



2024 IMPLEMENTATION PLAN

Fiscal Years 2024-25
through 2026-27

Updated 8/2024

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Introduction

The 2024-27 Strategic Plan communicates the Commission’s priorities and defines the change it hopes to achieve through its investment of \$44.6 million over the three-year period. Developed with community input and centering racial equity, diversity, inclusion, and cultural responsiveness, the plan includes five priorities and nine goals.

This Implementation Plan is the next phase of the Commission’s Strategic Plan process and serves as a complement to that document. The Implementation Plan outlines the specific strategies to be funded during the next 3-year funding cycle. These strategies are expected to achieve the Commission’s goals and outcomes as outlined in the 2024 Strategic Plan.

First 5 Sacramento Commission Foundational Statements

Vision

Sacramento County will have strong communities where children are safe, healthy and reach their full potential.

Mission

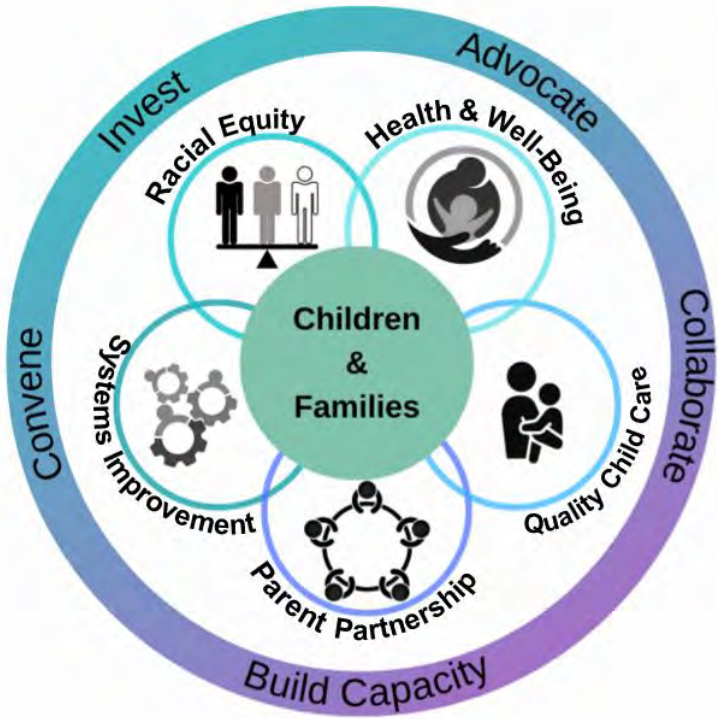
In partnership with parents, caregivers, and their communities, we seek to advance equitable, inclusive, and culturally responsive prevention and early intervention policies, systems, and practices that eliminate racial inequities, promote optimal health and development, and improve the lives of children prenatal through age five and their families.

Foundational Principles

1. Make narrow and deep investments to achieve the greatest impact.
2. Look for opportunities to leverage other dollars to sustain critical services for children and families.
3. Choose strategies that promote prevention, early intervention and community collaboration.
4. Make data informed decisions that address community strengths and needs, build community assets, and prioritize underserved children and families.
5. Focus services on the county's most vulnerable families to reduce disparities in access to equitable, quality services and outcomes.

IMPLEMENTATION PLAN OVERVIEW

In support of its mission, vision, and foundational principles, First 5 Sacramento has prioritized five areas of focus for long-term investment (2024 – 2034) as seen in the conceptual framework below. Children and families are at the center of the framework, informing and touched by all that First 5 does. The five priorities encircle this center, interlocking as an illustration of their interdependence. Around the outside are First 5’s Core Functions: to invest, advocate, convene, collaborate, and build capacity:



Information about planned expenditures and a summary sheet of each priority follow. The summary sheets lists potential indicators that could measure progress in each priority area. Summary sheets detail the strategies, the primary population to be served, the funded partners, and the three-year allocation for each strategy. Each chart ends with the costs for the priority area delineated by expense category.



PLANNED EXPENDITURES

Funding for the three-year Strategic Plan period totals \$44.6 million. This allocation includes expenditures for Administration, Evaluation and Program. Planned expenditures for each Fiscal Year are as follows:

	FY 2024-25	FY 2025-26	FY 2026-27	Total
Administration	\$1,250,558	\$1,250,558	\$1,250,558	\$3,751,673
Evaluation	464,727	464,727	464,727	1,394,180
Program	13,164,746	13,164,746	13,164,746	39,494,148
Total	\$14,880,000	\$14,880,000	\$14,880,000	\$44,640,000

Planned program expenditures for the three-year period by Priority are as follows:

Priority Area	Total Program Expenditures	Percentage of Program Expenditures (\$39,494,148)
P1: Racial Equity	\$5,239,483	13%
P2: Health & Well-Being	\$25,498,817	65%
P3: Quality Child Care	\$1,746,494	4%
P4: Parent Partnership	\$1,047,897	3%
P5: Systems Improvement	\$1,397,195	4%
Program Staffing	\$2,698,373	7%
Program Management*	\$1,081,869	3%
Allocated Costs	\$426,540	1%
Media	\$165,150	<1%
Program Support**	\$192,330	<1%
Total 3-Year Program Expenditures	\$39,494,148	100%

*The Program Management total includes the sum of these costs across all summary charts and the partial cost of salary and benefits for the Executive Director and Media Planner for activities that cross all result areas.

**The Health & Well-Being total includes \$72,330 in MAA fees.

Priorities Summary Sheets

Potential Indicators

Indicators are specific areas of measurable change the Commission aims to impact by funding the particular strategies listed. The indicators will be used to develop Results Based Accountability (RBA) plans to inform programming and measure program effectiveness.

Program Strategies

Each priority has identified program strategies to be implemented to support the achievement of the Commission's desired goals. Based on past programming, current research, community input, and evidenced effectiveness, each strategy listed has been prioritized for funding.

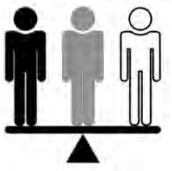
Primary Population

In accordance with the Proposition 10 Children and Families Act, programs and services will be provided to pregnant women, children birth through five years of age, their parents/caregivers and early learning professionals. Some strategies will be geared toward specific, under-resourced populations in Sacramento County. For specific primary population details, refer to each Priority Area summary.

Funded Partner

Requests for Proposals (RFPs) and Requests for Applications (RFAs) for most strategies were released in fall / winter 2023-24 and brought to the Commission for approval in spring 2024. Some systems change work is pending as of August 2024, as noted in the document. The REDI+CR Funding Pathway process will take place in fall 2024 / winter 2025. Following contract negotiations, services began July 1, 2024 for most strategies.





Priority 1: Racial Equity

Potential Indicators

- Knowledge of Commission, staff, and partners/grantees on REDI+CR, including trauma informed practice
- Parent/caregiver contribution to decision making in F5 Sacramento's work
- Number/amount of leveraged committed resources to support underserved/unserved children's wellbeing and development
- Number and characteristics of new partners

Implementation Strategy	Primary Population	Funded Partners	3 – Year Allocation
Strategy 1 – Internal First 5 REDI+CR Work Capacity building, trainings, and education on Racial Equity, Diversity, Inclusion, and Cultural Responsiveness (REDI+CR) and trauma-informed care that will contribute to creating an inclusive, well-informed organization that is better prepared to advance equity throughout our agency.	Commissioners, Staff, Advisory Committee Members.	Pure Jeanius Consulting	\$150,000 3% of Priority 1

Implementation Strategy	Primary Population	Funded Partners	3 – Year Allocation
Strategy 2 – REDI+CR Funding Pathway A separate funding pathway to engage new partners serving BIPOC populations and underserved communities, as well as technical assistance to build agency capacity among these new partners. Grantmaking Process Consultant	Small Community Based Organizations not currently funded by First 5.	Participatory Grant Making (PGM) Process currently underway Touchstone Leadership Group	\$4,389,483 \$300,000 90% of Priority 1
Strategy 3 – External REDI+CR Work A Pathway to the REDI+CR framework co-created with First 5 funded service providers, parents, and caregivers that guides capacity building goals and activities and provides metrics and benchmarks to ensure shared accountability among funded partners.	Funded partners and the communities they serve.	Various, TBD	\$216,000 4% of Priority 1
Strategy 4 – REDI+CR Communication Plan and Website Development A comprehensive communication plan that will articulate the vision, strategies, and both internal and external activities that support REDI+CR principles as delineated in the First 5 REDI+CR Action Plan.	Commissioners, Advisory Committee Member, parents, community, providers.	TBD with REDI Consultants as part of, and informed by, the Internal REDI Work and PGM Process.	\$42,000 1% of Priority 1

Implementation Strategy	Primary Population	Funded Partners	3 – Year Allocation
Strategy 5 –Evaluation of REDI+CR Action Plan Activities Evaluation specifically designed for the REDI+CR Plan and above strategies, inclusive of internal and external focused REDI activities, the newly developed Participatory Grant Making Process and outcomes, as well as the REDI communications plan.	Created in collaboration with underserved/unserved communities, BIPOC parents/ caregivers, & CBO's serving diverse neighborhoods, to be shared with the community at large.	TBD, will follow funding	\$142,000 3% of Priority 1

Priority 1: Racial Equity – Spending Plan	Funding Allocations
Funds available for contracting	\$5,239,483
Program Staffing: 0.50 FTE	\$306,210
Program Management	\$128,794
Media Costs	\$45,000
Program Support	\$30,000
Allocated Costs	\$50,779
Total Program Allocation	\$5,800,266





Priority 2: Health & Well-Being

Potential Indicators

- Percentage of pregnant women who receive prenatal care prior to the second trimester
- Infant mortality rate
- Percentage of clients who exclusively feed baby breastmilk at 6 months
- Number of children receiving developmental screens and percentage of those children who are subsequently linked to services
- Percentage of parents/caregivers demonstrating increased knowledge of child development and confidence in their ability to promote it
- Percentage of parents demonstrating increases in the Protective Factors
- Child maltreatment rates (allegations, substantiations and recurrence)

Implementation Strategy	Primary Population	Funded Partners	3 – Year Allocation
Strategy 1 – Infant Safe Sleep Infant safe sleep education for pregnant people and families with children up to one year of age, with a priority on infants under six months old in communities with higher risks for and rates of infant sleep related (ISR) deaths; includes training of parents/caregivers and provision of portable cribs.	Pregnant people and new parents with a child under one year of age. Focus on populations with risks and higher rates of ISR deaths.	Child Abuse Prevention Council of Sacramento	\$600,000 2% of Priority 2

Implementation Strategy	Primary Population	Funded Partners	3 – Year Allocation
Strategy 2 – Pregnancy Peer Support Regular and on-going education, support, accompaniment, and navigation services for pregnant African American people in Sacramento County provided by trained, community-based peer mentors. Assessments and screenings (including mental health) will be provided, as well as education and services relevant to a healthy pregnancy, birth, and infant. Services and supports will be provided up to 6 weeks postpartum.	Pregnant African American people in Sacramento County who enroll in the program before 30 weeks of pregnancy.	Center for Community Health & Well-Being, dba Her Health First	\$2,520,000 10% of Priority 2
Strategy 3 – Breastfeeding Support Breastfeeding education and lactation support services for pregnant people and those with children up to one year old, particularly among communities with lower rates of breastfeeding. Services will help increase awareness, provide coaching, and address challenges or concerns, to help with the initiation and continuation of providing breastmilk through at least six months of age.	Pregnant people and new parents with a child under one year old. Focus on populations with lower breastfeeding rates and those with limited access to breastfeeding support services.	County of Sacramento, Department of Health Services, WIC Program	\$1,211,032 5% of Priority 2

Implementation Strategy	Primary Population	Funded Partners	3 – Year Allocation
Strategy 4 – Developmental Screening and Centralized Referrals Help Me Grow (HMG) Model to link families with children ages 0-5 with needed programs and services to screen for, assess, and/or address potential developmental delays and behavioral health challenges. Key components include universal screening, community outreach, centralized access point, partnership with medical providers, and a centralized data systems that can identify gaps, barriers and progress.	Children ages 0-5 who have not been screened for developmental delays and behavioral health challenges and those who need follow up services. Families living in transitional housing.	Sacramento County Office of Education	\$1,020,000 4% of Priority 2
Strategy 5 – Developmental Playgroups for Children with Exceptional Needs Developmental playgroups in community settings for children with exceptional needs ages 0 – 5 and their parents / caregivers, will be led by adults with expertise in working with children with exceptional needs. Groups will have a maximum of 8 children, will include sensory play, and will foster connections among families.	Children 0 - 5 with exceptional needs who are not enrolled in preschool and their parents / caregivers.	Regents of the University of California, Davis Campus	\$300,000 1% of Priority 2

Implementation Strategy	Primary Population	Funded Partners	3 – Year Allocation
Strategy 6 – Family Engagement and Connection at Schools This strategy consists of two parts: a) Structured developmental playgroups for children ages 0 through 3 and their caregivers that enhance learning and social skills and provide families with opportunities, ideas, and tools for enriched engagement with their children, increased knowledge of child development, and social connections to other parents. b) Parent Cafés for parents/caregivers of children 0 - 5 focused on protective factors using the Be Strong Families Parent Café model. Cafés use structured, small group conversations to facilitate transformation and healing within families; build community; develop social connections; center parent knowledge, voice, and expertise; create parent leadership opportunities; as well as provide time for adult-only interaction.	Families with children 0 – 5 in the neighborhoods of targeted, low-income schools.	School Districts: <ul style="list-style-type: none"> • Elk Grove Unified • Folsom Cordova Unified • Galt Joint Union • Natomas Unified • River Delta Unified • Robla Elementary • Sacramento City Unified • San Juan Unified • Twin Rivers Unified 	\$4,477,124 18% of Priority 2
Strategy 7 – Training for Parent Café Leaders Initial training for funded and non-funded partners in Sacramento County in the Be Strong Families Parent Café model.	Funded school districts engaging in the Parent Café model & non-funded Sacramento County partners interested in using the model.	Sacramento County Office of Education	\$50,000 Included in 18% above

Implementation Strategy	Primary Population	Funded Partners	3 – Year Allocation
Strategy 8 – Parent Support & Connection at Family Resource Centers An array of services to foster community engagement, build positive family environments, reduce stress, and eliminate isolation. Services may include self-care workshops, health & safety workshops, and stand-alone parenting classes on various topics such as parental resilience, child development, or social emotional development.	Families with children 0 – 5 years old	<ul style="list-style-type: none"> Child Abuse Prevention Council Folsom Cordova Community Partnership La Familia Counseling Center 	\$3,751,566 15% of Priority 2
Strategy 9 – Case Management through Family Resource Centers Short-term case management to improve outcomes for children and families. Concrete supports will be provided to families requesting basic needs or experiencing crises such as homelessness, food insecurity, substance use, domestic violence, etc. As parents move from crisis to self-sufficiency they will be referred to core services, such as home visiting and/or parent support & connection activities.	Families with children 0 – 5 years old requesting support with basic needs	<ul style="list-style-type: none"> Mutual Assistance Network River Oak Center for Children Sacramento Children's Home (SCH) 	\$2,551,654 10% of Priority 2
Strategy 10 – Home Visiting through Family Resource Centers Home visiting supportive services designed to offer evidence-based parenting education, provide information about child development, help parents gain access to resources and services, and reduce social isolation. Parents will receive one-on-one education and support during each home visit based on needs assessment.	Families/children 0 to 3 years. Secondary focus children 3 to 5 years(families that are not eligible for CalWORKs HVP)	<ul style="list-style-type: none"> WellSpace Health 	\$6,327,488 25% of Priority 2
Total Contract Amount- CAPC & Birth & Beyond Family Resource Centers			\$12,630,708

Implementation Strategy	Primary Population	Funded Partners	3 – Year Allocation
Strategy 11 – Emergency Childcare & Case Management Temporary, safe, emergency child care for families experiencing crisis and provision of case management services to help parents/caregivers mitigate the crisis. Services include overnight and/or day respite care for children to reduce risk for child abuse and neglect and to provide time for parents/caregivers to stabilize their situation. Families utilizing care will receive case management support and assistance in developing and implementing a plan to address their most pressing needs. Families will receive follow-up to assess progress made toward crisis resolution.	Families with children ages 0-5	Sacramento Children’s Home	\$2,689,953 11% of Priority 2

Priority 2: Health & Well-Being – Spending Plan	Funding Allocations
Funds available for contracting	\$25,498,817
Program Staffing: 1.10 FTE	\$734,478
Program Management	\$283,346
Media Costs	\$15,150
Program Support	\$87,330
Allocated Costs	\$111,713
Total Program Allocation	\$26,730,834





Priority 3: Quality Child Care

Potential Indicators

- Percentage of licensed center and family child care providers who participate in Raising Quality Together (RQT)
- Percent of child care providers (family and center based) demonstrating improvements based on pre and post assessments
- Number and characteristics of providers who receive coaching
- Number and characteristics of engagements of the Child Care Coalition

Implementation Strategy	Primary Population	Funded Partners	3 – Year Allocation
Strategy 1 – Sacramento County Child Care Coalition Staffing for facilitation and administration of the Sacramento Child Care Coalition, a group of engaged partners working together to strengthen families and improve access to high-quality, affordable, and equitable early learning and care across Sacramento County.	Sacramento elected leaders, business community, child care providers, and child care consumers	Child Action, Inc.	\$90,000 5% of Priority 3
Strategy 2 – Child Care Quality Supports Short- and long-term coaching for child care providers, including behavioral consultation, to grow their expertise. Services focused on those serving unhoused and low-income families and/or serving children with special needs in inclusive settings.	Family child care providers, private child care centers not already engaged in quality improvement programming	Sacramento County Office of Education	\$1,656,494 95% of Priority 3

Priority 3: Quality Child Care – Spending Plan	Funding Allocations
Funds available for contracting	\$1,746,494
Program Staffing: 0.20 FTE	\$129,142
Program Management	\$51,518
Media Costs	\$15,000
Program Support	\$15,000
Allocated Costs	\$20,311
Total Program Allocation	\$1,977,465





Priority 4: Parent Partnership

Potential Indicators

- Number and characteristics of parents/caregivers and their contribution to decision making in F5 Sacramento's work
- Number and types of opportunities for parents/caregivers to make contributions
- Percentage and characteristics of parents/caregivers who move into leadership roles

Implementation Strategy	Primary Population	Funded Partners	3 – Year Allocation
Strategy 1 – Parent Engagement Coordinator A Program Coordinator to oversee parent/caregiver partnership activities, including on-going parent recruitment for giving feedback and for leadership roles. Coordinator will oversee Strategies 2 & 3 below.	Diverse parents and caregivers with lived experience & children ages 0-5 years old. *	Lead 4 Tomorrow	\$255,000 24% of Priority 4
Strategy 2 – Parent/Caregiver Feedback & Expertise Administrative support for a community partner to issue stipends to parents/caregivers; run focus groups (including providing child care and food) and survey outreach; as well as funds for stipends to parents/caregivers who participate in providing feedback and expertise to programming (i.e. participation in F5 Committees, focus groups, translation, outreach).	Diverse parents and caregivers with lived experience & children ages 0-5 years old. *		\$105,000 10% of Priority 4

Implementation Strategy	Primary Population	Funded Partners	3 – Year Allocation
Strategy 3 – Organizational Capacity to Engage Parent/Caregiver Leaders Family engagement in leadership roles at partner organizations through provision of: <ul style="list-style-type: none"> • Agency mini-grants for parent/caregiver stipends • Training and TA for family engagement and leadership (i.e. consultant) • Training scholarships for organizations that serve primarily BIPOC families (i.e. Grant Writing, HOPE Certification, National Family Engagement Network) 	First 5 funded partners (including those funded under new REDI pathway)	Lead 4 Tomorrow	\$180,000 17% of Priority 4
Total Contract Amount- Lead 4 Tomorrow			\$540,000

Implementation Strategy	Primary Population	Funded Partners	3 – Year Allocation
Strategy 4 – Parent/Caregiver Leadership Development This Strategy consists of two parts: a) Training options for parents/caregivers to learn about civic engagement, including but not limited to: <ul style="list-style-type: none"> • Parent Leadership Training Institute (PLTI) • Parent Academy for Civic Engagement (PACE) b) Scholarships to parents/caregivers who have completed one of the above trainings that will go toward leadership and professional development, including but not limited to: <ul style="list-style-type: none"> • Micro-grants for grassroots, parent-led community building activities • Incentives for completing certification programs or training 	Diverse parents and caregivers with lived experience & children ages 0-5 years old*	Sacramento Children’s Home	\$381,897 36% of Priority 4
Strategy 5 – Community Stipends Stipends for parents/caregivers who serve on F5 committees, Commission, review panels, etc., creating a pathway to leadership that promotes diversity and equality in decision making for children and families.	Diverse parents and caregivers with lived experience & children ages 0-5 years old*	Commission Stipend Policy	\$30,000 3% of Priority 4
Strategy 6 – Language Justice Strategies that promote language justice including but not limited to: <ul style="list-style-type: none"> • Quality interpreters/translators for parent meetings and trainings • Translated materials and First 5-affiliated websites • Interpretation technology devices 	Parents, caregivers & community members who primarily speak a language other than English	County Purchasing Policy	\$96,000 9% of Priority 4

Priority 4: Parent Partnership – Spending Plan	Funding Allocations
Funds available for contracting	\$1,047,897
Program Staffing: 0.45 FTE	\$283,673
Program Management	\$115,914
Media Costs	\$45,000
Program Support	\$30,000
Allocated Costs	\$45,701
Total Program Allocation	\$1,568,185

* Including but not limited to: parents/caregivers who are BIPOC (Black, Indigenous, and People of Color), monolingual, refugees, single parents, young parents, first-time parents, LGBTQ+ parents, disabled parents, and parents of children with special needs





Priority 5: Systems Improvement

Potential Indicators

- Number and characteristics of individuals who receive scholarships for professional development
- Number of hospitals who receive Birthing Friendly designation
- Contributions of the Systems Liaison towards improving referrals and access
- Number and characteristics of agencies and community members engaged in convening of child and family serving agencies/systems
- Number of primary and dental care providers who participate in oral health trainings
- Resources leveraged from external sources in support of First 5's mission
- Number of engagements with elected officials in support of First 5's mission
- Number and types of outreach efforts to increase the public's awareness of First 5's mission

Implementation Strategy	Primary Population	Funded Partners	3 – Year Allocation
Strategy 1 – Health & Hospital Systems Capacity-Building Convenings, trainings, and technical assistance to support up to eight local birthing hospitals to pursue Birthing Friendly Hospital designation. Additional activities will be determined as requirements for designation are released.	Local birthing hospitals in Sacramento County	TBD, taking place in years 2 and 3	\$50,000 4% of Priority 5
Strategy 2 – Health Systems Liaison A consultant to serve as the Commission's liaison to local health plans and family service organizations to improve referrals and access to services for families. The Systems Liaison will participate in partner advisory groups/committees, maintain knowledge of pathways to access services, advocate for services, and help support some work of SFC.	Health plans and local organizations that focus on and/or provide services to pregnant women and their children through one year of age	Health Management Associates	\$250,000 18% of Priority 5

Implementation Strategy	Primary Population	Funded Partners	3 – Year Allocation
Strategy 3 – Promotion of Well-Mom and Well-Baby Services Funding for communications, advocacy, network-building, care connecting, needs and barriers assessment, and tools to improve culturally competent services that address pregnancy, birth, and infant outcomes for families, particularly in diverse, underserved communities.	Health plans and local organizations that focus on and/or provide physical and mental health services to pregnant people and their children through one year of age	TBD based on outcomes of efforts to work with the community and partners such as health systems	\$150,000 11% of Priority 5
Strategy 4 - Oral Health System Improvements (0-5) Expand oral health trainings to primary care providers to support medical-dental connection for young children. Develop a training for dental providers in alternative approaches to treating young children to reduce the number of referrals for sedation. Increase the quantity and quality of Kindergarten Oral Health Assessment (KOHA) data being collected and reported by hosting an education and training event on ASTDD screening guidelines and passive consent policy.	Medi-Cal pediatricians and prenatal providers Denti-Cal providers serving children 0-5 School district oral health screeners and school staff	Sacramento County, Department of Health Services, Oral Health Program	\$260,000 19% of Priority 5

Implementation Strategy	Primary Population	Funded Partners	3 – Year Allocation
Strategy 5 – Community Workforce Pipeline Scholarships to support educational costs for BIPOC community members wishing to pursue paraprofessional education/certification in fields that improve the health of children prenatal through five (such as doulas, peer counselors, community health workers). Priority will be given to current/prior clients of First 5 funded programs. Scholarships will be awarded through a community application process.	Community members, especially the BIPOC community, who want to further their education and gain entry into the workforce in positions that improve the health and well-being of children prenatal through five.	County Purchasing Policy	\$150,000 11% of Priority 5
Strategy 6 – Black Child Legacy Campaign (BCLC) Leadership Staff support of the BCLC Steering Committee.	Members of the BCLC Steering Committee	Sacramento County, Department of Child, Family, and Adult Services	\$300,000 21% of Priority 5
Strategy 7 – Sac Family Connect A sustainable, unified system of family support agencies that connects families with the home visiting and family support services they need while maximizing available funding to serve more families. <i>Funds will be used for marketing and outreach; maintaining the SacFamilyConnect website; and developing a system to share data across programs.</i>	Organizations that serve families with young children, well as parents and community members.	County Purchasing Policy	\$75,000 5% of Priority 5

Implementation Strategy	Primary Population	Funded Partners	3 – Year Allocation
Strategy 8 - Child Safety Forward Sacramento (Prevention Cabinet) Support for cross-systems convenings and Town Hall events focused on family strengthening and community engagement in implementation of Child Safety Forward Sacramento goals.	Public & private leaders who participate on the Prevention Cabinet and the Community at large for Town Hall events.	Child Abuse Prevention Council of Sacramento	\$60,000 4% of Priority 5
Strategy 9 – Public Will and Advocacy Increase the public’s understanding of the importance of investing in children in their first five years utilizing social media, paid content and other methods. Monitor and advocate for legislation that aligns with First 5 Sacramento’s Policy Platform. Engage state and local elected officials to encourage policies and build public support for investments in early childhood.	General public, elected officials, foundations, funders, etc.	County Purchasing Policy	\$102,195 7% of Priority 5

Priority 5: Systems Improvement – Spending Plan	Funding Allocations
Funds available for contracting	\$1,397,195
Program Staffing: 1.95 FTE	\$1,244,870
Program Management	\$502,296
Media Costs	\$45,000
Program Support	\$30,000
Allocated Costs	\$198,037
Total Program Allocation	\$3,417,398