



## **STRATEGIC PLAN & FINANCIAL STABILITY PLAN**

**FISCAL YEAR 2015-2016 THROUGH FISCAL YEAR 2016-2017**



**Framework for the Allocation of First 5 Funds to Support the  
Healthy Development of Children 0-5 Years of Age in Calaveras County**

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May 2015

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# STRATEGIC PLAN FY 15-16 THROUGH FY 16-17

## VISION, MISSION & GUIDING PRINCIPLES

### Vision

- All Calaveras County children will enter school safe, healthy, and ready to learn.

### Mission

- Facilitate partnerships and fund strategies that strengthen families and support them in raising healthy children age 0-5.

### Guiding Principles

- A child's developmental potential is influenced prenatally, in infancy and in early childhood and may significantly impact the level of adult achievement.
- Healthy childhood development benefits the community and therefore should be a priority of the community.
- A healthy family is a collection of people related by birth, marriage, adoption or personal ties who take responsibility for the child and provide support in a loving, nurturing environment.
- Strong families are crucial to a child's healthy development.
- Family responsibility should be encouraged and supported.
- Inclusion of all Calaveras communities, including all income levels, geographic regions, ethnic, linguistic and cultural populations and individuals or groups with special needs should be promoted in commission activities, programs and services.
- Maximization of existing and potential resources through coordination/integration of services and creative/innovative use of available funding sources will be a priority.
- Be responsive to new catastrophic and emergency conditions jeopardizing safety-net resources for children.
- Measurable results are expected from all Commission supported programs and services.

## **COMMUNITY CHARACTERISTICS AND PLANNING**

### ***GEOGRAPHY AND DEMOGRAPHICS***

Calaveras County is a rural county located along the western slope of California's Sierra Nevada mountain range in the area of the state known as the Gold Country. The county has one small incorporated city, and many small unincorporated towns and areas of residence scattered throughout valley, foothill and mountainous terrain. Much of Calaveras is accessed by two-lane roads with minimal public transportation. The geography greatly impacts access to service needs, resources, and child care/ preschool.

The population of children ages 0-5 in Calaveras County is estimated at 1,986. The three primary ethnic and cultural groups are White (74.2%), Hispanic (17.4%), and Multi-Racial (5.3%). Approximately one hundred fourteen (114) K-12 Calaveras County children are classified as English Language Learners; this is 1.9% of the total student population, as compared to 22% statewide. The total population in Calaveras County dropped in size by 2.3% between the years of 2010 and 2014 reducing from 45,578 to 44,624 residents. California as a whole increased its population by 4% during this time.

### ***FAMILY ECONOMICS***

Many families with young children struggle to make ends meet in the county, and there are a significant and growing number of families that rely on public assistance for medical care, child care, and job training. Wage levels are not commensurate with housing costs, and low-income housing is scarce. Many families must work multiple jobs or commute long distances to find jobs with adequate wages. The rate of unemployment in the county during 2013 was 10.4% which was higher than the California average of 8.9%. Twenty-three percent (23.5%) of Calaveras households have children. Sixteen percent (16%) of children 0-18 in the county live in poverty. More families are utilizing emergency food and energy assistance which are not sufficient to meet the growing need. During 2014, Six hundred forty (640) children ages 0-5 received food from The Resource Connection Food Bank. Five thousand two hundred thirty-one (5,231) Calaveras residents participated in the Cal Fresh (Food Stamp) Program during 2014, while twenty two percent (22%) of children lived in food insecure households. Children receiving free or reduced meals at schools stood at 48.9%. Homeless students make up 4.7% of the public school population, including twenty-five (25) Kindergarteners, although Calaveras does not have a homeless shelter.

## **CHILD HEALTH**

The county has strong maternal and child health indicators in a variety of areas, including good utilization of early prenatal care, good breastfeeding rates at hospital discharge, relatively low teen pregnancy rates, and low rates of low-weight births. No medical facility has birthing services; mothers must travel to adjoining counties for prenatal care and delivery.

There is room for improvement in immunization rates for children. In 2013-14, 76.5% of children entering Kindergarten had the required immunizations, which was a drop from 82.2% being fully immunized five years prior. Asthma hospitalization rates are low. Early childhood obesity at 32.7%, while present, is not as high as state rates of 38%. The number of children ages 3-5 with Individualized Education Plans (IEP) was 111, with the two main categories of eligibility being speech and language impairment (74 children, 66.6%) and autism (18 children, 16.2%).

Many families do not have a medical or dental home. There are no dentists and very few medical providers that accept MediCal patients in the county. Twenty percent (20%) of young children who received a dental screening in FY 13-14 had at least one untreated cavity or other active decay.

Although 86% of children in Calaveras have health insurance for the entire year, this ranks 51 in California (out of 58 counties).

## **FAMILY FUNCTIONING**

Domestic violence and substance abuse persists as a community concern, both of which contribute to child abuse and neglect. There is a strong community response to childhood abuse and neglect, which may account for the high rates of substantiated child abuse cases. When children are removed from families, there are systems in place to ensure that parents enroll in substance abuse recovery programs and parenting programs before they are reunited with their children. Calaveras ranks in the 75th- 89th percentile in California for its Domestic Violence cases and in the 50th- 75th percentile in the cases of Child Maltreatment. Ninety-three percent (93%) of children 0-3 do not experience recurring neglect or abuse; this is up from 71% in 2012. Overall, the rates of crimes and misdemeanors are lower than statewide, and generally linked to alcohol and drug use. The rates of DUI arrest are much higher than statewide, and the rates of Assault and Battery are also higher. The rate of violent crime is low.

## ***EARLY CHILDHOOD EDUCATION***

While there are quality and affordable child care resources in the county, many families struggle to find care that meets their family's needs. The match between the available resources and needs of families (geographic location, non-traditional hours, or the need for transportation) can often be a challenge. There is a significant need for more infant care providers. The majority of infant and non-traditional hour child care in Calaveras County is provided at small family child care homes. Preschool spaces are in relative balance, and include Head Start, Early Head Start, State Preschool and private centers. For working families, especially families with one income, affordable childcare is a challenge, especially if there is more than one child. There is a need to better inform families about their eligibility for subsidized care options.

The labor force participation rate of working parents for children 0-5 is 53%. The number of children preschool age and younger at or below 70% of the State Median Income (SMI) with working parents is 542. As of 2014 there were 34 family child care homes, 6 private preschools, and 19 public agency sites including Head Start, Early Head Start, and State Preschools. There was a shortfall for infant-toddler care with about 34% demand not met. The enrollment in Head Start, Early Head Start, and State Preschool was 129, 28, and 104 children respectively. In 2014 there were 60 children on the waitlist for Head Start and 29 on the list for Early Head Start. One hundred and nine (109) children 0-5 in child care programs received CalWorks Stages I, II, and III and Alternative Payment subsidies.

## ***INFRASTRUCTURE SUMMARY POINTS***

There are very few family service providers in Calaveras County. Other than the county departments, educational entities, and health professionals, both public and private, the two key family service providers at this time are The Resource Connection and First 5 Calaveras. The Resource Connection is a local non-profit organization that operates a crisis center for domestic violence and sexual assault, a Food Bank, WIC, Child Care Resource and Referral, Head Start and Early Head Start, and Prevention Education services for children and adults. First 5 Calaveras invests First 5 funds into services for children prenatal to five and their families (many through subcontracts with The Resource Connection). In addition, First 5 Calaveras serves as a subcontractor for county agencies to provide expanded family support and community education services for families with children up to age 18. First 5 contracts with Calaveras County Health and Human Services to provide: (1) parenting education through Mental Health Services Act funding for Prevention and Early Intervention; and (2) child abuse prevention and intervention services through Child Abuse Prevention funds. The Child Abuse Prevention

Council is housed at First 5 Calaveras. The services offered by The Resource Connection and First 5 Calaveras fill specific service niches, and many county agencies and entities depend on them for critical family services. First 5 Calaveras works collaboratively to link children's services with other agencies and programs.

## ***PLANNING ACTIVITIES***

Initial Planning Efforts during FY 14-15: The 2-year granting cycle in this plan reflects a seven month community planning process that took place in FY 14-15. The planning process included interviews with public partners, local professionals directly working with children 0-5 and their families, and staff. Both a Parent Survey and a Professional Survey were distributed to identify existing services and gap areas, strengths and concerns, and recommended First 5 Calaveras funding strategies. This planning process guided the elements of the goals, objectives, and proposed services that follow. The Commission will revisit the plan annually, to ensure that it continues to reflect community needs and opportunities to integrate and leverage resources. The Commission will discuss and review priorities and strategies for the next strategic planning period throughout 2015- 2017 based on all useful new information to ensure proper time for Requests for Proposals. The status of the Small Population County Augmentation will be a factor for consideration throughout the process.

### **Identified Community Strengths**

Community strengths identified in the 2014-15 Parent Surveys included:

- Lots of beautiful places for families to be in nature
- Stronger sense of identity, family, and friends in the small communities
- "Lots" of services available in regards to raising children
- "People help people"
- "Great" parenting classes

### **Identified Community Needs for Children Ages 0-5**

Professional and Parent Survey results identified the *Top 10* needs for children 0-5:

- Preschool affordability, access, and quality
- Transportation to preschool and transportation to medical, dental, and social services
- Support services for special needs children including developmental and behavioral assessments, mental and behavioral health services, and support for children with developmental disabilities
- Access to physical health needs and immunization needs
- Nutrition education and activities
- Affordable and accessible developmentally appropriate activities for children
- Access to oral health and DentiCal services in Calaveras
- No-cost play-groups and opportunities for socialization
- Provide child development information to parents through classes and outreach
- Professional collaboration and communication regarding programs and services for children and parents

Surveys also identified the need for First 5 Calaveras funds to fill service gaps aligned with the First 5 funding priorities that emerge, as well as to integrate services and leverage resources so as to support the overall services for children birth to five.

### **Recent Planning Efforts in FY 14-15**

All priority areas are considered equally important to ensuring the health and well-being of young children; however First 5 Calaveras funds are not sufficient to address all of the priorities, but will be used in 2015 through 2017 to address some of these concerns:

- Early literacy and language acquisition and development have been shown to be critical factors in preparing children for kindergarten entry. Early literacy programs are most critical for children from low income families, who may not have the cultural history to support early reading. Delivery of these services must reach families where they are located. Research shows that by the time a child is two years old, there is already a six-month gap in language comprehension between infants from higher-income and lower-

income families. It is estimated that 53% of Calaveras children 0-5 are read to every day.

*First 5 will support early literacy and early language acquisition, building on community resources and partnerships.*

*Key community partners: The Resource Connection Head Start, Early Head Start, and Family Child Care Homes, libraries, pediatricians, and non-profit organizations.*

- It is critical to maintain the gains made in oral health for children and to address critical treatment needs.

*First 5 Calaveras will continue to support: (1) oral health education, screening and fluoride varnish at early childhood settings; (2) education for parents on preventative oral health practices; and (3) dental treatment on a limited basis through a mobile van service and through agreements with local providers.*

*Key community partners: Calaveras County Office of Education, The Resource Connection Head Start centers, state preschools, private preschools, WIC, and local dentists.*

- Teachers need support and ongoing professional development opportunities in order to best serve children.

*First 5 will support teachers with professional development opportunities.*

*Key community partners: The Resource Connection Child Care Resource and Referral, Calaveras County Calaveras Behavioral Health, and education providers.*

- Parents (and children) need relationship based education and support, in accessible locations at convenient times.

*First 5 will support education and provide resources that effectively link parents and children to health, nutrition, and community services.*

*Key community partners: Calaveras County Behavioral Health and Public Health, community based agencies, medical and dental providers, education providers.*

- Funds available to serve families with children 0-17 are best used in an integrated fashion with First 5 funds to ensure continuity of family support.

*First 5 Calaveras will utilize Mental Health Services Act -Prevention and Early Intervention Funds (MHSA-PEI) to support a comprehensive education initiative for*

*parents, educators, and family support providers. The focus will be on teaching practices that support children’s healthy social-emotional development, understanding childhood trauma, early brain development, and brain based behaviors, and self-regulation strategies.*

*First 5 Calaveras will utilize Child Abuse Prevention funds (CAPIT, PSSF, CBCAP, and PCAC) to provide direct service to children served by Child Welfare Services and to provide community education on child abuse prevention. Key activities will include: (1) Developmental screenings for children ages birth to five served by Child Welfare Services; (2) direct training on identified topics to high-risk parents; (3) community education on Safely Surrendered Babies, the Purple Period of Crying, Shaken Baby, and other topics. Parents will be given information about parenting classes, and other parent support programs.*

*Key community partners: County Health and Human Service departments, community based agencies, education providers.*

It is critical to sustain the effort to address these needs by addressing systems integration and support through: (1) ongoing efforts toward parent access, such as providing services in rural areas and translation; (2) ongoing efforts toward leveraging of funds and other sustainability efforts for core family support programs; and (3) ongoing communication, planning, and efforts toward leveraging to maximize community resources and program support.

In the next section, are identified goals and objectives and specific types of services that the Commission will dedicate funds to during the period of this plan. It is understood that, under this 2-year plan, the specific vendors or amounts may change in response to community conditions. The financial plan, incorporated into this strategic plan, identifies the annual funding allocations. The Commission’s Evaluation Report, produced annually, has detailed information on the specific programs funded with First 5 funds in Calaveras County, the amounts of those investments, the specific tools used to evaluate outcomes, and the outcomes measured.

*Note: Data resources include kidsdata.org, Ch1ldren Now California Scorecard, Calaveras County Child Care Needs Assessment Update 2014, Calaveras County Needs Assessment for the Maternal Child Adolescent Population 2016-2020, and 2014 Calaveras County Community Health Needs Assessment.*

**STRATEGIC GOALS, OBJECTIVES, SERVICES AND INDICATORS**

**Goal 1:** Invest in local programs that promote improved family functioning, early childhood development, and health for children ages 0-5.

**Objective 1:** Invest First 5 Calaveras funds to address the service priorities identified through the Professional and Parent Surveys.

<b><u>Priorities for Programs, Services and Projects</u></b>	<b><u>Desired Outcomes</u></b>	<b><u>Outcome Indicators</u></b>
<p><b><u>Family Functioning Priorities</u></b></p> <ul style="list-style-type: none"> <li>• <i>Advocate for early literacy and early language acquisition and linkages</i></li> <li>• <i>Support evidence based parent education and engagement.</i></li> <li>• <i>Provide families with prevalent child development and early brain development information.</i></li> </ul>	<p><i>Parents will increase parent-child interactive literacy activities and engage child with conversation.</i></p> <p><i>Parents will be effectively linked to community services, improving family stability.</i></p> <p><i>Parents will increase their knowledge of fundamental child development information and improve in the understanding of their child.</i></p>	<p><i>Measured gains in early language and literacy, as measured by DRDP scores or other literacy measurement tools; successful referrals to services tracked, life skills progression tool;</i></p> <p><i>Parent surveys will reflect understanding of reasonable expectations of their child and improved knowledge of child growth and development.</i></p>
<p><b><u>Early Childhood Development Priorities</u></b></p> <ul style="list-style-type: none"> <li>• <i>Promote early childhood enrichment activities to support school readiness</i></li> <li>• <i>Early childhood education quality improvement through teacher support, coaching, and/or training</i></li> <li>• <i>Develop and provide quality improvement system to enhance preschools and family child care homes.</i></li> </ul>	<p><i>Early childhood educators will participate in professional growth development activities.</i></p> <p><i>Program services will be expanded to include State Preschools, private preschools, and Family Child Care Homes; programs will demonstrate gains in providing high quality care in</i></p>	<p><i>Tracked changes of teacher training and site-based improvements and gains; CLASS scores; skill gains by children as measured by pre- and post- observations.</i></p> <p><i>The number of child care sites that will receive program service will increase, including those in rural areas and those serving children 0-3.</i></p>

<ul style="list-style-type: none"> <li>• <i>Support a child’s smooth transition from preschool into kindergarten</i></li> </ul>	<p><i>healthy and safe environments.</i></p> <p><i>Children will make gains in mathematics, early literacy and/or social-emotional skills.</i></p> <p><i>Parents will have access to resources addressing Kindergarten enrollment, options, expectations, and school readiness. Parents are prepared and engaged in helping their child enter Kindergarten ready to learn.</i></p>	<p><i>The number of Kindergarten transition resources distributed will be documented; along with any communication meetings.</i></p>
<p><b><u>Improved Health Priorities</u></b></p> <ul style="list-style-type: none"> <li>• <i>Dental health screening and fluoride treatment, limited treatment, parent education.</i></li> <li>• <i>Nutrition education and access to healthy produce.</i></li> <li>• <i>Safety education in the areas such as car safety, gun safety, stranger danger, and body awareness to reduce injuries and increase children’s ability to recognize unsafe situations.</i></li> </ul>	<p><i>There will be improvements in children’s dental health and in access to care.</i></p> <p><i>Children will have improved positive experiences with eating fresh produce, children’s knowledge of healthy food choices and access will be improved.</i></p> <p><i>Children will learn and practice safety techniques, teachers and parents will learn skills to reinforce lessons.</i></p>	<p><i>Access to dental services, observed dental status, observed skill gains or behavior changes in nutritional choices and safety choices.</i></p>

<p><b><u>Improved Systems &amp; Collaboration Priorities</u></b></p> <ul style="list-style-type: none"> <li>• <i>Improve website to better meet community need and improve First 5 Calaveras visibility.</i></li> <li>• <i>Provide opportunities for collaboration, communication, shared outreach and planning, and coordination of strategies among professionals serving Calaveras children and their families.</i></li> <li>• <i>Continue to strategize for future programs/ systems to be included in the next strategic plan; keeping in mind the financial outlook after the Small Population County Funding Augmentation (SPCFA) funding has expired.</i></li> </ul>	<p><i>Community will use the website as a tool for learning about First 5 Calaveras and keep updated on programs and trainings.</i></p> <p><i>Professionals will have venue to collaborate and work together in planning, strategizing, and providing services to meet the needs of young children 0-5 in Calaveras.</i></p> <p><i>Strategies will be in place for RFPs to meet future needs.</i></p>	<p><i>Website will be complete and operational and will include active calendar and updates.</i></p> <p><i>Collaboration meetings and sub-committee meetings will be documented and progress noted.</i></p> <p><i>Strategies and priorities will be documented in Commission Meeting Minutes. RFPs will be announced during 2016.</i></p>
<p><b><u>Goal 2:</u></b> Integrate funded programs into an easily accessible system.</p>		
<p><b><u>Objective 2</u></b> <i>Incorporate system linkages and access into program design for funded programs.</i></p>		
<p><b><u>Approach</u></b> <i>All contracts for services will build on existing service delivery and develop new linkages. Services provided to Head Start sites will expand to include State Preschools, and private preschools as needed and requested.</i></p>	<p><b><u>Desired Outcomes</u></b> <i>Parents, teachers and children will have improved access to services.</i></p>	<p><b><u>Outcome Indicators</u></b> <i>Successful referrals; services offered at accessible or co-located sites, or where participants are located; translation services.</i></p>
<p><b><u>Goal 3:</u></b> Seek a broader funding/resource base for community investments in children to promote sustainability and system integration.</p>		

<p><b><u>Objective 3-1</u></b></p> <p><i>The Commission will continue partnership funding agreements when there is a good fit to strengthen families and communities, or to build in sustainability elements.</i></p>		
<p><b><u>Approach - 1</u></b></p> <p><i>Continue to contract with Calaveras County for Mental Health Services Act Prevention to serve children birth to 18 years of age. Key focus will be early social-emotional development, children/youth behavioral health, and strengthening self-regulation. Key activities will include parent education, foster parent/ kinship education, teacher education, parent counseling, and training of professionals. Activities will include Spanish Language classes and activities. <u>No First 5 funds will be used to support services for children age 6 or older.</u></i></p>		
<p><b><u>Approach - 2</u></b></p> <p><i>Continue to contract with Calaveras County for Child Abuse Prevention Funds to serve children birth to 18 years of age. Key focus will be child abuse prevention. Key activities will include ASQ developmental screening for children age 0-5 in the Child Welfare Services system, parent education, and community education and outreach on key child abuse issues and resources such as sexual abuse, Shaken Baby Syndrome, Safely Surrendered Baby, and the Purple Period of Crying. <u>No First 5 funds will be used to support services for children age 6 or older.</u></i></p>	<p><b><u>Desired Outcomes</u></b></p> <p><i>The service delivery system for children in Calaveras County will be strengthened. Parents, educators and other professionals will gain skills to promote self-regulation and behavioral health in children. Young children at the highest risk will have a developmental screening. Parents and community members will learn about key child abuse issues and resources.</i></p>	<p><b><u>Outcome Indicators</u></b></p> <p><i>Successful contracts in place. Skill building outcomes measured for parents, teachers and other community members. Number of ASQ screenings tracked. Leveraged programs integrated with First 5 funded activities.</i></p>

<p><b><u>Objective 3-2</u></b></p> <p><i>The Commission will enter into funding agreements for matching fund programs with First 5 California or other leveraging opportunities when there is a good fit to strengthen families and communities.</i></p>		
<p><b><u>Approach</u></b></p> <p><i>Investigate leveraging opportunities and matching grants, enter into agreements where appropriate.</i></p>	<p><b><u>Desired Outcomes</u></b></p> <p><i>The service delivery system for children in Calaveras County will be strengthened.</i></p>	<p><b><u>Outcome Indicators</u></b></p> <p><i>Key programs for children, parents, and /or teachers will have been strengthened.</i></p>
<p><b><u>Goal 4:</u></b> Provide organizational systems sufficient to support and optimize local investments.</p>		
<p><b><u>Objective 4-1</u></b></p> <p><i>Provide and support an organizational system that ensures fiscal soundness and reliable contracting and that ensures that the Commission meets all legislative requirements.</i></p>		
<p><b><u>Approach</u></b></p> <p><i>Annually assess and address the staffing and support needs for the Commission, in light of administrative, program and evaluation responsibilities.</i></p>	<p><b><u>Desired Outcomes</u></b></p> <p><i>The Commission will: (1) meet all legislative requirements; (2) have a sound understanding of current and forecasted financial status; and (3) ensure that First 5 funds are supporting organizations that meet their contract obligations and demonstrate good outcomes for families.</i></p>	<p><b><u>Outcome Indicators</u></b></p> <p><i>(1) Annual financial and program audit will have no findings; (2) the Financial Stability Plan will be utilized as a functional planning tool; and (3) the grantee benchmark and outcome evaluation reports will demonstrate effective First 5 investments.</i></p>

*Note: See the Financial Stability Plan (page 21) for annual allocations, and the annual Evaluation Report for details on project descriptions, evaluation tools, & outcomes.*

## **FUNDING CRITERIA AND APPROACH**

All funds will be allocated through the systems outlined in the Policy and Procedure Manual. The following criteria will be utilized to guide funding decisions:

- the demonstrated need for the proposed services in Calaveras County;
- the responsiveness to the Strategic Plan's goals, objectives, and desired outcomes;
- the soundness of the project design;
- the number of children ages 0-5 that will be impacted;
- the degree to which the proposed project improves access to services;
- the potential for long-term impacts on young children's healthy development;
- the degree to which community services are integrated;
- the degree to which the applicant has made an effort to access all other available resources;
- the degree to which the applicant shows the willingness and capacity to provide evaluation data; and
- the quality of the budget planning and the organizational capacity of the applicant.

All revenue allocations from the First 5 Calaveras County Trust Fund shall be used only to supplement existing levels of service and not to supplant or fund existing levels of service, including services funded with state or local General Fund money. All Commission decisions on funding allocations will comply with the provisions of the Political Reform Act.

## **PROJECT MONITORING AND EVALUATION**

The Commission will monitor funded services and measure outcomes through the following strategies:

- All funded projects \$5,000 and over will be required to submit quarterly benchmarks, expenditure reports, and annual outcome data.
- The Commission will: (1) provide evaluation technical assistance to all projects from start-up on; (2) check in with each program administrator quarterly to ensure that data is being collected consistently and correctly and (3) provide data analysis as needed. The Commission will ensure that local data requirements are consistent with the First 5 California evaluation requirements.

# FINANCIAL PLAN FY 15-16 THROUGH FY 16-17

## PURPOSE

First 5 Calaveras County's Financial Stability Plan is designed to provide a framework for investing funds from the Children and Families Trust Fund.

The Financial Plan was developed to:

- Evaluate the Commission's capacity to fund programs over a two-year period.
- Develop a framework to guide strategic planning and annual budgeting.
- Provide a tool to forecast into years beyond.

The Plan does not authorize or appropriate the spending of any funds to specific programs or agencies. It does not replace the annual budget. It does reflect where the Commission has already appropriated funds through budgets and actions.

## BACKGROUND & PROCESS

First 5 is funded through a fifty cents tax on tobacco that is collected by the State of California, under the provisions of the Children and Families Act of 1998. Statewide tax revenue collections began in January 1999. After a portion is used to backfill Proposition 99 funds and to fund Department of Equalization activities, 20% of the revenue goes to the California Children and Families Commission, and the remaining 80% is redistributed to all California counties based on their proportionate share of statewide births. The twenty least populated counties receive a *Small Population County Funding Augmentation* that is in effect for three years.

The Calaveras County Commission adopted its first Strategic Plan in September 2000 and has funded programs for children ages prenatal to five since its inception. This Financial Stability Plan represents a two year cycle (FY 15-16 through FY 16-17) and makes a forecast of expenditures and revenues through June 2018.

The plan will be annually reviewed, amended as needed and adopted.

## **OBJECTIVES**

**Objective 1: Ensure that funds are available to allocate for executed contracts, initiatives and set-asides.**

Strategy: Annually update the plan to reflect Commission decisions on funding.

**Objective 2: Address uncertain revenues. Maintain a fund balance adequate to support the following year's planned expenditures.**

Strategy: Allocate funds so that the projected year-end fund balance is adequate to cover the following year's planned expenditures, over the term of the granting cycle.

**Objective 3: Allow for flexibility, through annual updates of the plan.**

Strategy: By January of each fiscal year, update the plan to reflect real expenditures and revenues from the prior year, and to look at current year revenue trends and expenditure information. Adjust future planning to reflect significant changes.

**Objective 4: Identify future planning issues for the Commission.**

Strategy: The financial plan is focused on two years, but also forecasts out for an additional year. This allows the Commission time to look ahead and strategize how best to address the future impact of First 5 revenues.

## **REVENUE & EXPENDITURE ASSUMPTIONS**

### **REVENUE FORECASTS**

Actual revenues have been included for FY 14-15 and proposed budgeted revenues for FY 15-16. Revenue fluctuations are driven by two factors: grants and leveraging opportunities that became available and interest earnings.

The revenue forecast for these two years is driven by the Small Population County Funding Augmentation Baseline formula that is in effect for three years, from FY 14-15 through FY 16-17. This formula sets a baseline tax amount for the twenty smallest counties. This includes the county's share of county tax revenues, augmented by First 5 California funds to meet the baseline amount each year. The formula amount for Calaveras County is \$425,000 per year for three years.

Other revenue: The plan includes grant funds from First 5 California and Calaveras County (Mental Health Services Act and Child Abuse Prevention funding). This includes funds for the years that contracts are in place or are anticipated. If opportunities for other grants, matching funds or leveraging become available that fit with the Strategic Plan, the Commission shall determine the feasibility of pursuing the opportunity. At that time the revenues (and expenditures) will be reflected in the subsequent annual Financial Plan update.

Interest: Annual interest earnings are assumed at approximately 0.4%. This rate is conservative and based on recent rates earned. The interest accrued is directly related to the fund balance and the revenues received.

### **EXPENDITURE FORECASTS**

Local Contracts and Programs: The plan reflects a range of First 5 community granting and Commission run services in the two years. *Areas of funding include: Dental prevention, treatment, and outreach, Nutrition Education at preschools, Raising A Reader at Head Start sites, Early Literacy and Language Acquisition Outreach, Expansion of preschool service through Home Visiting, Safety Education in preschools, Distribution of New Parent Kits, Community Outreach, AmeriCorps, and Quality Improvement for early childhood sites and providers.*

Leveraged Funds: Mental Health Services Act Prevention and Early Intervention Funds provide education and support for parents of children up to age 18, at approximately \$200,000 per year. A variety of Child Abuse Prevention funds support early developmental screening for children (up to age 5) in the Child Welfare System, education for at-risk parents (of children up to age 18) and community outreach and education on child abuse topics, at approximately \$90,000 per year. The Commission is awaiting details regarding First 5 IMPACT, which includes leveraged funds for quality improvement systems, and details on the funding for the Too Small to Fail Campaign.

Operations: The cost of operations ranges from \$231,387 to \$250,000. Analysis has indicated that the First 5 operational capacity is critical for these leveraged funds to be used effectively in the county. *General forecast is for a 3% annual inflation for personnel and operating expenses. Adjustments will be made annually, as needed.* If unanticipated revenues become available, the Commission will consider the use of these funds in light of the strategic plan's expenditure and revenue forecasts.

### **FUND BALANCE ASSIGNMENT**

At year's end, the fund balance shall be assigned to the following categories: (1) nonspendable; (2) restricted; (3) committed; (4) assigned; and (5) unassigned. The rationale for these assignments shall follow the Commission's fund balance policy, which reflects the GASB 54 ruling.

Financial Plan Detail	Actual FY 14-15	Budget FY 15-16	Forecast FY 16-17	Forecast FY 17-18
<b>Total Beginning Balance</b>	<b>778,156</b>	<b>777,820</b>	<b>731,420</b>	<b>666,305</b>
<b>Revenues</b>				
Local First 5 funds (0-5)	425,000	425,000	425,000	400,000
State SMIF Interest	90	85	85	85
Calaveras Co. Interest	2,600	2,600	2,500	2,400
State F5CA CSP2 (0-5)	61,592	-	-	-
Other: refunds, reimbursements	-	-	-	-
<b>Total Local First 5 Funds</b>	<b>489,282</b>	<b>427,685</b>	<b>427,585</b>	<b>402,485</b>
<b>Leveraged Funds (0-18)</b>				
BHS - MHSA Grant Funds (0-18)	113,941	115,174	115,989	115,989
CAP Grant Funds (0-18)	89,380	86,964	84,551	84,551
<b>Total Leveraged Funds</b>	<b>203,321</b>	<b>202,138</b>	<b>200,540</b>	<b>200,540</b>
<b>Total Anticipated Revenues</b>	<b>692,603</b>	<b>629,823</b>	<b>628,125</b>	<b>603,025</b>
<b>Expenditures</b>				
<b>Operations</b>	<b>201,300</b>	<b>231,387</b>	<b>250,000</b>	<b>250,000</b>
<b>Local Contracts &amp; Programs (0-5)</b>				
<b>Family Functioning, Early Literacy, ECE</b>				
TRC Raising a Reader Homevisiting/suppli	40,000	38,700	38,700	38,700
TRC First 5 AmeriCorps	10,000	10,000	10,000	10,000
ECE Support: CARES & Curriculum Kids	18,000	18,000	18,000	18,000
<b>Health</b>				
TRC Kids Farmers Market/Prevention Ed	50,000	50,000	50,000	50,000
CCOE Children's Dental	90,000	83,000	83,000	80,000
<b>Improving Community Systems</b>				
Sponsorships, outreach, website, evaluat	18,725	23,000	23,000	23,000
First 5 CA CSP2 (0-5)	61,592	-	-	-
<b>Emerging Issues, program expansion</b>	<b>-</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>
<b>Total Local Contracts</b>	<b>288,317</b>	<b>242,700</b>	<b>242,700</b>	<b>239,700</b>
<b>Total Expenditures funded by First 5</b>	<b>489,617</b>	<b>474,087</b>	<b>492,700</b>	<b>489,700</b>
<b>Fund Leveraging - Expenses (0-18)</b>				
BHS MHSA Parent Education	113,941	115,174	115,989	115,989
CAPIT/CBCAP/PSSF/PCAC (0-18)	89,380	86,964	84,551	84,551
<b>Total Leveraged Fund Expenses</b>	<b>203,321</b>	<b>202,138</b>	<b>200,540</b>	<b>200,540</b>
<b>Total Anticipated Expenditures</b>	<b>692,939</b>	<b>676,225</b>	<b>693,240</b>	<b>690,240</b>
<b>Total Ending Balance</b>	<b>777,820</b>	<b>731,420</b>	<b>666,305</b>	<b>579,090</b>
<b>Use of fund balance to support expenses</b>	<b>336</b>	<b>46,400</b>	<b>65,115</b>	<b>87,215</b>