	78%	\$ 17,804,695	80%	\$ 17,304,109	79.0%
Operating Services	2,004,260	9%	1,853,610	8%	1,840,224	8.4%
Consultant Services	1,789,225	8%	1,772,225	8%	1,801,100	8.2%
Professional Services	484,718	2%	477,818	2%	468,623	2.1%
Travel Expenses	326,745	1%	40,550	0%	113,600	0.5%
Professional Development	387,850	2%	359,350	2%	364,515	1.7%
<b>Total Operating Costs</b>	<b>\$ 22,797,493</b>	<b>100%</b>	<b>\$ 22,308,248</b>	<b>100%</b>	<b>\$ 21,892,171</b>	<b>100%</b>

*Please note: Percentages reflected have been rounded to the nearest whole*

- Total overall cost is below the FY 2020-21 budget
- 120 FTE budgeted for a full-year
- Includes a 3.2% merit increase, consistent with prior year

# Administrative Cost Limit

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\$14.1 million or 12.34% of the total proposed FY 2021-22 budget

- Broad (Inclusive) Approach:
  - All costs for administrative teams, including the COO's Center budget and Executive Director's Office budget, as well as 100% of salary/benefit costs for the EVP, Directors and Administrative Assistants
- Increase compared to the FY 20-21 Mid-Year Revised \$13.8 million due to a decline in program costs in proportion to operating costs.
- Estimates adhere to the LTFP recommendations adopted in 2020 to establish a 15% total annual cost cap on Administrative costs.

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# LONG-TERM FINANCIAL PLAN

# LTFP: Overview

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- Purpose of the LTFP: To aid in the Commission's financial stewardship role by providing a framework that shows the long-term implications of funding decisions.
- Our LTFP (plan period FY 2020-2028) is a spending plan – not a multi-year forecast like our former long-term projections. The plan includes: revenue, program commitments and operating expenditures that establish our spending ceilings. The plan also displays our fund balance through FY 27-28.
- The FY 21-22 Proposed Budget is adhering to the ceiling established by the Long-Term Financial Plan and approved by the Board in FY 20-21

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# FY 2021-22 Revenue

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May 2020 CA Department of Tax and Fee Administration (CDTFA) Projected Proposition 10 Revenue for FY 21-22: \$69.5 million

- This represents an increase of \$231,000, compared to the projected revenue included in the Long-Term Financial Plan presented to the Board for approval in July 2020.

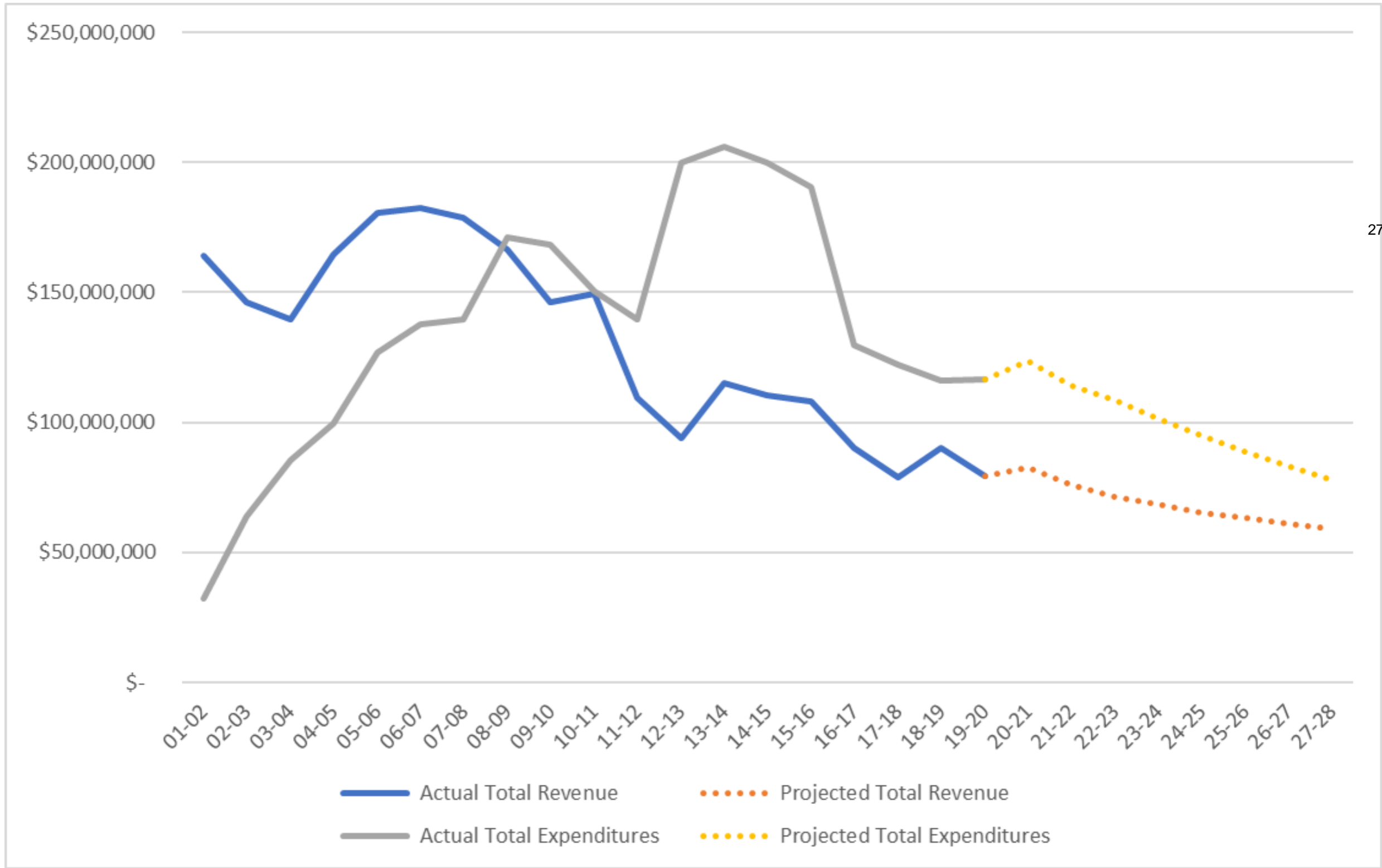
Other revenues for FY 21-22 include:

- Funds from First 5 California to fund work related to the Home Visiting Coordination Project, Dual Language Learner project, IMPACT and QSLA Expansion.
- Interest earnings

*Total Projected Revenue for FY 21-22: \$75,855,608*

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# Revenue & Expenditure Projections



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# LTFP Assumptions

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1. Annual spending limits were approved by the Board in July 2020
  - Program costs represent 85% of total costs on an annual basis
  - Operational costs represent no more than 15% of total costs on an annual basis
  - ❖ Changes to revenue, proposed spending, and/or fund balance must be presented to the Board for review and approval
2. Proposition 10 revenue estimates align with the latest projections provided by F5CA and the CA Department of Tax and Fee Administration (CDTFA).

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# LTFP Assumptions

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3. Other revenue reflects confirmed and projected revenues.
4. The annual rate of decline, beginning with FY 2023-24 through FY 2027-28, is approximately 6.47%
  - This results in a glide path through FY 2027-28
  - Ending Fund Balance is approximately \$53.8M
5. Reserve (Operations) assumes 25% of the total FY 2019-20 budget and 50% of the total budget beginning in FY 2020-21 in accordance with Resolution #2020-05 reviewed and approved by the Board in July 2020

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# Adjustments

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- FY 19-20 Total Estimated Spending was revised to align with actual spending, per the audited financial statements
  - Revised from \$134.1M in estimated spending to \$116.5M in actual expenditures
- FY 20-21 Total Estimated Spending was revised to align with the FY 20-21 Mid-Year revised budget.
  - Revised from \$124.3M in estimated spending to \$123.8M in estimated spending
- FY 21-22 Total Estimated Spending was revised to align with the FY 21-22 Proposed Budget.
  - Revised from the \$116.2M spending cap established in the FY 20-21 LTFP to \$114.1M in estimated spending for FY 21-22

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# Adjustments

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- Revenue estimates were updated to align with projections provided in May 2020 by F5CA and CDTFA.
  - Other revenue estimates are updated to align with updated confirmed and projected revenues
  - Other Revenue includes: First 5 CA
- Internal Adjustment in response to the Proposition 56 revenue trend was revised from a 2% downward adjustment through FY 27-28 to a 2% adjustment for FY 20-21 and a 1% downward adjustment for FY 21-22 through FY 27-28, based on recent trends

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# Adjustment Results

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- Increase in Revenue
- Decrease in expenditures from FY 2020- FY 2022
- Increase in Projected Available Ending FY 27-28 Fund Balance from \$4.2M to \$53.8M

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# NEXT STEPS



# Next Steps

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- **May 6, 2021– Special Meeting of the Board of Commissioners: BFC/Exec Committee**
  - Overview of the Draft FY 2020-21 Budget and Long-Term Financial Plan
- **May 13, 2021– Commission Meeting**
  - Information Item: High-level Overview of the Draft FY 2020-21 Budget and Long-Term Financial Plan
- **May 27, 2021– Special Meeting of the Board of Commissioners: Program & Planning Committee**
  - Overview and discussion of Draft FY 2020-21 Proposed Programmatic Expenses and Long-Term Financial Plan
- **June 10, 2021 – Commission Meeting**
  - Action Item: Final FY 2020-21 Budget and Long-Term Financial Plan presented to the Board for action

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THE END

1<sup>ST</sup>  LA  
**first 5 la**  
Giving kids the best start

## FIRST 5 LA

### **SUBJECT:**

Update on Proposed Award of Contract for the Design-Build of the Capital Improvement Plan (CIP)

### **BACKGROUND:**

The 2020-2028 Strategic Plan provides a pathway to First 5 LA's "North Star" goal that by 2028, all children in Los Angeles County will enter kindergarten ready to succeed in school and life. For First 5 LA to effectively execute its 2020-2028 Strategic Plan, we approached the CIP Project in a way that would strengthen our posture for success by aligning internal structure and business processes with its mission and strategy. This alignment will advance our Strategic Priority #4, which is to "Optimize Our Effectiveness", and Short-Term Marker of Progress #42, which is to Improve the physical space that reflects updated space planning and building maintenance best practices that promote greater team and organization-wide collaboration.

The purpose of our CIP is two-fold: (1) to renovate First 5 LA's physical space to align with the organization's new structure, facilitate collaboration across the organization, and reflect updated space planning best practices; and (2) to prepare our building for the safe reentry to the building when it is safe to return.

First 5 LA owns and occupies its office building located at 750 N. Alameda Street, Los Angeles, California, located on the Union Station campus. The building is three (3) stories with approximately 45,000 square feet of office space. The second and third floors contain offices and cubicle spaces for First 5 LA staff. The first floor contains a Multipurpose Room (MPR) for large meetings, four meeting rooms, storage rooms, and a vacated space previously occupied by a childcare provider.

In June of 2017, the Board of Commissioners established a Capital Improvement Fund (CIF) to make improvements to our facility, elevate the critical and urgent nature of our work. The CIF was comprised of unspent FY 2015/16 Operating Budget funds in the amount of \$3,660,359 and unspent FY 2016/17 Operating Budget funds in the amount of \$3,299,317. The CIF was established as part of the FY 2017/18 budget process, committing a total of \$6,959,676 in funding for capital improvements for the building.

In March 2018, First 5 LA retained MARRS Services, Inc. (MARRS) as the Project Management/Construction Management (PM/CM) consultant to oversee and manage the implementation of the CIP. First 5 LA also retained Klawiter & Associates (KA) to assess the inventory of existing furniture and develop a conceptual interior design on three floors of First 5 LA's occupied space. First 5 LA, also retained IMEG Corporation (IMEG) as the Architectural & Engineering (A&E) firm to perform preliminary architectural and engineering services which include engaging the necessary consultants, engineers and surveyors to assess the site conditions and provide pre-design, preparation of concept designs, schematic design, and prescriptive specification development, as well as preparation of other required documents as directed by First 5 LA.

In July 2018, First 5 LA's Board of Commissioners adopted a Capital Improvement Plan (CIP) to renovate the First 5 LA office building – exterior and interior – to reflect the newly aligned organizational structure and to enhance internal collaboration and work. The number one purpose of this project is to maintain and improve the physical plant, which is a significant First 5 LA asset. The CIP scope included interior office tenant improvements, replacement of existing roofing material, replacement of (3) rooftop air handling units, installation of new solar panels, building and site security and other site improvements including new perimeter fencing, monument signs and site light fixtures. The CIP work included architectural, structural, mechanical, electrical, and plumbing (MEP) and limited civil engineering work for the parking lot area for lighting and general security improvements.

Informed by consultation with the Board's Executive Committee, staff recommended that the CIP be executed in two phases. In June 2020, the Executive Committee endorsed that the CIP will be completed in a phased approach.

Phase 1 will cover the more immediate needs including preparing the building for safe staff re-entry to the office. In addition to these re-entry projects, we will also be addressing work for our foundational needs that were called out in our building assessment. This will include addressing some of our heating and boiler needs, adding solar and the structural roof support, replacement of HVAC, reroofing, AV upgrades on for the Multi-purpose room (MPR) and adjacent Commissioner's Conference Room on the first floor, etc.

Capital Improvement Plan Phase 2 work will be more of an informed approach once more is known on how to best address our building lay-out and management practices to fit the expectation of a safe and healthy environment post- COVID.

At the March 2021 Board of Commissioners meeting, staff provided a detailed presentation on what had been accomplished to date for the CIP Project, the phased approach and the next steps in the project.

**DISCUSSION:**

For this meeting, staff will highlight our progress to date and walk the Board through the 2-step procurement process that includes the RFQ (Request for Qualifications) followed by an RFP (Request for Proposal) that will lead to the selection and approval of the Design Build/General Contractor who will perform the construction work. The 2-step procurement process was a recommendation by Legal to ensure First 5 LA received the most qualified applicants to perform the construction work. The first step of the procurement process (RFQ) was completed in March 2021 which shortlisted 5 potential Design Builders who are qualified to bid on the project. Staff is currently working on the second step of the procurement process (RFP), which entails receiving and evaluating the bids/proposals received from the shortlisted firms. Staff will use a selection committee composed of subject matter experts, using industry criteria to make a recommendation for selection. After selecting the bidder with the best qualified score, staff will be returning to the Board meeting in June 2021, to bring the results as an information item, and will return to the Board of Commissioners meeting in July 2021 for action.

**NEXT STEPS:**

Our current timeline projects our return to the Board for another update in as information only and Action to approve the contract for the Design Builder/General Contractor in July 2021 with the goal of starting the construction process as early as August 2021.