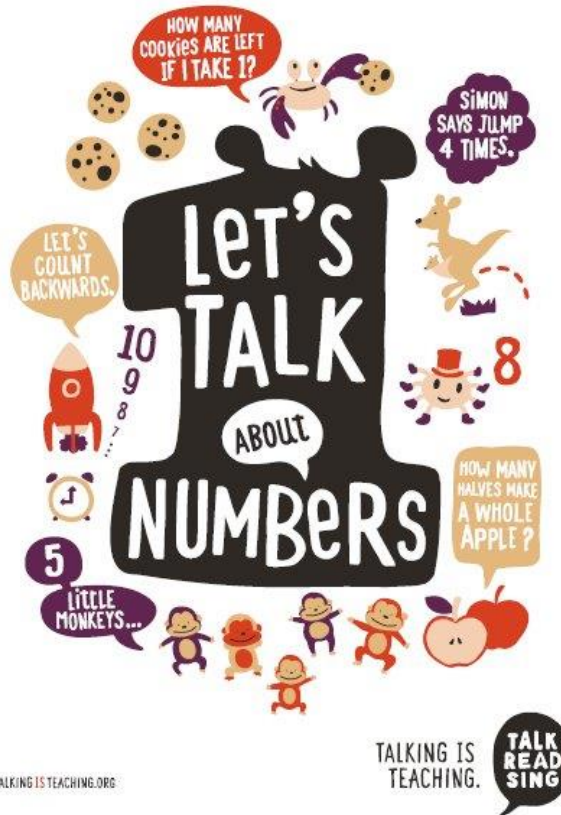
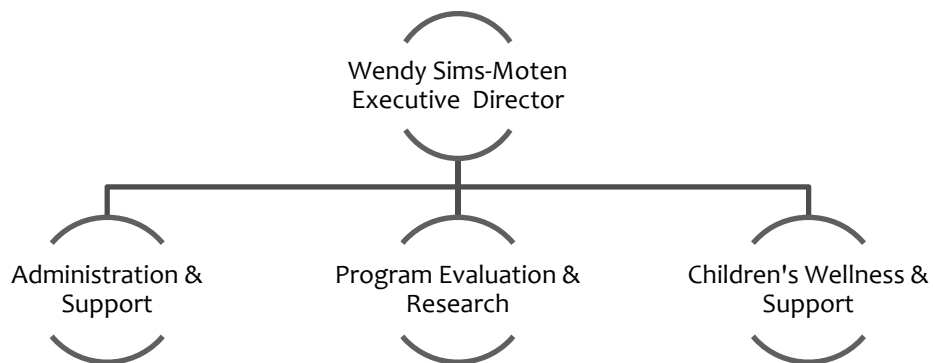


# First 5



## RECOMMENDED BUDGET & STAFFING SUMMARY & BUDGET PROGRAMS CHART

Operating	\$ 3,768,500
Capital	\$ 0
FTEs	10.0



# First 5

## Department

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### *MISSION STATEMENT*

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To help all children prepare for kindergarten by supporting families to be healthy and strong and by enhancing the availability of high quality childcare and preschool.

### *DEPARTMENT DESCRIPTION*

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First 5 Santa Barbara County (First 5) was established in 1999 with the passage of Proposition 10, which imposed a sales tax on tobacco products and designated those funds for programs and services that support the healthy and successful development of children prenatal through age 5.

Nine regular members and four alternates govern the First 5 Children and Families Commission (Commission). The County Board of Supervisors appoints all Commissioners. The department is organized into three budget programs: Administration and Support, Program Evaluation & Research, and Children's Wellness and Support. Administration and Support is responsible for fiscal oversight and over all programmatic contracts, funding, and allocations. Program Evaluation and Research ensures programmatic quality and accountability for contracts, technical assistance and training, service integration and coordination, and comprehensive results-based evaluation. Children's Wellness and Support invests programmatic funding in direct services for children and families, systems changes and capacity building, and communications and policy.

The Commission directs its investments through two Primary Focus Areas—Family Support and Early Care and Education—and two Secondary Focus Areas—Systems Change and Capacity Building and Communications and Policy.

### *HIGHLIGHTS OF 2018-19 OBJECTIVES*

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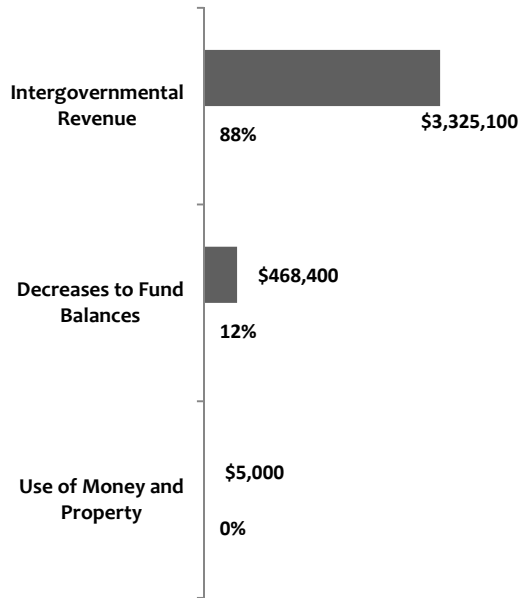
- Promote evidence- and research-informed strategies that help children prepare for kindergarten and report on investment outcomes and impacts through a robust evaluation system.
- Continue to improve the quality of preschool and child care programs.
- Expand the number of, and parent access to, high-quality preschool and child care spaces in the County.
- Continue to invest in the high level of fiscal reporting and accountability.
- Implement a new round of direct service, Family Support grants/contracts with outside agencies and nonprofit organizations.
- Complete the shifting of First 5's Preschool and Child Care Quality Improvement work to external partners.
- Continue educating parents through direct communications.
- Increase focus, simplicity, clarity, and efficiency and definition of First 5's most important roles.
- Maintain flexibility to meet budget challenges and diversity of needs children and families face.
- Begin a process of exploring First 5's next organizational model in response to continued declining revenues.

# First 5

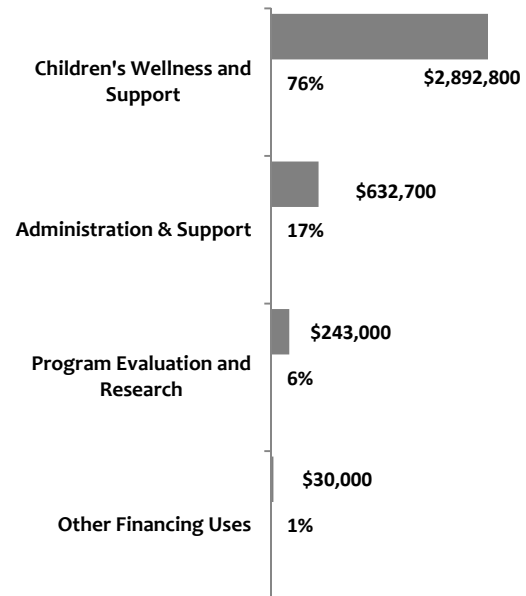
## Department

### RECOMMENDED SOURCES & USES OF FUNDS

#### Source of Funds - \$3,798,500

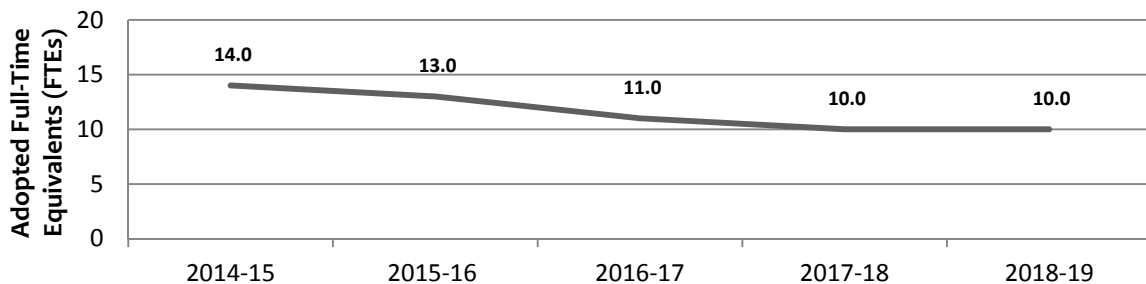


#### Use of Funds - \$3,798,500



### STAFFING TREND

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.



# First 5

## Department

### BUDGET OVERVIEW

Staffing Detail By Budget Program	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Administration & Support	2.71	2.53	2.53	2.40	(0.13)
Program Evaluation and Research	0.50	0.50	0.50	0.50	-
Children's Wellness and Support	7.79	6.97	6.97	7.10	0.13
<b>Total</b>	<b>11.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>-</b>
<b>Budget By Budget Program</b>					
Administration & Support	\$ 621,119	\$ 648,537	\$ 649,700	\$ 632,700	\$ (15,837)
Program Evaluation and Research	245,715	242,101	242,100	243,000	899
Children's Wellness and Support	3,380,824	3,344,878	3,264,100	2,892,800	(452,078)
<b>Total</b>	<b>\$ 4,247,658</b>	<b>\$ 4,235,516</b>	<b>\$ 4,155,900</b>	<b>\$ 3,768,500</b>	<b>\$ (467,016)</b>
<b>Budget By Categories of Expenditures</b>					
Salaries and Employee Benefits	\$ 1,493,661	\$ 1,455,155	\$ 1,458,200	\$ 1,496,800	\$ 41,645
Services and Supplies	2,689,216	2,726,234	2,640,300	2,209,900	(516,334)
Other Charges	64,781	54,127	57,400	61,800	7,673
<b>Total Operating Expenditures</b>	<b>4,247,658</b>	<b>4,235,516</b>	<b>4,155,900</b>	<b>3,768,500</b>	<b>(467,016)</b>
Other Financing Uses	28,440	30,000	30,000	30,000	-
Increases to Fund Balances	152,858	-	-	-	-
<b>Total</b>	<b>\$ 4,428,956</b>	<b>\$ 4,265,516</b>	<b>\$ 4,185,900</b>	<b>\$ 3,798,500</b>	<b>\$ (467,016)</b>
<b>Budget By Categories of Revenues</b>					
Use of Money and Property	\$ 21,704	\$ 5,000	\$ 5,000	\$ 5,000	\$ -
Intergovernmental Revenue	3,893,912	3,317,363	3,135,500	3,325,100	7,737
Miscellaneous Revenue	317,602	378,586	381,100	-	(378,586)
<b>Total Operating Revenues</b>	<b>4,233,218</b>	<b>3,700,949</b>	<b>3,521,600</b>	<b>3,330,100</b>	<b>(370,849)</b>
Decreases to Fund Balances	195,738	564,567	664,300	468,400	(96,167)
<b>Total</b>	<b>\$ 4,428,956</b>	<b>\$ 4,265,516</b>	<b>\$ 4,185,900</b>	<b>\$ 3,798,500</b>	<b>\$ (467,016)</b>

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

# First 5

## Department

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### *CHANGES & OPERATIONAL IMPACT: 2017-18 ADOPTED TO 2018-19 RECOMMENDED*

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#### **Staffing**

- No change in full-time equivalents.

#### **Expenditures**

- Net operating expenditure decrease of \$467,000 primarily due to:
  - +\$41,600 increase in Salaries and Employee Benefits primarily due to increases in Regular Salaries and Retirement Contribution offset by decreases in Health Insurance Contributions and Workers Compensation.
  - -\$516,300 decrease in Services and Supplies primarily due to decreases in Professional and Special Service and Contractual Services resulting from reductions in Early Care Site Assessments, grants, and transition of IMPACT funding to community partners.
  - +\$7,700 increase in Other Charges primarily due to increases in Information Technology Service and Motor Pool Charges.
- No change in non-operating expenditures.

These changes result in recommended operating expenditures of \$3,768,500 and non-operating expenditures of \$30,000, resulting in total expenditures of \$3,798,500.

#### **Revenues**

- Net operating revenue decrease of \$370,800 due to:
  - -\$378,600 decrease in Miscellaneous Revenue due to the expiration of the IMPACT grant.
  - +\$7,700 increase in Proposition 10 revenue.
- Non-operating revenue decrease of \$96,200 due to reduction in fund balance release.

These changes result in recommended operating revenues of \$3,330,100 and non-operating revenues of \$468,400 resulting in total revenues of \$3,798,500. Non-operating revenues are changes to fund balances.

### *RELATED LINKS*

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For more information on First 5, please refer to the website at <http://first5santabarbaracounty.org/>.

# First 5

## Department

### PERFORMANCE MEASURES

Description	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Estimated Actual	FY 2018-19 Recommend
<b>Administration &amp; Support</b>				
Number of community reports and presentations providing transparency and communication of results and/or engaging parents, providers, stakeholders and the community in efforts to support 0-5 year olds	8	20	20	22
Percent of contracted agencies receiving site visits to ensure fiscal accountability	100% 15/15	100% 13/13	100% 13/13	100% 13/13
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date	Not Used in Prior Years	100% 11/11	100% 10/10	100% 10/10
<b>Program Evaluation and Research</b>				
Percentage of families reporting being involved in planning at the service level	95% 400/421	100% 500/500	90% 450/500	90% 450/500
Percentage of families reporting that funded programs provide quality services	95% 400/421	100% 500/500	90% 450/500	90% 450/500
<b>Children's Wellness and Support</b>				
Number of Early Childhood Education Programs nationally accredited with First 5 funded services	48	68	70	72
Number of in-home Family Child Care Programs nationally accredited with First 5 funded services	8	20	23	25
Percentage of First 5 funded Family Support & Early Care and Education service goals achieved	88% 44/50	90% 45/50	94% 45/48	94% 45/48
Number of children and parents served through Family Support contracts	2,448	2,230	2,500	2,500
New dollars leveraged with First 5 funds and services	Not Used in Prior Years	\$634,5862	Not Used	Not Used
Number of parents currently signed up as members of First 5	3,255	3,843	4,843	5,843

# First 5



# First 5

## Program

### ADMINISTRATION & SUPPORT

Provide administrative and fiscal oversight of the Department and all programmatic contracts, funding, and allocations and work with County departments, outside auditors, First 5 California, and other partners to ensure compliance with Proposition 10 and the will of California voters. Manage the County's internal budgeting process, complex budget and accounting systems, and requirements that are highly specific to First 5 and the regulatory requirements of Proposition 10. Provide general operating support to effectively run the Department, including facilities, human resources, safety, and emergency planning. Play key role in providing contract monitoring for fiscal accountability of funded community partners.

#### Staffing

Staffing Detail By Budget Program	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
CHILDREN & FAMILY SVCS DIR	1.00	1.00	1.00	1.00	-
BUSINESS MANAGER	1.00	1.00	1.00	1.00	-
ADMN OFFICE PRO	0.23	0.13	0.13	0.05	(0.08)
ADMN OFFICE PRO SR	0.49	0.25	0.25	0.25	-
FINANCIAL OFFICE PRO SR	-	0.15	0.15	0.10	(0.05)
Total	2.71	2.53	2.53	2.40	(0.13)

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

#### Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	\$ 447,716	\$ 458,561	\$ 458,700	\$ 459,300	\$ 739
Services and Supplies	147,005	177,792	177,500	160,900	(16,892)
Other Charges	26,399	12,184	13,500	12,500	316
Total Operating Expenditures	621,119	648,537	649,700	632,700	(15,837)
Increases to Fund Balances	152,858	-	-	-	-
Total Expenditures	\$ 773,977	\$ 648,537	\$ 649,700	\$ 632,700	\$ (15,837)
<b>Budget By Categories of Revenues</b>					
Use of Money and Property	21,704	5,000	5,000	5,000	-
Intergovernmental Revenue	1,002,691	78,970	217,000	201,500	122,530
Miscellaneous Revenue	19,023	-	-	-	-
Total Operating Revenues	1,043,418	83,970	222,000	206,500	122,530
Decreases to Fund Balances	195,738	564,567	427,700	426,200	(138,367)
Total Revenues	\$ 1,239,156	\$ 648,537	\$ 649,700	\$ 632,700	\$ (15,837)



# First 5

## Program

### *ADMINISTRATION & SUPPORT (CONT'D)*

#### **2017-18 Anticipated Accomplishments**

- Begin the first year of the new Strategic Plan which increased funding for direct service despite significant reductions in funding.
- Administered and maintained 20 grants and/or contracts totaling \$3.1 million with nonprofit organizations, school districts, and businesses to serve children ages 0-5 years and their families.
- The Commission ensured the highest level of accountability and the proper and effective use of funds in accordance with the intent of Proposition 10 and the will of California voters.
- Provided a high level of fiscal control, transparency, accounting, and reporting; met all requirements of State law, the rules and regulations of First 5 California, the County's auditing and fiscal control processes, and an independent third party audit.
- The Commission further ensured fiscal accountability and transparency through its Fiscal Committee comprised of Commissioners and members of the First 5 Advisory Board.
- Developed a new Communications Grant opportunity to help family support agencies connect more directly with parent and families in need
- Transition the First 5 Preschool and Child care quality improvement work to external partners which allowed for significant cost savings.

#### **2018-19 Objectives**

- Support the Commission in their key role of overseeing Proposition 10 expenditures in accordance with the priorities detailed in the First 5 Strategic Plan.
- Explore opportunities to decrease administrative operating costs in response to decreasing revenue.
- The Commission will continue to ensure the highest level of accountability and the proper and effective use of funding with the intent of Proposition 10 the will of California voters .
- Streamline fiscal and administrative accountability processes in a manner that preserves accountability, simplifies First 5's work, and reduces burdens on partners.

# First 5

## Program

### PROGRAM EVALUATION AND RESEARCH

Ensure programmatic quality and accountability for contracts, provide technical assistance and training for grantees, facilitate service integration and coordination, and conduct comprehensive results-based evaluation directed by key outcomes identified in the First 5 Strategic Plan. Maintain a relational database that is shared and used by all funded partners to collect data and outcomes among children and families served and use that data to measure and report on results of programmatic investments.

#### Staffing

Staffing Detail By Budget Program	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
PROJECT MANAGER	0.50	0.50	0.50	0.50	-
Total	0.50	0.50	0.50	0.50	-

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

#### Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	\$ 88,485	\$ 91,768	\$ 91,800	\$ 92,700	\$ 932
Services and Supplies	157,000	150,000	150,000	149,900	(100)
Other Charges	230	333	300	400	67
Total Operating Expenditures	245,715	242,101	242,100	243,000	899
Total Expenditures	\$ 245,715	\$ 242,101	\$ 242,100	\$ 243,000	\$ 899
<b>Budget By Categories of Revenues</b>					
Intergovernmental Revenue	190,177	242,101	242,100	243,000	899
Total Operating Revenues	190,177	242,101	242,100	243,000	899
Total Revenues	\$ 190,177	\$ 242,101	\$ 242,100	\$ 243,000	\$ 899

#### 2017-18 Anticipated Accomplishments

- Revised current set of indicators that track results so they are easier to gather, more accurately reflect the desired results that are hoped to be achieved, and can be more effectively communicated to the community and taxpayers.
- In conjunction with the Commission, modified and updated evaluation framework.
- Worked with community partners to obtain feedback to improve evaluation framework and contracting practices.
- Improved the reporting capabilities of our current database so that community partners are better able to utilize the information that was entered for program improvement and reporting purposes.
- Streamlined contracting/grant making process to simplify First 5's work internally and reduce unnecessary burdens on funded partners

# First 5

## Program

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### *PROGRAM EVALUATION AND RESEARCH (CONT'D)*

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#### **2018-19 Objectives**

- Support transparency and community engagement by publishing data, results, and outcomes on an ongoing basis and through multiple venues.
- Develop a series of research briefs that outline new and emerging areas impacting children and families in the early years.
- Continue to strengthen the way First 5 collects, tracks, and reports on program indicators and desired results.
- Increase the ability within First 5 and the broader community to measure outcomes and results on a longitudinal basis.

# First 5

## Program

### *CHILDREN'S WELLNESS AND SUPPORT*

First 5's mission is to help all children prepare for kindergarten by supporting families to be healthy and strong and by enhancing the availability of high quality childcare and preschool.

First 5 invests in two primary focus areas:

#### 1. Family Support

- Parent education and support.
- Intensive case management.
- Information and referral/linkages to services with follow up.
- Child and maternal health access.

#### 2. Early Care and Education (ECE)

- Improving the quality of existing childcare and preschool services.
- Creating new childcare and preschool services and expanding access to them.

Additionally, First 5 invests programmatically in two secondary focus areas:

- Systems Change and Capacity Building.
- Communications and Policy.

### Staffing

Staffing Detail By Budget Program	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
PROJECT MANAGER	0.50	0.50	0.50	0.50	-
PROGRAM MANAGER	1.00	-	-	-	-
ADMN OFFICE PRO	0.77	0.87	0.87	0.95	0.08
PUBLIC INFO SPECIALIST	1.00	1.00	1.00	1.00	-
FIRST 5 PROGRAM SPECIALIST	3.00	3.00	3.00	3.00	-
ADMN OFFICE PRO SR	0.51	0.75	0.75	0.75	-
FINANCIAL OFFICE PRO SR	1.00	0.85	0.85	0.90	0.05
Total	<u>7.79</u>	<u>6.97</u>	<u>6.97</u>	<u>7.10</u>	<u>0.13</u>

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

# First 5

## Program

### CHILDREN WELLNESS AND SUPPORT (CONT'D)

#### Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	\$ 957,460	\$ 904,826	\$ 907,700	\$ 944,800	\$ 39,974
Services and Supplies	2,385,212	2,398,442	2,312,800	1,899,100	(499,342)
Other Charges	38,152	41,610	43,600	48,900	7,290
Total Operating Expenditures	3,380,824	3,344,878	3,264,100	2,892,800	(452,078)
Other Financing Uses	28,440	30,000	30,000	30,000	-
Total Expenditures	\$ 3,409,264	\$ 3,374,878	\$ 3,294,100	\$ 2,922,800	\$ (452,078)
<b>Budget By Categories of Revenues</b>					
Intergovernmental Revenue	2,701,044	2,996,292	2,676,400	2,880,600	(115,692)
Miscellaneous Revenue	298,579	378,586	381,100	-	(378,586)
Total Operating Revenues	2,999,623	3,374,878	3,057,500	2,880,600	(494,278)
Decreases to Fund Balances	-	-	236,600	42,200	42,200
Total Revenues	\$ 2,999,623	\$ 3,374,878	\$ 3,294,100	\$ 2,922,800	\$ (452,078)

#### 2017-18 Anticipated Accomplishments

- Funded local agencies and nonprofit organizations to provide parent education, social service, and/or health access related services to 3,330 parents and children.
- Continued to support the Front Porch program, a partnership between First 5, the Department of Social Services, Community Action Commission (CAC), and Child Abuse Listening and Mediation (CALM) that is working to ensure children are growing up in safer home environments. Clients participating in the Front Porch program within the Family Strengthening Focus Areas continue to show a drop in recidivism for child abuse reports.
- Consistent with last year's decision to transition work to outside agencies, First 5 funded local agencies and nonprofit organizations to improve the quality of services provided in preschool and child care programs countywide. Through this collaborative effort, child care programs were supported in providing higher quality programs to 4,500 children.
- Continued to increase the number of center-based and in-home family child care programs that are nationally accredited. Currently 68 of 152 child care centers nationally accredited up from 48 in FY 2015-16 (45% locally, compared to 10% in the United States and 6% in California). Currently 20 family child care homes are nationally accredited.
- Revised Commission's evaluation framework to better serve families through increased knowledge of how services are impacting families
- Continued coordinating a countywide system of family resource centers that are implementing a unified approach to services, committed to evidence-informed strategies, and tracking and reporting on results; invested in a collaborative effort to improve oral health systems and services serving children in the early years; helped fund the countywide 211 Helpline; supported collaborative strategy to help providers care for children with challenging behaviors; helped launch an effort to improve quality in family, friend, and neighbor child care settings; provided mini-grants and co-sponsorships to more than two dozen agencies and nonprofit organizations in support of trainings and professional development opportunities and for educational outreach to parents.

# First 5

## Program

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### *CHILDREN'S WELLNESS AND SUPPORT (CONT'D)*

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#### **2017-18 Anticipated Accomplishments (cont'd)**

- Increased membership list to more than 4,200 parents enabling First 5 to connect directly with them about how they can best support their children's health and brain and social/emotional development.

#### **2018-19 Objectives**

- Invest in evidence- and research-informed strategies with an emphasis on serving children and families who are most in need.
- Conduct a new request for proposals for new multi-year contracts in the Family Support Focus Area.
- Continue investments in preschool and child care quality improvement, while also continuing to transition the leadership of that work to outside partners.
- Seek opportunities to join with other funders and partners to increase the number of licensed preschool spaces and to increase parents' access to them.
- Continue communications strategies that help parents and key stakeholders understand their key role in supporting the healthy development of children in the first 5 years of life.
- Streamline and simplify internal systems and processes to emphasize direct services.
- Leverage and align investment strategies with other public sector and philanthropic investors to ensure efficiency in service delivery and maximum impact in the lives of children and families.