

INTER-AGENCY COUNCIL ON CHILD ABUSE AND NEGLECT

County of Los Angeles



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Executive Director

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MARY C. WICKHAM
County Counsel

September 18, 2018

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, CA 90012

ADOPTED

BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

14 September 18, 2018

CELIA ZAVALA
ACTING EXECUTIVE OFFICER

Dear Supervisors:

REQUEST TO APPROVE A CONTRACT WITH RAISE A CHILD FOR A RECRUITMENT AND RETENTION PROGRAM FOR FOSTER/RESOURCE PARENTS (ALL SUPERVISORIAL DISTRICTS) (3 VOTES)

SUBJECT

The Inter-Agency Council On Child Abuse and Neglect (ICAN) requests the Board's approval of a Contract with RaiseAChild (RAC) for its Customer Relationship Management (CRM) model for the recruitment and retention of loving families for foster children.

IT IS RECOMMENDED THAT THE BOARD:

1. Delegate authority to the Director of the Department of Children and Family Services (DCFS), or his designee, to execute a contract with RaiseAChild for Specialized Recruitment and Retention Model for foster/resource parents for foster youth. The Annual Contract Amount will be \$25,000, financed using 100 percent County Children's Trust Fund (AB 2994) funds. The term of the contract will be for two years with a County option to extend for two additional one-year periods. Funding is anticipated to be available in the County Children's Trust Fund for Fiscal Year 2018-2019 and for subsequent contract years. The Board and the Chief Executive Office (CEO) will be notified within 10 days of the execution of the contract.



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2. Delegate authority to the DCFS Director, or his designee, to execute amendments to the above contract to change terms and conditions, if necessary, to accommodate unanticipated changes in service needs and to increase or decrease the contract amount not to exceed 10 percent of the annual contract amount. Approval from County Counsel will be obtained prior to executing such amendments, and the Director will notify the Board and the CEO in writing within 10 business days after execution.
3. Delegate authority to the Director of DCFS, or his designee, to exercise the County's options to extend the contract by written notice provided that: (a) sufficient funding is available; (b) prior County Counsel approval is obtained; and (c) the Director of DCFS notifies the Board and the CEO in writing, within 10 working days of execution.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

There continues to be a growing foster care crisis across the country and especially in Los Angeles County. According to PEW Charitable Trusts, young people in foster care face bleak futures if they remain in and ultimately age out of the foster care system: 75% will not graduate from high school or earn a GED; more than 50% will experience homelessness; and nearly 30% will become incarcerated. DCFS receives thousands of calls each month for children at risk of abuse and there are not enough foster homes - especially those homes willing to accept children with specific health needs, sibling groups and older children - for placement of those youth who require placement in out-of-home care.

The RAC's mission is "building loving families for foster children™." Since its inception in 2011, RAC has recruited more than 1,800 prospective foster/adoptive resource parents and weekend hosts for its agency partners in Los Angeles County and another 1,700 prospects nationally.

The RAC's resource parent recruitment efforts have been enormously successful. However, currently, with over 3,500 prospective resource parental units (singles or couples) in its database, the personalized efforts of the Parent Advocate Program are limited by funding and its two-person staff. The overburdened caseloads of RAC's FFA partners also makes it difficult to keep up with the numbers of prospective resource parents RAC forwards to the FFAs for the next step in the process.



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The RAC has built a foundation to incorporate CRM into its daily business practices. CRM is an integrated and automated approach to identifying, acquiring and retaining customers. The primary goal of CRM is to improve long-term retention and growth through a better understanding of customer behavior by enabling more effective feedback.

The RAC CRM Project Manager and Parent Advocate Program staff will closely monitor and track the number of prospective resource parents that participate in the CRM system. RAC and its collaborative team will test and explore a variety of methods and best practices to engage resource parents through electronic communications and messaging to maximize individual relationships specific to each resource parent. Analyzing information from the existing pool of possible resource parents will allow RAC to strategically maximize returns.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The recommended program services are consistent with the principles of the Countywide Strategic Plan Strategy III.2, Embrace Digital Government for the Benefit of Our Internal Customers and Communities. Objective III.2.3, Prioritize and Implement Technology Initiatives That Enhance Service Delivery and Increase Efficiency. RAC's computerized system for the recruitment and retention of foster/resource parents implements a technological enhancement that increases efficiency and supports a more advanced methodology in the resource parent recruitment efforts engaged in by the County.

Strategy III.4, Engage and Share Information with Our Customers, Communities and Partners. Objective III.4.1, Solicit ongoing Customer Feedback. An important component of RAC's system is to obtain feedback from potential resource parents on their experiences with the recruitment and retention process and the goal is to make refinements and enhancements to this system based on the feedback received.

Further, this program is consistent with Strategy I.2, Enhance Our Delivery of Comprehensive Interventions. It provides collaboration and coordination across multiple systems and agencies, builds trusting relationships between resource parents and the County and ensures these parents can access needed information and support throughout the entire recruitment process.



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FISCAL IMPACT/FINANCING

The annual contract amount for the RaiseAChild is \$25,000, and the aggregate maximum amount will be \$50,000, using 100 percent AB 2994 funds. Funding is anticipated to be available in the County Children's Trust Fund for subsequent contract years.

There is no fiscal impact to the County. AB 2994 funds stem from birth certificate surcharge funds deposited into the County Children's Trust Fund. The DCFS Finance Section has assured ICAN that sufficient funds remain with the Children's Trust Fund to fund this program for two-years.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

In 1982, the Governor of California signed into law two bills aimed at preventing and treating child abuse and neglect. The first bill, Assembly Bill (AB)1733/Papan (Chapter 1398, Statutes of 1982), authorized the allocation of state funding to counties for child abuse prevention and intervention services offered by public and private, non-profit agencies.

The second law, AB 2994/Imbrecht (Chapter 1399, Statutes of 1982), established a County Children's Trust Fund for the purpose of funding child abuse and neglect prevention and intervention programs operated by private, nonprofit organizations. AB 2994 requires that \$4.00 of any fee for a certified copy of a birth certificate shall be paid to a County Children's Trust Fund.

Both of these laws provide that a designated multi-disciplinary child abuse council in each County develop and recommend funding priorities to the Board of Supervisors. In Los Angeles County, ICAN is the designated child abuse council.

CONTRACT PROCESS

ICAN engaged in a lengthy process to review and evaluate the proposal for this program. ICAN formed a special Ad Hoc Group comprised of members of numerous County and City agencies including the Department of Children and Family Services, District Attorney, Los Angeles Sheriff's Department, Probation Department, Department of Public Social Services, Department of Mental Health, the Los Angeles County Internal Services Department and the Los Angeles City Attorney's Office. Ad Hoc participants completed a uniform scoring document which was reviewed by ICAN and showed that the group fully endorsed the funding of this program.



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ICAN is responsible for making recommendations to select non-profit community based agencies that receive funding through AB 2994; and DCFS is responsible for administering the contracts between the County and the private non-profit community based agencies providing specialized services using funds from the County's Children's Trust Fund.

Upon the Board's approval, ICAN and DCFS will develop the Statement of Work (SOW) and the Contract. A Board Notice will be submitted to the Board once the SOW has been finalized and contract is executed.

IMPACT ON CURRENT SERVICES

RAC's unique and innovative technology to recruit, educate and nurture supportive relationships with all prospective resource parents enhances the County's ability to meet the critical need to identify and support potential foster/resource parents. The severe shortage of foster homes further victimizes children who have already experienced abuse or neglect as they bounce from one form of housing to another.

CONCLUSION

Upon approval by the Board of Supervisors, it is requested that the Executive Officer/ Clerk of the Board send an adopted stamped copy of the Board letter and attachments to:

County of Los Angeles
Inter-Agency Council on Child Abuse and Neglect
Attention: Deanne Tilton
4024 N. Durfee Avenue
El Monte, CA 91732



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DEANNE TILTON DURFEE
Executive Director

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "Deanne Tilton Durfee".

Deanne Tilton Durfee, Doc.hc
Executive Director
Inter-Agency Council on Child Abuse and Neglect (ICAN)

DTD:es

Attachment

c: Sheriff Jim McDonnell, ICAN Co-Chairperson
District Attorney Jackie Lacey, ICAN Co-Chairperson
Sachi Hamai, Chief Executive Officer (CEO)
Bobby Cagle, Director, DCFS
Children's Board Deputies
Mary Wickham, County Counsel
Lori Glasgow, Executive Officer, Board of Supervisors



ATTACHMENT I

THE RAISE A CHILD RECRUITMENT AND RETENTION PROGRAM

FOR FOSTER/RESOURCE PARENTS

PROPOSAL AND BUDGET



Proposal to the Children's Trust Fund (AB 2994)

Organizational Overview

The mission of Raise A Child Inc. is “building loving families for foster children™.” The organization is an independent 501 (c) 3 and the nationwide leader in the recruitment and support of LGBT and all prospective parents interested in building families through fostering and adoption to meet the needs of the 425,000 children in the foster care system. Based in Los Angeles, RaiseAChild recruits, educates, and nurtures supportive relationships equally with all prospective resource parents while partnering with foster family agencies (FFAs) to improve the process of advancing foster children to safe, loving and permanent homes. Since its inception in 2011, RaiseAChild has recruited more than 1,800 prospective foster/adoptive resource parents and weekend hosts for its agency partners in L.A. County and another 1,700 prospects nationally.

RaiseAChild manages three signature programs. First, the nonprofit works contractually with twelve foster/adoption agency partners to create, produce, and manage multimedia advertising and outreach campaigns that promote family building to a broad spectrum of prospective foster and adoptive parents. Using radio, television, social media, and street-light banners, campaigns are scheduled twice a year throughout Southern California. The annual May/June campaign season coincides with National Foster Care Month, Mother's Day, Father's Day, and Gay Pride Month. The organization's largest annual campaign takes place in November/December during National Adoption Month and the holiday season. Second, RaiseAChild produces effective foster/adoption informational programs for its agency partners to educate and motivate prospective foster and adoptive parents. These interactive events follow the outreach campaigns in an effort to personally introduce prospective parents to partner agency staff and encourage the attendees to take the steps needed to become approved foster and adoptive parents. Third, is the innovative RaiseAChild Parent Advocate Program, which combines the personalized attention of a mentor with the technological support of a cloud-based case management system that tracks and facilitates the progress of all identified prospective resource parents.

At the time RaiseAChild was founded, the Los Angeles County Department of Children and Family Services and many local FFAs reported retention rates of moving interested prospective foster and adoptive parents from inquiry to approval at about 5%. However, through the RaiseAChild Parent Advocate Program, the organization's retention success rate has grown beyond 20%.

RaiseAChild's social media and marketing efforts also continue to expand and improve. The organization is now in its fourth year of a partnership with the Huffington Post to feature positive foster and adoption stories in an on-going series, called "Let Love Define Family®."

RaiseAChild estimates that upwards of 300 individuals currently visit the website after reading each featured series story with 10% of them signing up for more information.

Statement of Need (Problem Statement)

There continues to be a growing foster care crisis across the country and especially in Los Angeles County. Victims of a severe shortage of foster homes, children who have already experienced abuse or neglect, unfortunately experience further trauma while bouncing between various forms of housing.

Given that foster care continues to be the fate of so many children, it is not surprising that it negatively impacts their ability to function as adults. According to PEW Charitable Trusts, young people in foster care face bleak futures if they remain in and ultimately age out of that system: 75% will not graduate from high school or earn a GED; more than 50% will experience homelessness; and nearly 30% will become incarcerated.

In Los Angeles County alone, July 2017 reports show more than 17,900 foster children in out-of-home care at a huge cost to taxpayers, society, and especially to the children themselves. Each month, DCFS receives in excess of ten thousand calls for children at risk of severe neglect, caretaker absence/incapacity, emotional abuse, sexual and physical abuse, and exploitation. These numbers are compounded by the lack of foster homes, especially those homes willing to accept children with specific health needs, sibling groups, and older children. Separately, there is an alarming national downward trend in the retention rate for prospective resource parents. Navigating the various processes - spending nine to 18 months on average to complete the inquiry, orientation, preparation classes and home study requirements - can derail even the most determined individual/couple.

RaiseAChild's resource parent recruitment efforts have been enormously successful. However, today, with more than 3,500 prospective resource parental units (singles or couples) in its database, the personalized efforts of the Parent Advocate Program is limited by funding and its two-person staff. The overburdened caseloads of RaiseAChild's FFA partners, also makes it difficult to keep up with the numbers of prospective resource parents this organization forwards to the FFAs for the next step in the process. Most importantly, the complaint that RaiseAChild has learned from well-intentioned resource parents at the critical initial dialogue and subsequent communication phase, is they feel powerless and uninformed within a system that lacks transparency and smart communications. Although RaiseAChild's Parent Advocate software program and database is comprehensive for its own organizational needs, it is singular in design. The organization is determined to reduce the number of children in foster care, by designing improved methods of communication and support services to the prospective resource parents. Therefore, the aim is to learn from the business sector whose very success relies on keeping the lines of communications open, ongoing and fully accessible to all its constituents.

Goals and Objectives

The overarching goals and objectives of RaiseAChild's mission and all of its programs is to improve upon the safety and well-being of children and families. This RaiseAChild Customer Relationship Management (CRM) program is poised to:

1. Increase retention rates of prospective resource parents by improving communications.
2. Improve the resource approval process by gathering and sharing data and survey results with agency partners.
3. Explore new methods of child-specific recruitment.

In addition, by refining the resource parent recruitment process, RaiseAChild will be in a position to:

- A. Improve its recruitment campaign efficiencies.
- B. Provide the FFAs with feedback on their own processes.
- C. Gain valuable insight as to the reason(s) where and why prospective resource parents opt out of the approval process.

Program Description

• Service Delivery Model

In order to keep each prospective resource family that enters the organization's system better informed, encouraged and empowered during the arduous process of fostering/adoption, RaiseAChild has built a foundation to incorporate CRM into its daily business practices. CRM is an integrated and automated approach to identifying, acquiring and retaining customers. It captures all interactions a company has with its customers to provide insight into and improve the customer relationship. The primary goal of CRM is to improve long-term retention and growth through a better understanding of customer behavior by enabling more effective feedback.

Working together with several experts in the CRM field, RAC has begun an initial stage of research to apply this methodology in the following ways:

- Optikal (www.Optikal.com), a specialized digital marketing and creative agency based in the 2nd Supervisorial District, is working to research, identify and implement the most appropriate CRM software for this effort and custom tailor it specifically for the organization's needs. In turn, Optikal will be primarily responsible to build and program the cloud-based software system for RaiseAChild. This includes developing the timing for strategically spaced automated communications at various points in the foster/adoption process, e.g. once a prospective parent signs up for an orientation, attends the orientation, reminders about other events, congratulations note once they sign on to take the next step, after signing up for and taking classes, etc. (see attached pages 8 & 9) Optikal will also offer suggestions regarding what data to store including, but not limited to contact details – email id, physical address, phone number, preferred mode of contact and information on how the prospective resource parent was acquired – Google search/social media, campaign, event. This data will mainly be

used for personalization of each communication and the results will be shared with the organization's agency partners.

- Propper Daley (www.PropperDaley.com), an organization that creates and implements holistic strategies to drive measurable social impact, also based in the 2nd Supervisorial District, will develop effective wording for each of these strategically timed communications. This consultant agency will also collaborate with RaiseAChild staff to create a series of engaging surveys that, once completed within the CRM program, will provide greater insight into common areas in the resource family approval process at which prospects are most at risk to drop out.
- Patricia Lester, MD, of the Nathanson Family Professor of Psychiatry, Director of the Division of Population Behavioral Health, Director of UCLA Nathanson Family Resilience Center, and Co-Director of UCLA CARES (Child Anxiety Resilience Education & Support) Center, and her team at UCLA will collaborate in this program to:
 - 1) Generate registration demographics/user filters
 - 2) Identify/develop tools/videos to resource the app (including the integration of videos/tools from their library of parenting/family work for foster families), as well as materials from vetted resources (like mindfulness tools).
 - 3) Review to suggest any additional/changes in metrics as improvements to the CRM product
 - 4) Consider user experience/graphics/etc. to be sensitive to ethnicity and language.

In addition, to assist in augmenting the arduous foster/adoption process, RaiseAChild has begun to develop an accelerated post campaign effort which includes the 'meet and greet,' orientation, Live Scan (finger printing) and health screening all on the same day. The standard methodology, which spaces out each necessary encounter, has been slow at best and is a frequent drop out point in the process. While the roll out of this new effort has just begun, in the short term it has provided RaiseAChild with significantly better results than with the previous traditional approach.

- **How Programming Adheres to the AB2994 criteria**

Once the survey and messaging results is obtained, it will afford the RaiseAChild Parent Advocate staff greater efficiencies in managing its thousands of prospective parents and enable them to provide more one on one attention. By making system-wide improvements prior to drop out, RaiseAChild will be able to increase and improve its retention success rates for potential parents who will be able to improve upon the safety and well-being of the children ultimately in their care.

- **Target Population**

Any individual and/or couple interested in providing a safe and loving home to one of the 34,000 foster children in Los Angeles County who comes to RaiseAChild through its

multi-media campaigns, website, or interactive events, will be a candidate to participate in the new Customer Response Management Program. The plan to utilize this cloud-based software program will improve the retention of prospective resource parents through the various stages of the training and approval process.

- **Program Eligibility Criteria**

As of today, RaiseAChild has files on more than 3,500 prospective resource parents in its database, who will initially participate in this new program. As the organization's campaigns and outreach efforts continue throughout the grant period, a minimum of 360 new prospects in Los Angeles County are anticipated to be added to this program.

- **Timeline**

This effort will be conducted in five distinct phases:

Research & Design – Months 1 through 4 will be dedicated to a full landscape assessment, focus group research, and the overall strategic design of the software program design in collaborative meetings between RaiseAChild, Proper Daley, Optikal, and Dr. Lester's team at UCLA.

Development – In months 5 through 9, programmers from Optikal and UCLA will work to build the beta software program model.

Transfer & Test – In months 10 and 11, Optikal and the RaiseAChild Parent Advocate team will be responsible for the transfer of existing data files from current systems to the new CRM system as Optikal also programs necessary updates to the RaiseAChild website. RaiseAChild staff will begin to utilize the CRM system with its 3,500 names in its database.

Implementation & Evaluation – Months 12 through 16 will see the complete collaborative group evaluate the new system and analyze its generated reports.

Roll-Out – Months 17 through 24 will be dedicated to a measured roll-out, integration, or sharing of the cloud-based software program between RaiseAChild and its more than 11 agency partners across Los Angeles County including the Department of Children and Family Services. In months 18-20, Optikal and RaiseAChild staff will collect and analyze data to provide metrics for the first roll-out to its 3,500 names in its database.

Program Evaluation

The RaiseAChild CRM Project Manager and Parent Advocate Program staff will closely monitor and track the number of prospective resource parents that participate in our CRM system starting with engagement details, which are essential and affords RaiseAChild the opportunity to further customize each interaction and later, test new methods of child specific recruitment. With this program, RaiseAChild and its collaborative team will test and explore a variety of methods and

best practices to best engage resource parents through electronic communications and messaging to build upon and maximize individual relationships specific to each resource parent.

Analyzing information from our existing pool of possible resource parents will allow RaiseAChild to identify our best current prospects and allocate staff resources strategically to maximize returns. Once we know the who, when, where and how of our prospects, we will be able to personalize communications and offer more individualized customer service which in turn will strengthen our relationships and increase retention rates.

Program Sustainability Plan

While the first year of development for the RaiseAChild CRM Program shows significant start-up costs, the following years show reduced projected expenses for the program. By year three, as the program is rolled out to a growing list of RaiseAChild partnering agencies, their annual sponsorship of RaiseAChild services will include and cover the complete expense of this project.

Budget Summary

This cost effective two-year budget includes a percentage of time for three staff: the Executive Director, a Parent Advocate staff member and a Project Director, who will be identified and hired within several months of the grant notification. It also includes consulting fees for the two expert and vetted vendors and monthly software fees associated with maintaining and sharing the CRM software and results. The third expert collaborative partner, Patricia Lester, M.D. and her staff at UCLA, have agreed to provide pro bono services for this project. In addition, the budget indicates other sources of funding, including foundation support and earned income from partner agencies.

Detailed Budget

Attached as page 10.

Budget Narrative Justification

- Personnel

The percentage of time for both the Executive Director and Parent Advocate will remain constant for the two-year grant; however, in Year II, both of these staff will receive a slight salary increase. In Year I, the program activities will begin shortly before the Project Director comes on board. There is a slight increase planned for this salary line in Year II when he/she will have worked for the entire year.

- Other Costs

In Year I, the start-up costs for both Optikal and Propper Daley are based on each organization's anticipated consulting fees, and are expected to decrease significantly in Year II. In Year I, RaiseAChild will begin to convert its cloud-based data system from

DonorView to Salesforce, another cloud-based software program with special abilities to be integrated with the planned RaiseAChild CRM platform.

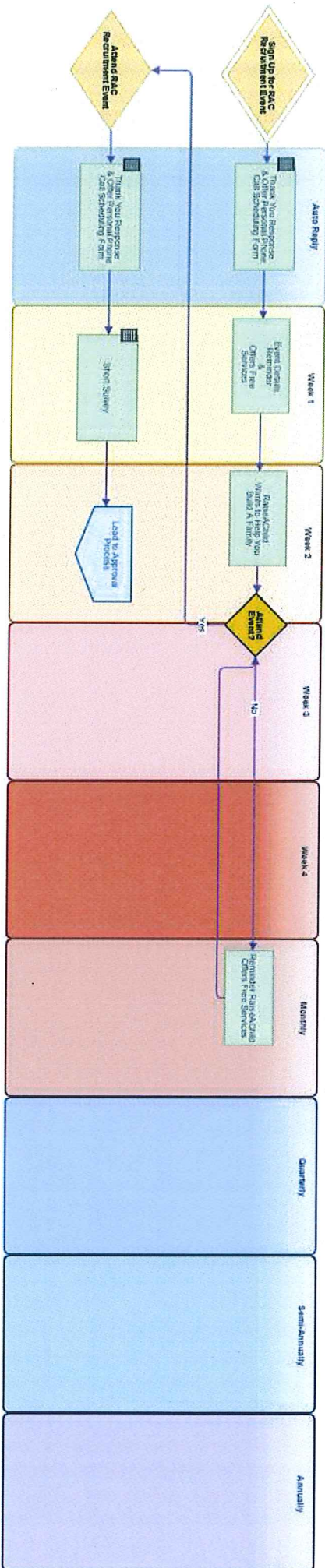
- Other Sources of Funding

In Year I, our 10 percent match will come from a \$75,000 grant award just received from the Annenberg Foundation. The balance of the program budget is earmarked from our contractual agreements with RaiseAChild's partner agencies. In Year II, RaiseAChild anticipates the ability to secure additional foundation funding, as well as increased funding from the partner agency fees.

Contact Person and Information

Richard Valenza
C.E.O.
RAISE A CHILD INC.
695 S. Vermont Avenue, Suite S-1201
Los Angeles, CA 90005
323-417-1440 (office)
818-692-2000 (mobile)
rich@raiseachild.org

RaiseAChild - Parent Advocate Automated Communications Decision Tree
Event RSVP



**Project Budget
Raise A Child Inc.**

	Total Project Budget	Request to The CTF	Total Project Budget	Request to The CTF
	2017	2017	2018	2018
	Year 1	Year 1	Year 2	Year 2
Personnel (include Staff Position and FTE)				
Executive Director @ .10%	\$ 4,500		\$ 4,700	
Parent Advocate @ .15%	\$ 6,700		\$ 6,900	
Project Director @ .75%	\$ 33,750	\$ 10,000	\$ 36,000	\$ 10,000
	\$ -	\$ -	\$ -	\$ -
<i>Benefits and Taxes @ 18%</i>	\$ 8,091	\$ -	\$ 8,568	\$ -
Total Personnel	\$ 53,041		\$ 56,168	
Non-Personnel				
<i>Operating Costs</i>				
	\$ -	\$ -	\$ -	\$ -
Total Non-Personnel	\$ -	\$ -	\$ -	\$ -
Direct Costs	\$ 53,041	\$ -	\$ 56,168	\$ -
<i>Indirect Costs @ 5%</i>	\$ 2,652		\$ 2,808	
Total Direct and Indirect	\$ 55,693		\$ 58,976	
Other Costs				
<i>Subcontracts</i>				
Optikal	\$ 28,000	\$ 12,000	\$ 18,000	\$ 12,000
Propper Daley	\$ 13,000		\$ 3,000	
Donorview/Salesforce	\$ 7,500	\$ 3,000	\$ 5,000	\$ 3,000
Total Other Costs	\$ 48,500		\$ 26,000	
Grand Total	\$ 104,193	\$ 25,000	\$ 84,976	\$ 25,000
Other Source of Funding for the Project				
Individual Contribution (Major Gifts)	\$ -		\$ -	
Foundation Grants	\$ 75,000		\$ 50,000	
Government Grants				
Government Contracts	\$ -		\$ -	
Earned Income from Partner Agencies	\$ 4,193		\$ 9,976	
Development/Fundraising Revenues				
Total Sources of Funding for the Project	\$ 79,193		\$ 59,976	

Date prepared:8/24/2017