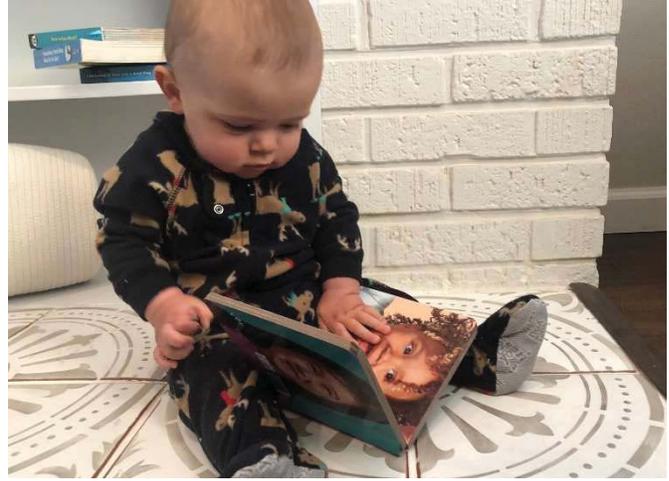
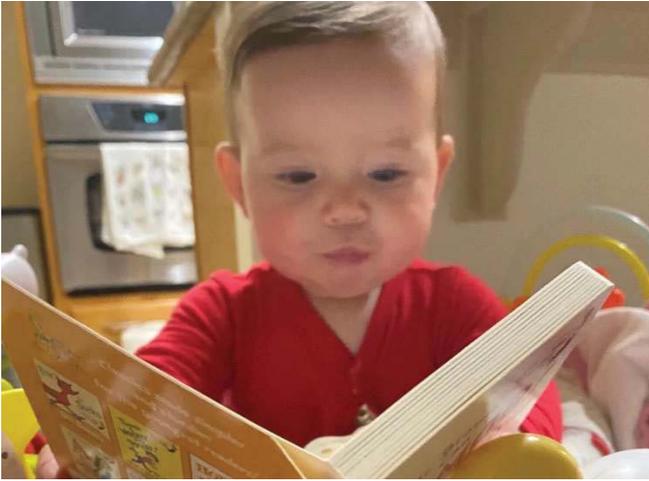
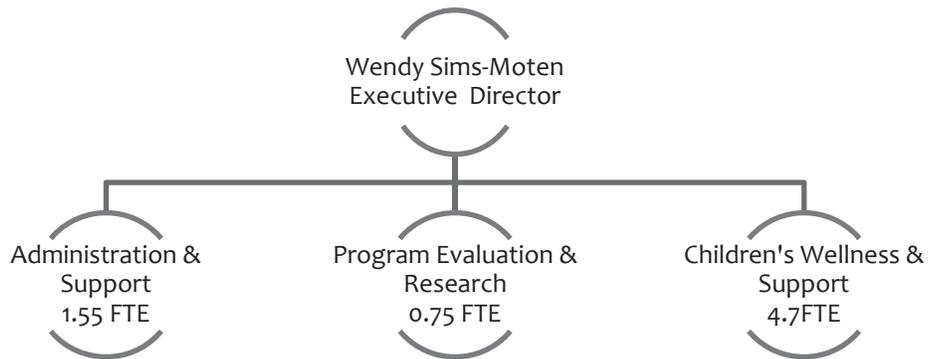


First 5



RECOMMENDED BUDGET & STAFFING SUMMARY & BUDGET PROGRAMS CHART

Operating	\$ 3,724,600
Capital	\$ 0
FTEs	7.0



First 5

MISSION STATEMENT

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

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 overall 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 2020-21 OBJECTIVES

- Respond to the needs of the community by increasing our presence as a factual and accurate source for data and research on young children, families, and the early care workforce by re-designing our evaluation framework and enhancing the ability to access real-time data on our website pages for immediate decision making
- Respond to feedback from community partners, local philanthropy, and County Departments on how to improve our practice in promoting and supporting a system of care for children and families by conducting regional input sessions, designing relevant surveys, and facilitating targeted stakeholder meetings
- Retain staff by implementing realignment of the First 5 team in order to better complete our current and future work
- Re-Balance our fiscal commitments to meet the changing revenue and strategies identified in our current and future strategic plan(s) by developing an economic vitality strategy for sustainability through continued fiscal control measures and thoughtful financial planning; maintaining efficiency and the leveraging of resources
- Re-Design our Communication framework to promote child wellbeing in coordinated efforts with other county departments, community partners, and state initiatives that align with First 5's vision and mission.

First 5

HIGHLIGHTED RENEW 2022 INITIATIVES

Already Underway

- Reclassification of existing staff to allow for more autonomy in decision making and to lead efforts
- Increased First 5 presence at County Committees, Councils, and Task Forces (i.e. Child Care Planning Council, Kids Network, County Legislative Committee, etc.)
- Redesign of Communication Plan that coordinates with community partners to allow for consistent messaging, common platforms, and ease of access for families and caregivers as well as work with Public Information Officer as appropriate to leverage outreach (i.e. Census, etc.)
- Re-Design of how we do our work by participating on the Renew '22 Task Force
- Respond to consumers by conducting regional input sessions, designing surveys, and conducting targeted stakeholder meetings

Implementation in FY 2020-21

- Re-Design of Evaluation Framework with UCSB and with other County Departments as countywide system infrastructure is developed
- Re-Design how we do our work by using technology to enhance our efficiency

Future Year Implementation

- Re-Balance budget and implementation plans based on emerging trends (2021-2022)
- Respond to community feedback and suggestions for improvement through new strategic plan beginning July 2021
- Re-Vision our strategies through the First 5 Strategic Plan beginning July 2021 and continue to support and complement relevant County of Santa Barbara goals

First 5

RENEW 2022 BIG PICTURE GOALS

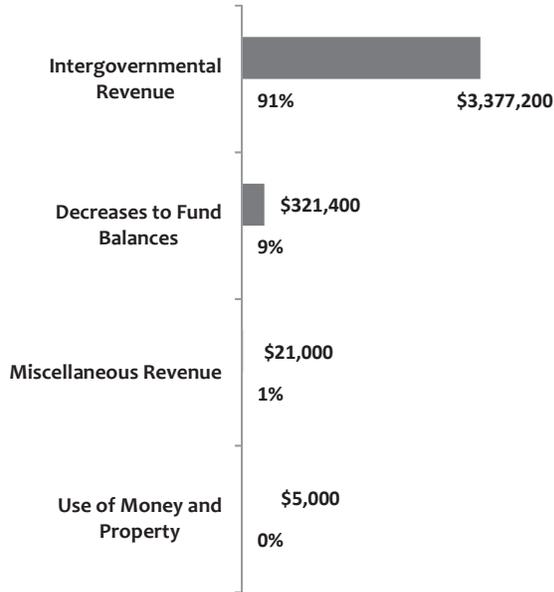
First 5 will implement the following initiatives in FY 2020-21 to achieve the 6 countywide Big Picture Goals:

Big Picture Goal	FY 2020-21 Initiatives
RE-DESIGN	
Evaluate and migrate County services online	<ul style="list-style-type: none">• By July 2020 move to online agenda for Commission and Committee meetings• Facilitate work transitioning from contractor to in-house staff by use of BOX (cloud storage)
Train County employees in County-provided process improvement training	<ul style="list-style-type: none">• By July 2022, train 2 employees in the County-provided process improvement training program
RE-BALANCE	
Enhance financial resiliency	<ul style="list-style-type: none">• Cost avoidance equal to the cost of 1.0 FTE by June 2021• By December 2020, complete reclassification of current staff and cross train for continuity of government goals• Cost avoidance by bringing work in house and increasing staff capacity/skills.
RESPOND	
Conduct an external customer or client satisfaction survey	<ul style="list-style-type: none">• By December 2020, conduct external customer or client surveys and develop individual department or collective department action plans• Begin implementation of new First 5 Strategic Plan as approved by Commission in fall 2020 with full implementation beginning July 2021
RETAIN	
Facilitate the participation of managers in a leadership development program	<ul style="list-style-type: none">• Develop personal/professional development plans through the EPR process with each employee• Assistant Director will complete the County Leadership Certificate Program by January 2021
Retain new employees during their first 5 years of employment	<ul style="list-style-type: none">• Not applicable to our department at this time.

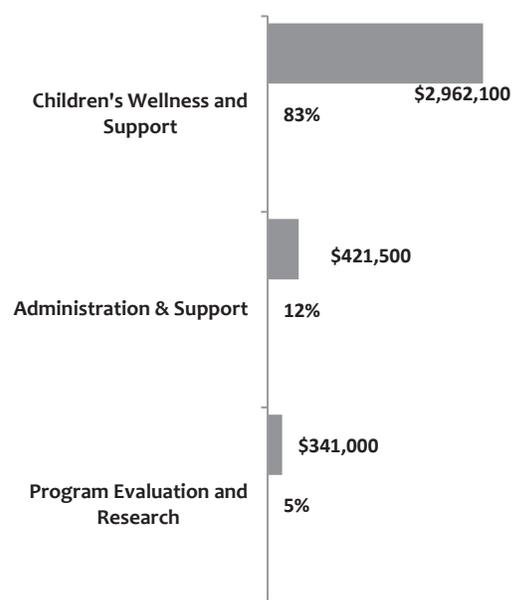
First 5

RECOMMENDED SOURCES & USES OF FUNDS

Source of Funds - \$3,724,600

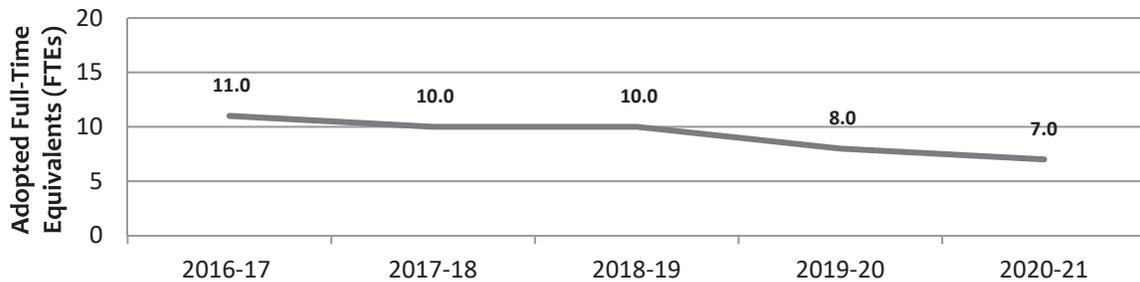


Use of Funds - \$3,724,600



STAFFING TREND

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



First 5

BUDGET OVERVIEW

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Administration & Support	1.63	1.66	1.66	1.55	(0.11)
Program Evaluation and Research	-	0.25	0.25	0.75	0.50
Children's Wellness and Support	5.92	6.09	6.09	4.70	(1.39)
Unallocated	0.04	-	-	-	-
Total	7.59	8.00	8.00	7.00	(1.00)
Budget By Budget Program					
Administration & Support	\$ 457,978	\$ 415,800	\$ 358,500	\$ 421,500	\$ 5,700
Program Evaluation and Research	161,258	193,500	251,900	341,000	147,500
Children's Wellness and Support	2,735,021	2,887,000	2,788,900	2,962,100	75,100
Total	\$ 3,354,258	\$ 3,496,300	\$ 3,399,300	\$ 3,724,600	\$ 228,300
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 1,017,830	\$ 1,230,500	\$ 1,076,100	\$ 1,135,600	\$ (94,900)
Services and Supplies	2,278,311	2,210,400	2,267,600	2,505,900	295,500
Other Charges	58,117	55,400	55,600	83,100	27,700
Total Operating Expenditures	3,354,258	3,496,300	3,399,300	3,724,600	228,300
Increases to Fund Balances	217,176	-	380,100	-	-
Total	\$ 3,571,433	\$ 3,496,300	\$ 3,779,400	\$ 3,724,600	\$ 228,300
Budget By Categories of Revenues					
Use of Money and Property	\$ 135,167	\$ 5,000	\$ 5,000	\$ 5,000	\$ -
Intergovernmental Revenue	3,277,431	3,169,500	3,689,000	3,377,200	207,700
Miscellaneous Revenue	2,997	-	85,400	21,000	21,000
Total Operating Revenues	3,415,595	3,174,500	3,779,400	3,403,200	228,700
Other Financing Sources	1,025	-	-	-	-
Decreases to Fund Balances	154,813	321,800	-	321,400	(400)
Total	\$ 3,571,433	\$ 3,496,300	\$ 3,779,400	\$ 3,724,600	\$ 228,300

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

First 5

CHANGES & OPERATIONAL IMPACT: 2019-20 ADOPTED TO 2020-21 RECOMMENDED

Staffing

Net decrease of 1.0 FTE due to unfunding a First 5 Program Specialist position

Expenditures

- Net operating expenditure increase of \$228,300 primarily due to:
 - -\$94,900 decrease in Salaries and Employee Benefits primarily due to an employee resignation.
 - +\$295,500 increase in Services and Supplies primarily due to one-time Strategic Planning expenses and an increase in County Cost allocations.
 - +\$27,700 increase in Other Charges primarily due to an increase in Information Technology Service.

These changes result in recommended operating expenditures of \$3,724,600 and non-operating expenditures of \$0 resulting in total expenditures of \$3,724,600.

Revenues

Net operating revenue increase of \$228,300 due to an increase in Proposition 10 revenue.

These changes result in recommended operating revenues of \$3,403,200, and non-operating revenues of \$321,400 resulting in total revenues of \$3,724,600.

RELATED LINKS

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

First 5

PERFORMANCE MEASURES

Since its inception, First 5 has served primarily as a funder, convener, communicator, and advocate towards a robust system of care for the well-being of children and families in the community. Historically, our performance measures are reflective of the agency's outcomes we fund to provide critical services in the community to support children, families and providers as dictated by our approved strategic plan. This plan is designed and approved by the Children and Families Commission of Santa Barbara County and our current plan ends in June 2021.

Performance measures examine our internal contribution, performance, and work in the following ways: how are we impacting, influencing, and improving the system care for children and families in Santa Barbara County and, are the children that we touch ready for Kindergarten. We evaluate this effort through the Results Based Accountability Framework (RBA) which looks at: how much did we do, how well we did it, and is anyone better off.

Our current performance measures in our 2017-2021 Strategic Plan are as follows:

- Children Live in Healthy, Safe, Stable, and Nurturing Family Environments
- Children are Learning in a Manner and in Environments that Support School Readiness
- There is a System of Accessible, Community-Based Services and Support Available to Children and their Families

The premise of these performance measures, if met, will reduce the need for families to need additional public services by reducing the rate of child abuse and neglect, increasing the number of families who can identify, access and utilize family, health, and child resources, increase the number of parents and caregivers who have awareness and skills to help support their child's school readiness, and build a system of care that provides a safety net during times of need.

Additionally, our cross-collaborative systems work aims to establish high performance programs and services that encourage linkages across sectors and improve the political contexts that surrounds young children, their families, their caregivers, and the systems that they access (i.e. medical homes, education, and community resources).

For future planning and as part of Renew 22 and the redesigned strategic vision of the Children and Families Commission (aka First 5), we aim to increase our collaborative problem solving, strategic thinking, and alignment with vision with other county departments in an effort to streamline, promote the lens of children and families as an essential piece of any planning, and to work towards one county, one future.

First 5

ADMINISTRATION & SUPPORT BUDGET PROGRAM

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
CHILDREN & FAMILY SVCS DIR	1.07	1.00	1.00	1.00	-
ADMN OFFICE PRO	0.20	-	-	-	-
FIRST 5 PROGRAM SPECIALIST	-	0.26	0.26	-	(0.26)
ACCOUNTANT	-	0.15	0.15	0.15	-
ADMN OFFICE PRO SR	0.26	0.25	0.25	0.40	0.15
FINANCIAL OFFICE PRO SR	0.09	-	-	-	-
Total	1.63	1.66	1.66	1.55	(0.11)

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

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	\$ 285,300	\$ 298,100	\$ 251,800	\$ 294,000	\$ (4,100)
Services and Supplies	154,486	108,600	96,700	114,500	5,900
Other Charges	18,192	9,100	10,000	13,000	3,900
Total Operating Expenditures	457,978	415,800	358,500	421,500	5,700
Increases to Fund Balances	217,176	-	380,100	-	-
Total Expenditures	\$ 675,154	\$ 415,800	\$ 738,600	\$ 421,500	\$ 5,700
Budget By Categories of Revenues					
Use of Money and Property	135,167	5,000	5,000	5,000	-
Intergovernmental Revenue	1,095,379	89,000	733,200	95,100	6,100
Miscellaneous Revenue	2,501	-	400	-	-
Total Operating Revenues	1,233,048	94,000	738,600	100,100	6,100
Decreases to Fund Balances	63,916	321,800	-	321,400	(400)
Total Revenues	\$ 1,296,964	\$ 415,800	\$ 738,600	\$ 421,500	\$ 5,700

First 5

ADMINISTRATION & SUPPORT BUDGET PROGRAM (CONT'D)

2019-20 Anticipated Accomplishments

- Administered and maintained grants and/or contracts totaling \$1.7 million with nonprofit organizations, school districts, and businesses to serve children ages 0-5 years and their families.
- Provided a high level of fiscal control, transparency, accounting, and reporting; meeting 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.
- Increased our First 5 presence at County Committees, Councils, and Task Forces to better cross collaborate.

2020-21 Objectives

- Re-Balance our fiscal commitments to meet the changing revenue and strategies identified in our current and future strategic plan(s) by developing an economic vitality strategy for sustainability through continued fiscal control measures and thoughtful financial planning; maintaining efficiency and leveraging resources.

First 5

PROGRAM EVALUATION AND RESEARCH BUDGET PROGRAM

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
PROJECT MANAGER	-	-	-	0.75	0.75
PROGRAM MANAGER	-	0.25	0.25	-	(0.25)
Total	-	0.25	0.25	0.75	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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	\$ (3,386)	\$ 43,300	\$ 90,300	\$ 129,100	\$ 85,800
Services and Supplies	164,244	149,900	161,300	211,100	61,200
Other Charges	400	300	300	800	500
Total Operating Expenditures	161,258	193,500	251,900	341,000	147,500
Total Expenditures	<u>\$ 161,258</u>	<u>\$ 193,500</u>	<u>\$ 251,900</u>	<u>\$ 341,000</u>	<u>\$ 147,500</u>
Budget By Categories of Revenues					
Intergovernmental Revenue	169,677	193,500	251,900	341,000	147,500
Total Operating Revenues	169,677	193,500	251,900	341,000	147,500
Total Revenues	<u>\$ 169,677</u>	<u>\$ 193,500</u>	<u>\$ 251,900</u>	<u>\$ 341,000</u>	<u>\$ 147,500</u>

2019-20 Anticipated Accomplishments

- Supported transparency and community engagement by publishing data, results, and outcomes on an ongoing basis, through multiple venues.
- Continued to strengthen the way First 5 collects, tracks, and reports on program indicators and desired results.

First 5

PROGRAM EVALUATION AND RESEARCH (CONT'D)

2020-21 Objectives

- Respond to the needs of the community by increasing our presence as an authoritative source for data and research on young children, families, and the early care workforce by re-designing our evaluation framework and enhancing the ability to access real-time data on our website pages for immediate decision making.
- Respond to feedback from community partners, local philanthropy, and County Departments on how to improve our practice in promoting and supporting a system of care for children and families by conducting regional input sessions, designing relevant surveys, and facilitating targeted stakeholder meetings.
 - Convene meetings with our team and the University of California, Santa Barbara (UCSB) third party evaluator
 - Analyze and redesign the way First 5 currently collects, tracks, and reports on program indicators and desired results to better align with the First 5 California Annual Report and to better reflect the impact of First 5's investments
 - Work with Vertical Change (database software designer and server hosting system) to enhance the online database software
 - Develop reports for more in depth contract monitoring
 - Create a dashboard for more comprehensive graphs
 - Compliance with First 5 California Annual Report requirements

First 5

CHILDREN'S WELLNESS AND SUPPORT BUDGET PROGRAM

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:

1. Systems Change and Capacity Building
2. Communications and Policy

Staffing

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
PROJECT MANAGER	-	-	-	2.25	2.25
PROGRAM MANAGER	-	0.75	0.75	-	(0.75)
ADMN OFFICE PRO	0.80	-	-	-	-
PROGRAM ADMINISTRATOR	-	1.00	1.00	-	(1.00)
DEPT BUS SPEC	-	2.00	2.00	-	(2.00)
PUBLIC INFO SPECIALIST	1.00	-	-	-	-
FIRST 5 PROGRAM SPECIALIST	2.48	0.74	0.74	-	(0.74)
ACCOUNTANT	-	0.85	0.85	0.85	-
FINANCIAL OFFICE PRO SR	0.91	-	-	-	-
ADMN OFFICE PRO SR	0.74	0.75	0.75	1.60	0.85
Total	<u>5.92</u>	<u>6.09</u>	<u>6.09</u>	<u>4.70</u>	<u>(1.39)</u>

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

First 5

CHILDREN WELLNESS AND SUPPORT BUDGET PROGRAM (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	\$ 735,916	\$ 889,100	\$ 734,000	\$ 712,500	\$ (176,600)
Services and Supplies	1,959,581	1,951,900	2,009,600	2,180,300	228,400
Other Charges	39,525	46,000	45,300	69,300	23,300
Total Operating Expenditures	2,735,021	2,887,000	2,788,900	2,962,100	75,100
Total Expenditures	<u>\$ 2,735,021</u>	<u>\$ 2,887,000</u>	<u>\$ 2,788,900</u>	<u>\$ 2,962,100</u>	<u>\$ 75,100</u>
Budget By Categories of Revenues					
Intergovernmental Revenue	2,012,375	2,887,000	2,703,900	2,941,100	54,100
Miscellaneous Revenue	495	-	85,000	21,000	21,000
Total Operating Revenues	2,012,871	2,887,000	2,788,900	2,962,100	75,100
Other Financing Sources	1,025	-	-	-	-
Decreases to Fund Balances	90,897	-	-	-	-
Total Revenues	<u>\$ 2,104,793</u>	<u>\$ 2,887,000</u>	<u>\$ 2,788,900</u>	<u>\$ 2,962,100</u>	<u>\$ 75,100</u>

2019-20 Anticipated Accomplishments

- Administered and maintained grants and/or contracts totaling \$1.7 million with non-profit organizations, school districts, and businesses to serve children ages 0-5 years and their families.
- Invested in evidence-based and research-informed strategies with an emphasis on serving children and families most in need including Family Strengthening through Family Resource Centers and Preschool and Childcare quality improvement and expansion.
- Continued 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 by promoting the Talk, Read, Sing messaging and supporting community improvement efforts through intentional co-sponsorships of events.

2020-21 Objectives

- Re-Design our Communication framework to promote child wellbeing in coordinated efforts with other county departments, community partners, and state initiatives that align with First 5's vision and mission.