EXHIBIT A – SCOPE OF WORK

<table>
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<tbody>
<tr>
<td>Agency Name:</td>
<td></td>
<td>Learning for Action</td>
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<tr>
<td>Project Name:</td>
<td></td>
<td>Strategic Planning for First 5 LA</td>
</tr>
<tr>
<td>Project Length:</td>
<td></td>
<td>15.5 months</td>
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</table>

### Objectives
Include who, what, when, where, how and how much for each objective.

### Activities and Subtasks
Indicate the activities and subtasks leading to the fulfillment of the objective. Include benchmarks or milestones in chronological order. Include the appropriate quantity or frequency of the associated activities or subtasks.

<table>
<thead>
<tr>
<th>1. Launch, Finalize Plan and Develop Roles Responsibilities, and Decision-making Authority for Planning Process</th>
<th>1a. LFA/LeadWell team launch meeting</th>
<th>LaFrance (Project Director)</th>
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</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Hildebrand (Senior Project Manager)</td>
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<tr>
<td></td>
<td></td>
<td>Reilinger (Senior Advisor, OD)</td>
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<td></td>
<td></td>
<td>Valentine (Senior Advisor, Strategy)</td>
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<td></td>
<td></td>
<td>Garcia (Senior Planning Associate)</td>
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<tr>
<td></td>
<td></td>
<td>Illing (Research Associate)</td>
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<td></td>
<td><strong>March 15, 2014</strong></td>
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<thead>
<tr>
<th>1b. Preparatory meetings with Drucker team for Key Choices meeting with First Five LA staff and Commissioners</th>
<th>1b. Preparatory meetings with Drucker team for Key Choices meeting with First Five LA staff and Commissioners</th>
<th>LaFrance (Project Director)</th>
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<tbody>
<tr>
<td></td>
<td>Hildebrand (Senior Project Manager)</td>
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<tr>
<td></td>
<td>Garcia (Senior Planning Associate)</td>
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<td></td>
<td><strong>March 17-21, 2014</strong></td>
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<tr>
<th>1c. Participate in and co-facilitate Key Choices meeting with First 5 LA staff and Commissioners</th>
<th>1c. Participate in and co-facilitate Key Choices meeting with First 5 LA staff and Commissioners</th>
<th>Hildebrand (Senior Project Manager)</th>
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<tbody>
<tr>
<td></td>
<td><strong>March 26, 2014</strong></td>
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<thead>
<tr>
<th>1d. Facilitate meeting with Program and Planning Committee</th>
<th>1d. Facilitate meeting with Program and Planning Committee</th>
<th>LaFrance (Project Director)</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td>Hildebrand (Senior Project Manager)</td>
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<tr>
<td></td>
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<td>Garcia (Sr Planning Associate)</td>
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<td><strong>March 27, 2014</strong></td>
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<tr>
<th>1e. Review and make notes on relevant and available First 5 LA documents to prepare for Steering Committee meeting</th>
<th>1e. Review and make notes on relevant and available First 5 LA documents to prepare for Steering Committee meeting</th>
<th>LaFrance (Project Director)</th>
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<tr>
<td></td>
<td></td>
<td>Hildebrand (Senior Project Manager)</td>
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<tr>
<td></td>
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<td><strong>March 31-April4, 2014</strong></td>
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| Include who, what, when, where, how and how much for each objective. | Indicate the activities and subtasks leading to the fulfillment of the objective. Include benchmarks or milestones in chronological order. Include the appropriate quantity or frequency of the associated activities or subtasks. | • Reilinger (Senior Advisor, OD)  
• Valentine (Senior Advisor, Strategy)  
• Garcia (Senior Planning Associate) | March 15-20, 2014 | Draft Roles, Responsibilities and Decision-Making Authority Document (March 20, 2014) |
| 1f. Prepare a draft Roles, Responsibilities, and Decision-Making Authority document for the planning process | • LaFrance (Project Director)  
• Hildebrand (Senior Project Manager) | | | |
| 1g. Prepare for, travel to, facilitate, and take notes at a multi-hour project launch meeting with the First 5 LA Steering Committee | • LaFrance (Project Director)  
• Hildebrand (Senior Project Manager)  
• Reilinger (Senior Advisor, OD)  
• Valentine (Senior Advisor, Strategy)  
• Garcia (Senior Planning Associate)  
• Illing (Research Associate) | March 27, 2014 | Project launch meeting summary (March 31, 2014) |
| 2. Review/Synthesize Available Data and Develop the Planning Framework | 2a. Review and synthesize all L3 and other available data regarding First 5 LA’s strategy, landscape, impact, and finances | • LaFrance (Project Director)  
• Hildebrand (Senior Project Manager)  
• Garcia (Senior Planning Associate) | March 15–25, 2014 | |
| 2b. Conduct up to 8 phone interviews with senior staff, if needed, to solicit input on L3 data and to discuss considerations for the planning process | • LaFrance (Project Director)  
• Hildebrand (Senior Project Manager)  
• Garcia (Senior Planning Associate) | March 26-31, 2014 | |
| 2c. Prepare a summary/synthesis of L3 and all other available data, focusing on elements that are relevant to criteria for prioritizing outcomes and pathways and other implications for | • LaFrance (Project Director)  
• Hildebrand (Senior Project Manager)  
• Garcia (Senior Planning | April 1-5, 2014 | Summary/synthesis of L3 and all other available data (April 5, 2014) |
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| - strategic decision-making | - 2d. Draft a "straw man" strategic planning framework, including decision-making criteria for prioritizing outcomes and pathways as well as funding allocation principles to kickstart conversation with Strategic Planning Work Group | - LaFrance (Project Director)  
- Hildebrand (Senior Project Manager)  
- Reilinger (Senior Advisor, OD)  
- Valentine (Senior Advisor, Strategy)  
- Garcia (Senior Planning Associate)  
- Illing (Research Associate) | April 1-5, 2014 | Strategic Planning Framework Draft (April 5, 2014) |
| - 2e. Meet in person with Strategic Planning Work Group to review the data summary and the "straw man" strategic planning framework (prioritization criteria and funding allocation principles) | - LaFrance (Project Director)  
- Hildebrand (Senior Project Manager)  
- Reilinger (Senior Advisor, OD)  
- Valentine (Senior Advisor, Strategy)  
- Garcia (Senior Planning Associate)  
- Illing (Research Associate) | April 9, 2014 | Meeting summary (April 14, 2014) |
| - 2f. Revise and finalize data summary report based on Strategic Planning Work Group discussion | - Hildebrand (Senior Project Manager)  
- Garcia (Senior Planning Associate)  
- Illing (Research Associate) | April 10-11, 2014 | Finalized Data Summary Report (April 11, 2014) |
| - 2g. Revise strategic planning framework (including draft prioritization criteria and funding allocation principles) based on Strategic Planning Work Group discussion | - LaFrance (Project Director)  
- Hildebrand (Senior Project Manager)  
- Reilinger (Senior Advisor, OD)  
- Valentine (Senior Advisor, Strategy)  
- Garcia (Senior Planning Associate)  
- Illing (Research Associate) | April 10-11, 2014 | Revised Strategic Planning Framework (April 11, 2014) |
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| 2h. Meet in person with Program & Planning Committee to orient them to the process and review and refine the strategic planning framework (including prioritization criteria and funding principles) | • LaFrance (Project Director)  
• Hildebrand (Senior Project Manager)  
• Valentine (Senior Advisor, Strategy)  
• Illing (Research Associate) | April 24, 2014                                                                     | Agenda and materials for Program & Planning Committee meeting (April 11, 2014) |                                                                            |
| 2i. Prepare materials for Commission update, including presentation of proposed strategic planning framework | • LaFrance (Project Director)  
• Hildebrand (Senior Project Manager)  
• Valentine (Senior Advisor, Strategy)  
• Garcia (Senior Planning Associate)  
• Illing (Research Associate) | April 24-25, 2014                                                                 | Commission Update Materials (April 25, 2014) |                                                                            |
| 3a. Meet with Steering Committee to plan agenda for Program & Planning Committee meeting (objectives: interrogate and refine Prioritized Pathways/TOC and discuss vision and mission) | • LaFrance (Project Director)  
• Hildebrand (Senior Project Manager)  
• Reilinger (Senior Advisor, OD)  
• Valentine (Senior Advisor, Strategy)  
• Garcia (Senior Planning Associate)  
• Illing (Research Associate) | April 28-May 1, 2014                                                                | Meeting Summary (May 7, 2014) |                                                                            |
| 3b. Prepare materials and agenda for Program & Planning Committee meeting, including information and a discussion framework for interrogating, refining, and unpacking First 5 LA's "Prioritized Pathway" (using a Theory of Change approach) | • LaFrance (Project Director)  
• Hildebrand (Senior Project Manager)  
• Valentine (Senior Advisor, Strategy)  
• Garcia (Senior Planning Associate)  
• Illing (Research Associate) | May 2-6, 2014                                                                      | Program & Planning Committee Meeting Agenda and Materials (May 6, 2014) |                                                                            |
| 3c. Facilitate and document an in-person, 2 hour Program & Planning Committee session | • LaFrance (Project Director)  
• Hildebrand (Senior Project Manager)  
• Valentine (Senior Advisor, Strategy) | May 19, 2014                                                                       | Session documentation (May 21, 2014) |                                                                            |
## EXHIBIT A – SCOPE OF WORK

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</table>
|                                                                           | 3d. Meet by phone with Steering Committee to debrief Program & Planning Committee meeting | • LaFrance (Project Director)  
• Hildebrand (Senior Project Manager)  
• Reilinger (Senior Advisor, OD)  
• Valentine (Senior Advisor, Strategy)  
• Garcia (Senior Planning Associate)  
• Illing (Research Associate) | May 23-27, 2014 | Meeting Summary (May 31, 2014)                                                  |
|                                                                           | 3e. Prepare recommended revisions to Vision, Mission, and Prioritized Pathways/TOC as needed | • LaFrance (Project Director)  
• Hildebrand (Senior Project Manager)  
• Valentine (Sr. Advisor, Strategy)  
• Garcia (Senior Planning Associate)  
• Illing (Research Associate) | May 28-June 4, 2014 | Revised Vision, Mission, Pathways/TOC (June 4, 2014)                           |
|                                                                           | 3f. Meet by phone with Steering Committee to review revised vision, mission, and Prioritized Pathways/TOC | • LaFrance (Project Director)  
• Hildebrand (Senior Project Manager)  
• Reilinger (Senior Advisor, OD)  
• Valentine (Senior Advisor, Strategy)  
• Garcia (Senior Planning Associate)  
• Illing (Research Associate) | June 5-9, 2014 | Meeting Summary plus agenda and materials for June 23 Program & Planning Committee meeting (June 10, 2014) |
|                                                                           | 3g. Circulate and facilitate conference call to discuss revised vision, mission, and Prioritized Pathways/TOC documents with Program & Planning Committee for feedback and incorporate feedback | • LaFrance (Project Director)  
• Hildebrand (Senior Project Manager)  
• Valentine (Senior Advisor, Strategy)  
• Garcia (Senior Planning Associate)  
• Illing (Research Associate) | June 10-23, 2014 | Meeting Summary and Revised Vision, Mission, Pathways/TOC (June 25, 2014)        |
|                                                                           | 3h. Prepare materials for Commission update, including presentation of revised vision, mission, and Prioritized Pathways/TOC | • LaFrance (Project Director)  
• Hildebrand (Senior Project Manager) | June 25-27, 2014 | Commission Update Materials including Revised TOC                               |
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<td>Indicate Date Due.</td>
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<tr>
<td>3i. Attend, present, and take notes at Commission meeting (includes prep and travel)</td>
<td>- Garcia (Senior Planning Associate)</td>
<td>July 10, 2014</td>
<td>Presentation (June 27, 2014)</td>
<td></td>
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</tbody>
</table>
| 4. Map Program Investments to Prioritized Pathways/TOC and Conduct Program-Level Financial Analysis | 4a. Prepare a draft document that categorizes (organizing principle TBD) First 5 LA's investments (since 2009, focusing on investments slated to continue past 2014) and maps them onto the refined Prioritized Pathways/TOC | - LaFrance (Project Director)  
- Hildebrand (Senior Project Manager)  
- Garcia (Senior Planning Associate)  
| 4b. Meet by phone with Strategic Planning Work Group to discuss draft map of current programs onto the refined Prioritized Pathways/TOC | - LaFrance (Project Director)  
- Hildebrand (Senior Project Manager)  
- Garcia (Senior Planning Associate)  
- Illing (Research Associate) | July 16-20, 2014 | Meeting Summary (July 27, 2014) |
| 4c. Review, analyze, and synthesize program-level financial data to quantify how investments array on the refined Prioritized Pathways/TOC | - Hildebrand (Senior Project Manager)  
- Reilinger (Senior Advisor, OD)  
- Garcia (Senior Planning Associate)  
- Illing (Research Associate) | July 10-23, 2014 |
| 4d. Produce document analyzing the alignment between current programs and revised Pathways/TOC and providing recommendations for program re-alignment | - LaFrance (Project Director)  
- Hildebrand (Senior Project Manager)  
- Reilinger (Senior Advisor, OD)  
- Valentine (Senior Advisor, Strategy)  
- Garcia (Senior Planning Associate) | July 16-23, 2014 | Program Investment Map (July 23, 2014) |
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<td>Indicate start and end period.</td>
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<tr>
<td>4e. Circulate the above with Strategic Planning Work Group for review; produce revised version based on feedback</td>
<td>Hildebrand (Senior Project Manager)</td>
<td>July 24-31, 2014</td>
<td>Revised Program Investment Map (July 31, 2014)</td>
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<td></td>
<td>Garcia (Sr. Planning Associate)</td>
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<td>Ililing (Research Associate)</td>
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<tr>
<td>5a. Summarize and integrate into process and principles developed to date any newly available environmental scan data (data available in June 2014 version of the scan)</td>
<td>Hildebrand (Senior Project Manager)</td>
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<td>Garcia (Sr. Planning Associate)</td>
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<tr>
<td>5b. Prepare a &quot;straw man&quot; strategy (articulating programmatic goals and measurable objectives as well as internal goals and objectives for organizational development) for First Five LA by applying approved prioritization criteria and funding principles</td>
<td>LaFrance (Project Director)</td>
<td>July 15-31, 2014</td>
<td>Draft Strategy Document (July 31, 2014)</td>
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<td></td>
<td>Hildebrand (Senior Project Manager)</td>
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<td>Reilinger (Senior Advisor, OD)</td>
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<td>Garcia (Sr. Planning Associate)</td>
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<tr>
<td>5c. Meet with Steering Committee to review &quot;straw man strategy&quot; and prepare for Program &amp; Planning Committee meeting</td>
<td>LaFrance (Project Director)</td>
<td>August 1-7, 2014</td>
<td>Meeting Summary (August 14, 2014)</td>
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<td></td>
<td>Hildebrand (Senior Project Manager)</td>
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<td>Ililing (Research Associate)</td>
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<tr>
<td>5d. Prepare materials (i.e., agenda and draft strategy) for, facilitate, and document Program &amp; Planning Committee meeting</td>
<td>LaFrance (Project Director)</td>
<td>August 15-28, 2014</td>
<td>Meeting Agenda and Materials (August 15, 2014)</td>
<td></td>
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<tr>
<td></td>
<td>Hildebrand (Senior Project Manager)</td>
<td></td>
<td>Meeting Summary (Sept. 1, 2014)</td>
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<td>Reilinger (Senior Advisor, OD)</td>
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<td>Valentine (Senior Advisor, Strategy)</td>
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| 5e. Meet with Steering Committee to debrief Program & Planning Committee meeting and plan next steps | • LaFrance (Project Director)  
• Hildebrand (Senior Project Manager)  
• Reilinger (Senior Advisor, OD)  
• Valentine (Senior Advisor, Strategy)  
• Garcia (Senior Planning Associate)  
• Illing (Research Associate) | August 28, 2014 | Meeting Summary (August 27, 2014) |
| 5f. Produce final recommendations for programmatic and organizational development goals, objectives, and strategies for Commission review and approval | • LaFrance (Project Director)  
• Hildebrand (Senior Project Manager)  
• Reilinger (Senior Advisor, OD)  
• Valentine (Senior Advisor, Strategy)  
• Garcia (Senior Planning Associate)  
• Illing (Research Associate) | August 29, 2014 | Revised Strategy Document (August 29, 2014) |
| 5g. Prepare materials for Commission update, including presentation of proposed strategies and support staff in having individual conversations with Commissioners in advance of Commission meeting as needed | • Hildebrand (Senior Project Manager)  
• Garcia (Senior Planning Associate)  
• Illing (Research Associate) | August 29, 2014 | Commission Update Materials including Proposed Strategies Presentation (August 29, 2014) |
| 5h. Attend, present, and take notes at Commission meeting | • LaFrance (Project Director)  
• Hildebrand (Senior Project Manager)  
• Valentine (Senior Advisor, Strategy) | September 11, 2014 | Commission Meeting Notes (September 18, 2014) |
| 6. Solicit and Document Public and Stakeholder Input on the Proposed Strategic Direction of First 5 LA | 6a. Facilitate a series of meetings with Strategic Planning Work Group to plan public and stakeholder input sessions | • LaFrance (Project Director)  
• Hildebrand (Senior Project Manager)  
• Valentine (Senior Advisor, Strategy)  
• Garcia (Senior Planning Associate) | August 1-10, 2014 | Meeting Summaries (August 22, 2014) |
| 6b. Plan and coordinate session logistics with First 5 LA staff, including sites, food, and outreach/PR | • Garcia (Senior Planning Associate)  
• Illing (Research Associate) | August 7-21, 2014 | |

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| 6c. Prepare session materials including agenda, supporting documents, and visual presentation | • Hildebrand (Senior Project Manager)  
• Garcia (Senior Planning Associate)  
• Illing (Research Associate) | August 16-31, 2014 | Session Agenda and Materials (September 15, 2014) |
| 6d. Facilitate and document 5 sessions around Los Angeles County | • LaFrance (Project Director)  
• Hildebrand (Senior Project Manager)  
• Garcia (Senior Planning Associate) | September 15-23, 2014 | |
| 6e. Produce session summaries and disseminate to session participants to keep the public and key stakeholders informed in the process | • Hildebrand (Senior Project Manager)  
• Garcia (Senior Planning Associate) | September 23-27, 2014 | Session Summaries (September 27, 2014) |
| 7. Finalize and Approve Strategic Plan, Conduct Financial Modeling | 7a. Plan, facilitate and document Steering Committee meeting to debrief sessions and ensure the LFA team has all necessary guidance on how to incorporate public input into the strategic plan | • LaFrance (Project Director)  
• Hildebrand (Senior Project Manager)  
• Reilinger (Senior Advisor, OD)  
• Valentine (Senior Advisor, Strategy)  
• Garcia (Senior Planning Associate)  
• Illing (Research Associate) | September 31, 2014 | Meeting Summary (October 6, 2014) |
| 7b. Prepare materials for Commission update and prepare staff for Commission meeting | • Hildebrand (Senior Project Manager)  
• Garcia (Senior Planning Associate) | September 24-26, 2014 | Commission Update Materials (September 26, 2014) |
| 7c. Conduct financial modeling of all strategic plan goals and objectives (both programmatic and internal OD) | • Hildebrand (Senior Project Manager)  
• Reilinger (Senior Advisor, OD)  
• Garcia (Sr Planning Associate)  
• Illing (Research Associate) | September 24-October 2, 2014 | |
### EXHIBIT A – SCOPE OF WORK

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<tr>
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<th>Deliverables</th>
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| 7d. Prepare a draft of the full strategic plan document (integrating prioritization criteria, funding allocation principles, Prioritized Pathways/TOC, Building Stronger Families framework operationalization plan, programmatic and internal OD goals and objectives, strategies, and financial model) | • LaFrance (Project Director)  
• Hildebrand (Senior Project Manager)  
• Valentine (Senior Advisor, Strategy)  
• Garcia (Senior Planning Associate)  
• Illing (Research Associate) | October 3-6, 2014 | Revised draft of Strategic Plan Document (October 6, 2014) |
| 7e. Present the first draft of the strategic plan to the Commission | • LaFrance (Project Director)  
• Hildebrand (Senior Project Manager)  
• Valentine (Senior Advisor, Strategy)  
• Garcia (Senior Planning Associate) | October 9, 2014 | Meeting Summary (October 10, 2014) |
| 7f. Revise strategic plan based on Commission feedback | • LaFrance (Project Director)  
• Hildebrand (Senior Project Manager)  
• Garcia (Senior Planning Associate) | October 8-10, 2014 | Final draft of Strategic Plan (October 10, 2014) |
| 7g. Develop agenda and materials for Program & Planning Committee meeting | • Hildebrand (Senior Project Manager)  
• Garcia (Senior Planning Associate) | October 8-10, 2014 | Program & Planning Committee Meeting Materials (October 10, 2014) |
| 7h. Facilitate and document Program & Planning Committee meeting | • LaFrance (Project Director)  
• Hildebrand (Senior Project Manager)  
• Valentine (Senior Advisor, Strategy)  
• Garcia (Senior Planning Associate) | October 22, 2014 | Meeting Summary (October 27, 2014) |
| 7i. Prepare second draft of Strategic Plan and accompanying PPT presentation and deliver, with Program & Planning Committee, to | • LaFrance (Project Director)  
• Hildebrand (Senior Project Manager) | October 29-November 13, 2014 | Strategic Plan PPT Presentation (October 31, 2014) |
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| Commission for approval | • Valentine (Senior Advisor, Strategy)  
• Garcia (Senior Planning Associate) | | | |
| 7j. Make final revisions to plan based on Commission discussion and input | • LaFrance (Project Director)  
• Hildebrand (Senior Project Manager)  
• Garcia (Senior Planning Associate)  
• Illing (Research Associate) | November 14-20, 2014 | Finalized Strategic Plan (November 20, 2014) | |
| 8. Conduct Implementation Planning | 8a. Meet with Strategic Planning Work Group to design implementation planning process, including formation of implementation planning committee(s) and format/content for implementation plan product | • Hildebrand (Senior Project Manager)  
• Garcia (Senior Planning Associate)  
• Illing (Research Associate) | November 21-30, 2014 | Meeting Summary (December 6, 2014) |
| | 8b. Prepare draft implementation planning matrices (tables that specify activities, persons/groups responsible, timeframes, etc. for each programmatic and internal OD Strategic Plan objective) | • Hildebrand (Senior Project Manager)  
• Garcia (Senior Planning Associate)  
• Illing (Research Associate) | December 1-31, 2014 | Draft Implementation Planning Matrices (December 31, 2014) |
| | 8c. Meet with implementation planning committee(s) 3-4 times to refine and complete implementation planning matrices | • LaFrance (Project Director)  
• Hildebrand (Senior Project Manager)  
• Garcia (Senior Planning Associate) | January 1-February 15, 2015 | Meeting Summaries (February 27, 2015) |
| | 8d. Conduct up to 10 interviews with select potential partners (focusing on potential funding partners) to vet strategic plan and explore interest and opportunities for partnership | • LaFrance (Project Director)  
• Hildebrand (Senior Project Manager) | February 16-27, 2015 | Interview Summaries (March 13, 2015) |
| | 8e. Work with financial and operational planning personnel at First 5 LA to align implementation planning materials with financial and operational planning | • Hildebrand (Senior Project Manager)  
• Reilinger (Senior Advisor, OD)  
• Garcia (Senior Planning Associate) | March 1-31, 2015 | |
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| 8f. Finalize all Implementation Planning documents | • LaFrance (Project Director)  
• Hildebrand (Senior Project Manager)  
• Garcia (Senior Planning Associate) | April 1-15, 2015 | Final Draft of Implementation Plan (April 15, 2015) |
| 8g. Meet with Strategic Planning Work Group to review Implementation Plan | • LaFrance (Project Director)  
• Hildebrand (Senior Project Manager)  
• Garcia (Senior Planning Associate) | April 30, 2015 | Meeting Summary (May 4, 2015) |
| 8h. Finalize Implementation Plan | • LaFrance (Project Director)  
• Hildebrand (Senior Project Manager)  
• Garcia (Sr. Planning Associate)  
• Illing (Research Associate) | May 1-31, 2015 | Finalized Implementation Plan (June 15, 2015) |