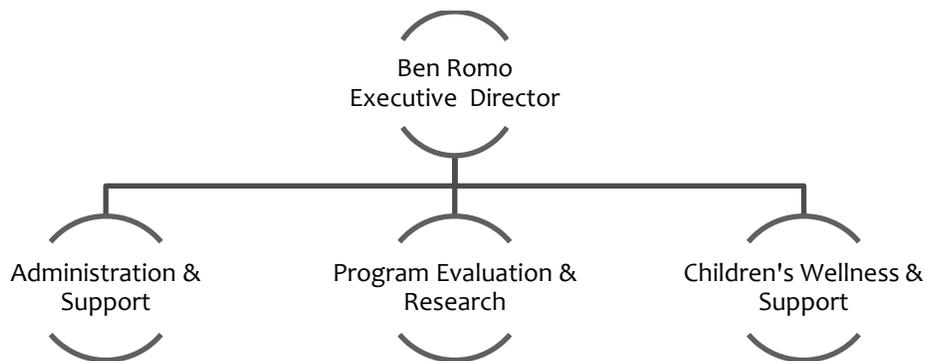


# First 5



## BUDGET & FULL-TIME EQUIVALENTS SUMMARY & BUDGET PROGRAMS CHART

Operating	\$ 4,657,421
Capital	-
FTEs	13.0



# 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.

The 13-member First 5 Children and Families Commission serves as the governing body of First 5. Santa Barbara County serves as the organizational umbrella for the agency.

The department is organized into three budget programs: Administration and Support, Program Evaluation & Research, and Children's Wellness and Support. Administration and Support comprises fiscal oversight and 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 First 5 invest programmatic funding 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.

### *HIGHLIGHTS OF 2015-17 OBJECTIVES*

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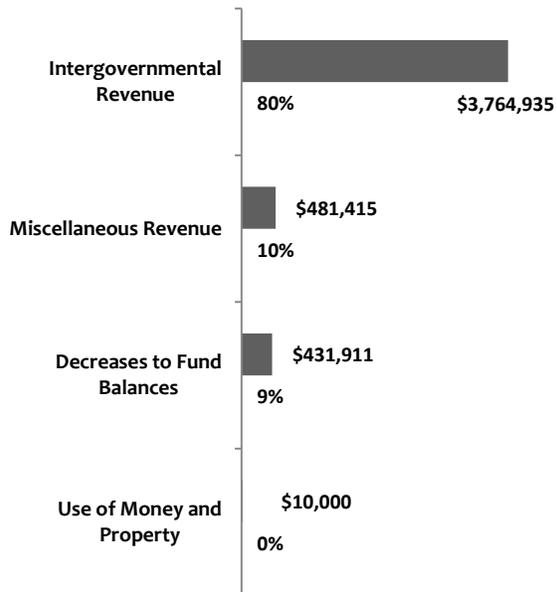
- Continue to invest in high level of fiscal reporting and accountability
- Promote evidence based strategies that help children become ready for kindergarten and report on investment outcomes and impacts through a robust evaluation system
- Leverage First 5's funding and impact through partnership, collaboration and capacity building of our funded and non-funded partners to empower them to be leaders in the 0-5 serving social and educational sector
- Proactively plan for anticipated decreasing revenue in ways that preserve First 5's impact in the long-term
- Leverage First 5 funds and secure additional funding to build the long term capacity of the 0-5 serving sector so that their impact can last beyond the life of First 5 funding
- Implement new communications strategies that help parents and key stakeholders understand their key role in supporting the healthy development of children in the first five years of life.
- Expand the number of high-quality preschool and child care spaces.

# First 5

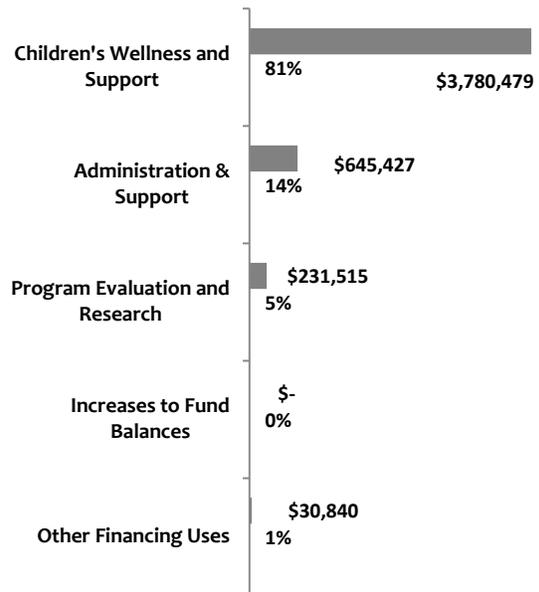
## Department

### RECOMMENDED SOURCES & USES OF FUNDS

#### Source of Funds - \$4,688,261

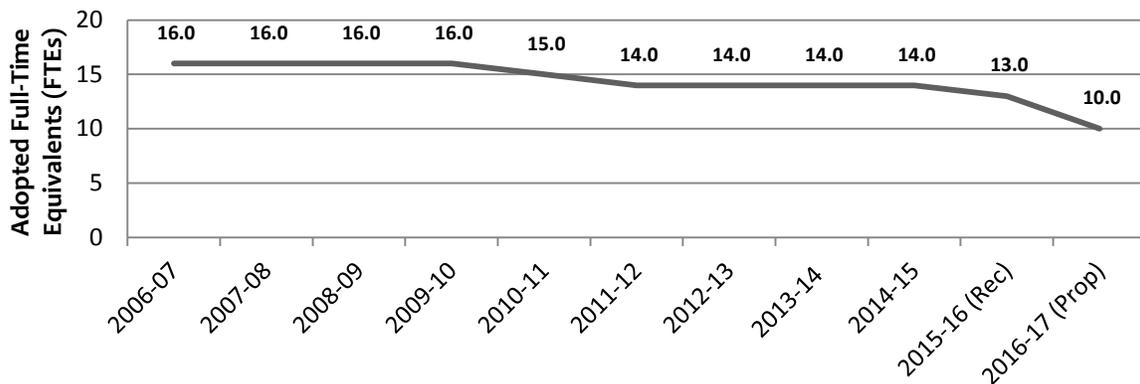


#### Use of Funds - \$4,688,261



### STAFFING TREND

The staffing trend values will differ from prior year budget books in order to show amounts without the impact of any vacancy factors.



# First 5

## Department

### BUDGET OVERVIEW

Staffing Detail By Budget Program	2013-14 Actual	2014-15 Adopted	Change from FY14-15 Ado to FY15-16 Rec	2015-16 Recommended	2016-17 Proposed
Administration & Support	4.13	4.00	(0.75)	3.25	3.25
Program Evaluation and Research	1.07	0.50	(0.03)	0.47	0.50
Children's Wellness and Support	9.33	9.50	(0.22)	9.28	6.25
<b>Total</b>	<b>14.53</b>	<b>14.00</b>	<b>(1.00)</b>	<b>13.00</b>	<b>10.00</b>
<b>Budget By Budget Program</b>					
Administration & Support	\$ 712,109	\$ 775,985	\$ (130,558)	\$ 645,427	\$ 687,658
Program Evaluation and Research	355,474	280,264	(48,749)	231,515	238,219
Children's Wellness and Support	3,917,635	3,894,907	(114,428)	3,780,479	3,212,057
Unallocated	509	-	-	-	-
<b>Total</b>	<b>\$ 4,985,727</b>	<b>\$ 4,951,156</b>	<b>\$ (293,735)</b>	<b>\$ 4,657,421</b>	<b>\$ 4,137,934</b>
<b>Budget By Categories of Expenditures</b>					
Salaries and Employee Benefits	\$ 1,641,072	\$ 1,753,366	\$ (66,480)	\$ 1,686,886	\$ 1,422,221
Services and Supplies	3,278,983	3,148,558	(226,242)	2,922,316	2,670,832
Other Charges	65,672	49,232	(1,013)	48,219	44,881
<b>Total Operating Expenditures</b>	<b>4,985,727</b>	<b>4,951,156</b>	<b>(293,735)</b>	<b>4,657,421</b>	<b>4,137,934</b>
Capital Assets	13,148	-	-	-	-
Other Financing Uses	32,400	2,400	28,440	30,840	28,440
Increases to Fund Balances	-	70,675	(70,675)	-	-
Fund Balance Impact (+)	61,609	-	-	-	-
<b>Total</b>	<b>\$ 5,092,884</b>	<b>\$ 5,024,231</b>	<b>\$ (335,970)</b>	<b>\$ 4,688,261</b>	<b>\$ 4,166,374</b>
<b>Budget By Categories of Revenues</b>					
Use of Money and Property	\$ 35,839	\$ 10,000	\$ -	\$ 10,000	\$ 10,000
Intergovernmental Revenue	4,223,810	3,913,131	(148,196)	3,764,935	3,635,606
Miscellaneous Revenue	776,013	828,660	(347,245)	481,415	43,000
<b>Total Operating Revenues</b>	<b>5,035,662</b>	<b>4,751,791</b>	<b>(495,441)</b>	<b>4,256,350</b>	<b>3,688,606</b>
Decreases to Fund Balances	57,222	272,440	159,471	431,911	477,768
<b>Total</b>	<b>\$ 5,092,884</b>	<b>\$ 5,024,231</b>	<b>\$ (335,970)</b>	<b>\$ 4,688,261</b>	<b>\$ 4,166,374</b>

# First 5

## Department

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### *CHANGES & OPERATIONAL IMPACT: 2014-15 ADOPTED TO 2015-16 RECOMMENDED*

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#### **Staffing**

- Funded FTE reduced from 14 to 13

#### **Expenditures**

- Net operating expenditure decrease of \$294,000 primarily due to:
  - -\$66,000, decrease in Salaries and Employee Benefits for employee salaries, workers compensation premiums, retirement rate, and health insurance increases.
  - -\$226,000, decrease in Services and Supplies: \$342k decrease in contractual services, \$135K increase in Early Care and Education grants to the community, \$78k increase in contract administration fees for external grants, \$57k decrease in Cost Allocation Plan costs, \$27K decrease in IT professional services and \$13k net decrease in other line items accounts
  - -\$1,000 decrease in Other Charges due to a decrease to the liability insurance.
- Net non-operating expenditure decrease of \$42,00 primarily due to:
  - -\$71,000 decrease to Increases to Fund Balance due to there being no funding available to add to the fund balance
  - +\$28,000 increase to Other Financing Uses for the transfer to Social Services for 211 Help Line services

These changes result in recommended operating expenditures of \$4,657,421, non-operating expenditures of \$30,840, resulting in total expenditures of \$4,688,261. Non-operating expenditures primarily include capital assets and increases to fund balances.

#### **Revenues**

- Net operating revenue decrease of \$495,000 primarily due to:
  - -\$148,000 decrease in Prop 10 State Allocation per Department of Finance projections.
  - -\$347,000 decrease in Miscellaneous Revenue, grants sun setting, decrease in projected revenue from external contract oversight fees and decrease in funds from private foundations

These changes result in recommended operating revenues of \$4,256,350 and non-operating revenues of \$431,911 resulting in total revenues of \$4,688,261. Non-operating revenues primarily include transfers and changes to fund balances.

# First 5

## Department

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### *CHANGES & OPERATIONAL IMPACT: 2015-16 RECOMMENDED TO 2016-17 PROPOSED*

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First 5 funding is derived mainly from taxes collected on tobacco products. As the number of smokers has decreased in the State, so too has First 5's annual funding. Recognizing this decrease, in 2010 the First 5 Commission approved spending reserves in order to maintain programs and services. The current fiscal strategic plan calls for maintaining a reserve of no less than one year of operational expenses. The Commission maintains by policy that the fund balance should not decrease below \$2 million.

FY 2015-16 and FY 2016-17 move forward in a strategic direction to effectively and directly address the challenge of decreasing tax revenue and the needs of children prenatal through age 5 and their families and the community's capacity to address them.

### *RELATED LINKS*

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

# First 5

## Department

### PERFORMANCE MEASURES

Description	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimated Actual	FY 2015-16 Recommend	FY 2016-17 Proposed
<b>Administration &amp; Support</b>					
Number of community reports and presentations providing transparency and communication of results	8	8	8	8	8
Percent of contracted agencies receiving site visits to ensure fiscal accountability	100% 12/12	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	Not Used in Prior Years	100% 14/14	100% 13/13	100% 10/10
<b>Program Evaluation and Research</b>					
Percentage of families reporting being involved in planning at the service level	Not Used in Prior Years	95% 400/421	90% 450/500	90% 450/500	90% 450/500
Percentage of families reporting that funded programs provide quality services	Not Used in Prior Years	95% 400/421	90% 450/500	90% 450/500	90% 450/500
<b>Children's Wellness and Support</b>					
Number of Early Childhood Education Programs receiving national accreditation with First 5 funded services	37	48	55	62	62
Percentage of First 5 funded Family Support & Early Care and Education service goals achieved	Not Used in Prior Years	Not Used in Prior Years	90% 45/50	95% 45/48	95% 45/48
New dollars leveraged with First 5 funds for program enhancement and sustainability	Not Used in Prior Years	Not Used in Prior Years	\$40,000	\$600,000	\$600,000
Number of Parents of children 0-5 years requesting information & resources in response to First 5 communication efforts	Not Used in Prior Years	2,500	2,750	3,000	3,000

# First 5

## Program

### ADMINISTRATION & SUPPORT

Provide administrative and fiscal oversight of the department and all programmatic contracts, funding, and allocations; work with county departments, outside auditors, State First 5 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 specific regulatory requirements in Proposition 10. Provide general operating support to effectively run the organization including facilities, HR, safety, and emergency planning. Plays key role in providing contract monitoring for fiscal accountability of funded partners.

### Staffing

Staffing Detail By Budget Program	2013-14 Actual	2014-15 Adopted	Change from FY14-15 Ado to FY15-16 Rec	2015-16 Recommended	2016-17 Proposed
CHILDREN & FAMILY SVCS DIR	1.00	1.00	-	1.00	1.00
BUSINESS MANAGER	1.00	1.00	-	1.00	1.00
ADMIN OFFICE PRO	0.96	1.00	(1.00)	-	-
FINANCIAL OFFICE PRO	0.99	1.00	(1.00)	-	-
ADMN OFFICE PRO SR	-	-	0.85	0.85	0.85
FINANCIAL OFFICE PRO SR	-	-	0.40	0.40	0.40
EXTRA HELP	0.17	-	-	-	-
Total	4.13	4.00	(0.75)	3.25	3.25

### Revenue & Expenditures

Budget By Categories of Expenditures	2013-14 Actual	2014-15 Adopted	Change from FY14-15 Ado to FY15-16 Rec	2015-16 Recommended	2016-17 Proposed
Salaries and Employee Benefits	\$ 509,495	\$ 558,253	\$ (61,784)	\$ 496,469	\$ 509,733
Services and Supplies	179,405	200,397	(67,827)	132,570	161,232
Other Charges	23,209	17,335	(947)	16,388	16,693
Total Operating Expenditures	712,109	775,985	(130,558)	645,427	687,658
Capital Assets	5,259	-	-	-	-
Other Financing Uses	25,325	-	-	-	-
Total Expenditures	\$ 742,693	\$ 775,985	\$ (130,558)	\$ 645,427	\$ 687,658
<b>Budget By Categories of Revenues</b>					
Use of Money and Property	35,839	10,000	-	10,000	10,000
Intergovernmental Revenue	4,121,826	3,816,500	(148,099)	3,668,401	3,539,072
Miscellaneous Revenue	73,296	138,115	(58,349)	79,766	13,000
Total Operating Revenues	4,230,961	3,964,615	(206,448)	3,758,167	3,562,072
Decreases to Fund Balances	(95,928)	101,765	182,864	284,629	477,768
Total Revenues	\$ 4,135,033	\$ 4,066,380	\$ (23,584)	\$ 4,042,796	\$ 4,039,840

\* Please note that departments are not required to balance their budget at the program level.

# First 5

## Program

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

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#### **2014-15 Anticipated Accomplishments**

- First 5 administered and maintained 19 grants and/or contracts totaling \$3.1 million with nonprofits, agencies, school districts, and businesses to serve 0-5 year olds and their families and 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.
- First 5 ensured a high level of fiscal control, transparency, accounting, and reporting, meeting all requirements of state law, the rules and regulations of First 5 of California, the County's auditing and fiscal control processes, and an independent third party audit and review of finances.
- The Commission ensures fiscal accountability and transparency first through its Fiscal Committee made up of Commissioners and members of the First 5 Advisory Board and also through an annual third party, independent audit of the agencies finances and activities.

#### **2015-17 Objectives**

- Support the First 5 Children and Families Commission in their key role of overseeing Proposition 10 expenditures in accordance with the priorities detailed in First 5's strategic plan.
- Explore opportunities to decrease administrative operating costs in response to anticipated decreasing revenue while preserving as much as possible First 5's programmatic impacts.
- Ensure a high level of fiscal accountability and oversight in relation to the granting of funds for program purposes and reporting on outcomes to ensure the effective and efficient use of tax payer dollars; compliance with State, local, and other accounting and reporting requirements; and adherence to the will of California voters and Proposition 10.

# First 5

## Program

### PROGRAM EVALUATION AND RESEARCH

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

#### Staffing

Staffing Detail By Budget Program	2013-14 Actual	2014-15 Adopted	Change from FY14-15 Ado to FY15-16 Rec	2015-16 Recommended	2016-17 Proposed
PROJECT MANAGER	0.50	0.50	(0.03)	0.47	0.50
ADMIN OFFICE PRO	0.57	-	-	-	-
Total	1.07	0.50	(0.03)	0.47	0.50

#### Revenue & Expenditures

Budget By Categories of Expenditures	2013-14 Actual	2014-15 Adopted	Change from FY14-15 Ado to FY15-16 Rec	2015-16 Recommended	2016-17 Proposed
Salaries and Employee Benefits	\$ 141,447	\$ 82,953	\$ (1,555)	\$ 81,398	\$ 88,048
Services and Supplies	213,750	197,186	(47,186)	150,000	150,000
Other Charges	277	125	(8)	117	171
Total Operating Expenditures	355,474	280,264	(48,749)	231,515	238,219
Total Expenditures	\$ 355,474	\$ 280,264	\$ (48,749)	\$ 231,515	\$ 238,219

\* Please note that departments are not required to balance their budget at the program level.

#### 2014-15 Anticipated Accomplishments

- Secured and utilized a new database for accountability and reporting, to improve reporting ability and capacity to reflect the breadth of the work that the Commission and its partners engage in.
- Worked with other community organizations to improve the capacity of non-profits in the county to conduct evaluations of their work.
- Developed a new reporting format for department that will be utilized in 2015-2016 to report on its 2014-2015 results.

#### 2015-17 Objectives

- Provide greater access and transparency to interested parties by publishing data, results, and outcomes on an ongoing basis on the Commission's website and other direct communications venues.
- Revise current set of program indicators that track results so that they are easier to gather, better to communicate, and more accurately reflect, the desired results that are hoped to be achieved.
- 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 invest programmatic funding 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.

In accordance with its 2014-2017 Strategic Plan, 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 quality childcare and preschool services and expanding access to them

**Additionally, First 5 invests programmatically in three secondary focus areas:**

- Capacity Building and Systems Change
- Communications
- Health Insurance and Access for Children

#### Staffing

Staffing Detail By Budget Program	2013-14 Actual	2014-15 Adopted	Change from FY14-15 Ado to FY15-16 Rec	2015-16 Recommended	2016-17 Proposed
PROJECT MANAGER	0.50	0.50	0.03	0.53	0.50
PROGRAM MANAGER	1.00	1.00	-	1.00	1.00
ADMIN OFFICE PRO	3.43	4.00	(4.00)	-	-
FINANCIAL OFFICE PRO	0.01	-	-	-	-
FIRST 5 PROGRAM SPECIALIST	3.00	3.00	(1.00)	2.00	2.00
PUBLIC INFO SPECIALIST	-	-	1.00	1.00	1.00
ADMN OFFICE PRO SR	-	-	3.15	3.15	1.15
FINANCIAL OFFICE PRO SR	-	-	0.60	0.60	0.60
CONTRACTOR	1.00	1.00	-	1.00	-
EXTRA HELP	0.39	-	-	-	-
Total	<u>9.33</u>	<u>9.50</u>	<u>(0.22)</u>	<u>9.28</u>	<u>6.25</u>

# First 5

## Program

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

#### Revenue & Expenditures

Budget By Categories of Expenditures	2013-14 Actual	2014-15 Adopted	Change from FY14-15 Ado to FY15-16 Rec	2015-16 Recommended	2016-17 Proposed
Salaries and Employee Benefits	\$ 989,621	\$ 1,112,160	\$ (3,141)	\$ 1,109,019	\$ 824,440
Services and Supplies	2,885,828	2,750,975	(111,229)	2,639,746	2,359,600
Other Charges	42,186	31,772	(58)	31,714	28,017
Total Operating Expenditures	3,917,635	3,894,907	(114,428)	3,780,479	3,212,057
Capital Assets	7,889	-	-	-	-
Other Financing Uses	7,075	2,400	28,440	30,840	28,440
Increases to Fund Balances	-	70,675	(70,675)	-	-
Total Expenditures	<u>\$ 3,932,599</u>	<u>\$ 3,967,982</u>	<u>\$ (156,663)</u>	<u>\$ 3,811,319</u>	<u>\$ 3,240,497</u>
<b>Budget By Categories of Revenues</b>					
Intergovernmental Revenue	101,984	96,631	(97)	96,534	96,534
Miscellaneous Revenue	702,717	690,545	(288,896)	401,649	30,000
Total Operating Revenues	804,701	787,176	(288,993)	498,183	126,534
Decreases to Fund Balances	153,150	170,675	(23,393)	147,282	-
Total Revenues	<u>\$ 957,851</u>	<u>\$ 957,851</u>	<u>\$ (312,386)</u>	<u>\$ 645,465</u>	<u>\$ 126,534</u>

\* Please note that departments are not required to balance their budget at the program level.

#### 2014-15 Anticipated Accomplishments

- Utilized a new result area, focused on increasing the capacity of funded partners to address their work, partners will report increased collaborations, establishment of shared governance, shared data on issues impacting children ages 0-5 years of age.
- Increased funding to mid-county as well as northern Santa Barbara County, resulting in increased services numbers for those areas.
- Reduced recidivism of child abuse reports through the continued strong partnership between First 5, the County's Child Welfare System (CWS), Community Action Commission (CAC), and Child Abuse Listening and Mediation (CALM) working to ensure that children are growing up in safer home environments.
- Provided more than 2,000 high needs children and 1,800 high needs families with family support services funded by First 5 through agencies, nonprofits, and school districts.
- Increased the school readiness of more than 5,000 children who participated in higher quality preschool and child care programs.
- Increased the number of child care centers in the County who have reached national accreditation, the highest level of quality measurement.
- Increased the number of licensed child care spaces per 100 children from 24% to 30% since 2000 and the number of child care providers with Bachelor's degrees.

# First 5

## Program

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

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#### **2015-17 Objectives**

- Invest in evidence based programs and strategies serving children and families who are most in need.
- Promote, improve, and create systems of evaluating outcomes and results within the social service and educational system serving children age 0-5 to allow for increased longitudinal measurement of program success and to better inform future strategies.
- Implement a new strategy within First 5, in partnership with other funders and providers, to create increased capacity and parental access to high quality preschool and childcare services.
- Explore and create new communications and strategies to increase revenue within the system serving 0-5 year olds and their families to support healthy child development, kindergarten readiness, and increased public support for efforts to meet the needs of children in the early years.
- Leverage First 5 funds and secure additional funding to build the long term capacity of the 0-5 serving sector so that their impact can last beyond the life of First 5 funding.
- Implement new communications strategies that help parents and key stakeholders understand their key role in supporting the healthy development of children in the first five years of life.
- Expand the number of high-quality preschool and child care spaces.
- Fully implement the new program to provide scholarships to parents who cannot currently afford high quality preschool and child care services.