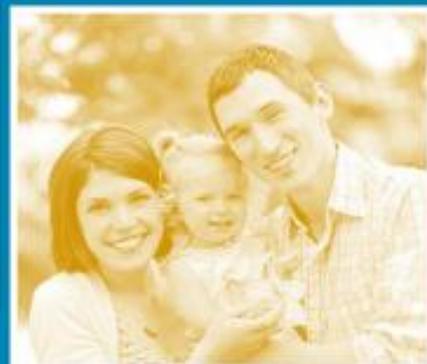




FIRST 5
GLENN COUNTY



Strategic Plan

2019-2024



Acknowledgements

First 5 Glenn County Children and Families Commission would like to thank everyone who participated in the Strategic Plan Update.

The Commission meets on the first Wednesday of every other month at 9:00 a.m. at 1035 West Wood Street, Willows, CA 95988. Meetings are open to the public and published on First 5 Glenn County's website.



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Social Entrepreneurs, Inc., a company dedicated to improving the lives of people by helping organizations realize their potential, provided support in the development of this plan.

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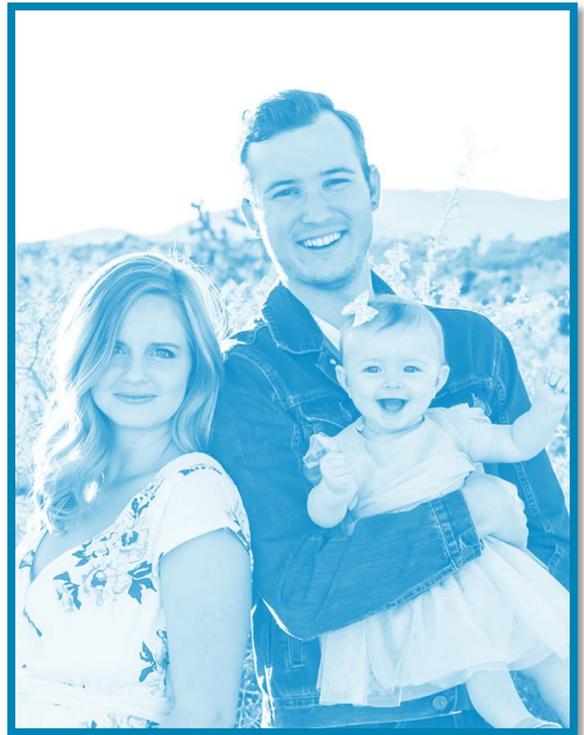
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Background and Introduction

The First 5 Glenn County Children and Families Commission (herein referred to as First 5 Glenn) was formed following the passage of California Proposition 10 (Prop 10). The Prop 10 initiative added taxes on cigarette and other tobacco products to fund programs promoting early childhood development for children birth through five and their families.

First 5 Glenn operates on an annual budget of approximately \$450,000 made up of Prop 10 funds. As a small county, First 5 Glenn is dependent on Small Population County Augmentation Funds (SPCFA) provided by First 5 California. It also draws upon its reserve account to fully fund efforts to achieve its strategic plan. Funds are used to provide services and make system improvements that support young children and families. The aim is to invest effectively in a network of prevention and early intervention supports for families with young children.

First 5 Glenn has established, as mandated by law, this strategic plan in order to effectively guide the Commission in its efforts to realize its **vision** and achieve its **mission**.



Proposition 10: Requires all county commissions to “adopt an adequate and complete County Strategic Plan for the support and improvement of early childhood development within the county. The strategic plan must include a description of the goals and objectives proposed to be attained, a description of the programs, services, and projects proposed to be provided, sponsored or facilitated; and a description of how measurable results of such programs, services, and projects will be determined by the County Commission using appropriate and reliable indicators.”

Our Vision

A vision statement provides a clear and compelling goal that serves to unify the actions of an organization and its stakeholders. The vision describes the future that everyone is working toward. First 5 Glenn envisions a future where...

Children in Glenn County will thrive in supportive, nurturing and loving families and communities, and be positively prepared to enter and succeed in school to become productive, well-adjusted members of society.

Our Mission

The mission defines the fundamental purpose for an organization to exist. It should serve to guide an organization throughout its existence, providing a compelling sense of purpose that is meaningful to everyone involved in the organization. This mission of First 5 Glenn is to...

Provide and enhance the quality of early childhood development services for all Glenn County children, prenatal through age five, and their families.

Our Focus

Activities sponsored with Prop 10 funds are expected to focus specifically on children prenatal to age 5 and their families. Further, Prop 10 has established four strategic goal results areas that each Commission should pursue:



Improved Family Functioning

Successful and strong families are those who are able to provide for the physical, mental and emotional development of their children. Young children are entirely dependent upon caregivers for survival and nurturing. It is the interaction of the parent or primary caregiver with the child that shapes the child's view of himself or herself as an individual capable of interacting with the world and achieving desired outcomes from that interaction.



Improved Child Development

The role of education in a child's later ability to create a healthy, fulfilling life has been well documented. Skills that allow one to problem solve and think creatively are developed in early childhood education settings and nurtured through community and parental reinforcement. The National Association of Elementary School Principals has stated that "better childhoods" would be the single greatest contributor to improvement in school achievement.



Improved Child Health

Children who are healthy in mind, body and spirit grow with confidence in their ability to live a fulfilling, productive life. Healthy children have sufficient nutrition, health care, nurture and guidance, mental stimulation, and live in families and communities that value them. The research on child development and the impact of the early years emphasizes the importance of children beginning life with healthy nutrition and healthy environments.



Improved Systems of Care

Prop 10 included a mandate that strategic plans created by County Children and Families Commissions must show how each county will promote integration, linkage and coordination among programs, service providers, revenue resources, professionals, community organizations and residents. Further, services must be available in a culturally competent manner, embracing the differences in cultures and languages within the county. The system of children and family services should also recognize the challenges faced by families whose children have disabilities or other special needs, and work to make services more accessible to these families.

These four strategic result areas serve as the basis for each Commission strategic plan at both the county and the state level. In addition to focusing on these four result areas, each First 5 Commission is accountable for measuring results of funded programs and adjusting investment priorities to best achieve results for children and families.

Glenn County Characteristics

Glenn County is located in Northern California. Its county seat is Willows. As of 2010, the population of Glenn County totaled 28,122 people, representing a 6.3% growth rate since 2000. According to the U.S. Census Bureau, Glenn County has 1,314 square miles of land area and 13 square miles of water area. The county is adjacent to Colusa County on the south, Lake County on the southwest, Mendocino County on the west, Tehama County on the north and Butte County on the east.

Demographics

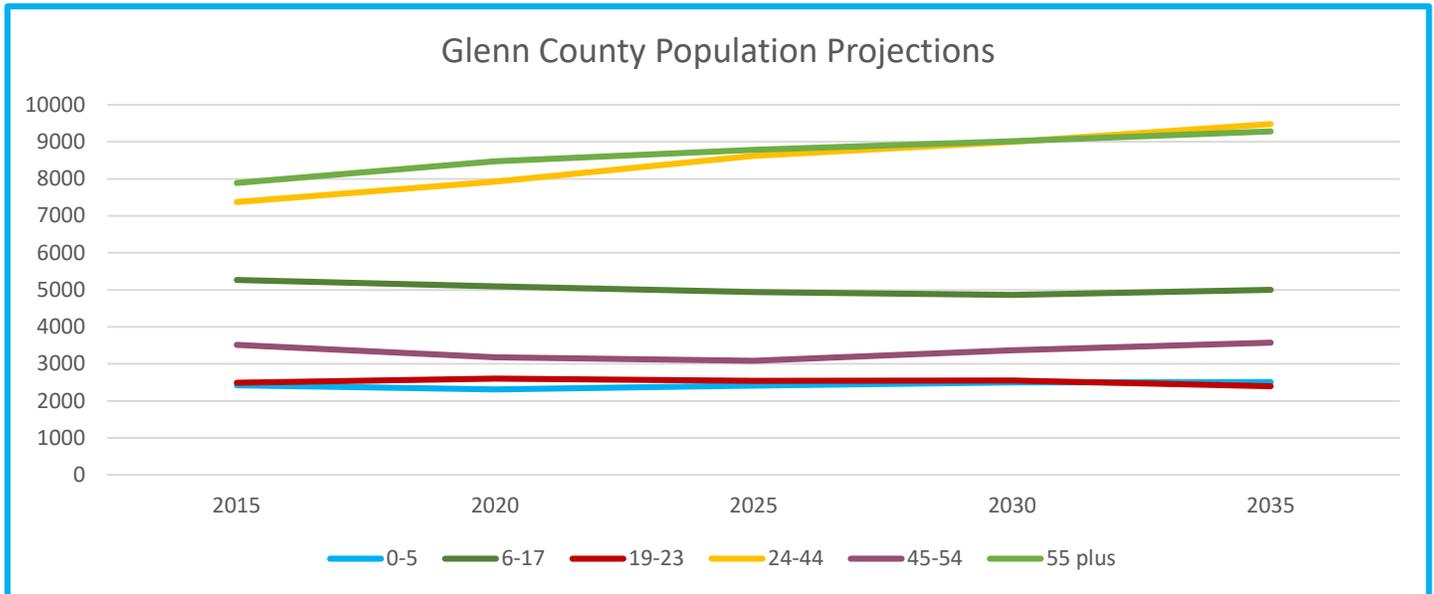
The following table represents the demographics of Glenn County (2010 U.S. Census Bureau). The largest age group in Glenn County consists of adults between the ages of 35-54 (25.5 percent), followed by younger adults between the ages of 20-34 (18.8 percent) and older adults ages 60+ (18.4 percent). The majority of Glenn County residents are White (71.1 percent), with a significant percentage identifying as Hispanic/Latino (37.5 percent).

Gender											
Male				Female							
Number (#) of Population		Percent (%) of Population		Number (#) of Population		Percent (%) of Population					
14,191		50.5		13,931		49.5					
Age (Median Age of Population: 35.3)											
0-14		15-19		20-34		35-54		55-59		60+	
#	%	#	%	#	#	#	%	#	%	#	%
6,520	23.2	2,156	7.7	5,280	18.8	7,178	25.5	1,817	6.5	5,171	18.4
Race/Ethnicity											
White		Black		American Indian		Asian/Pacific Islander		Other		Hispanic / Latino	
#	%	#	%	#	%	#	%	#	%	#	%
19,990	71.1	231	0.8	619	2.2	746	2.7	5,522	23.2	10,539	37.5



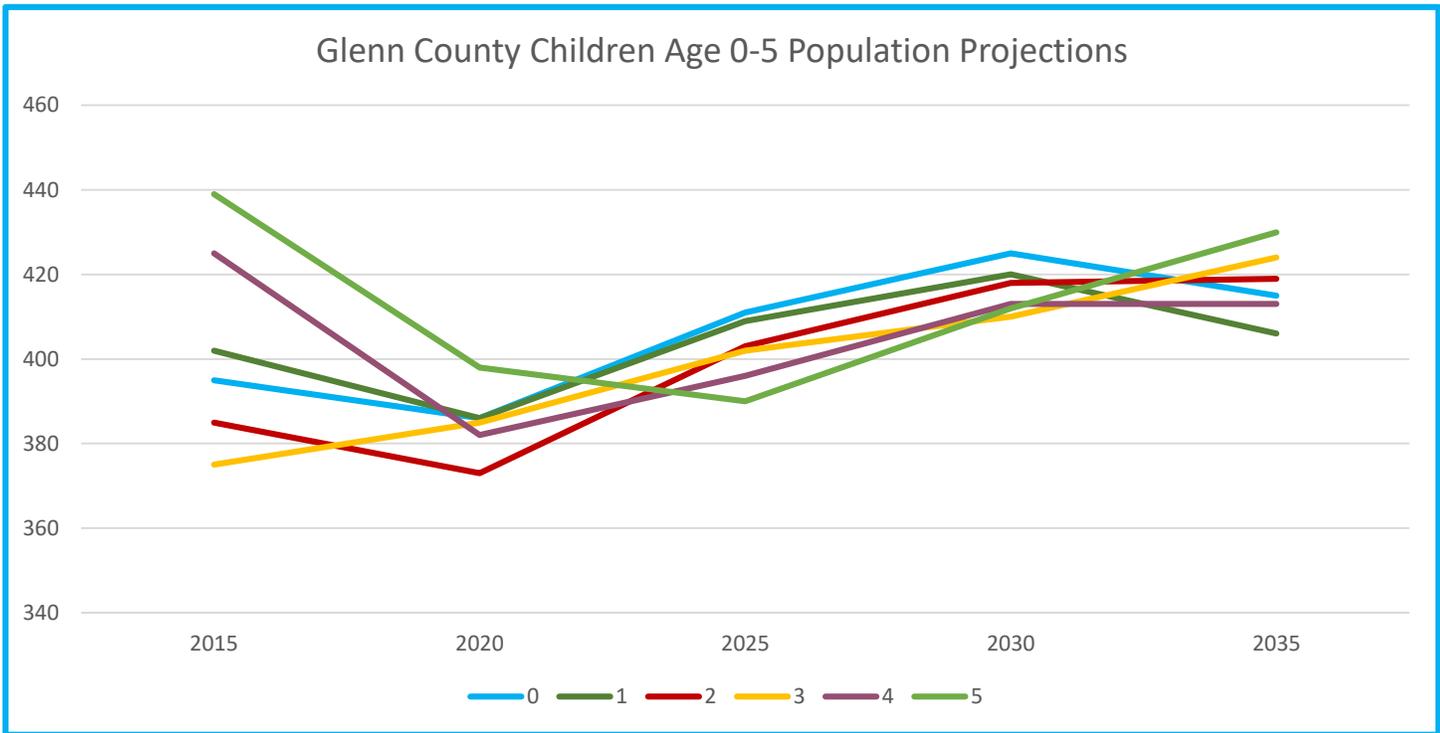
Population Projections

The chart below shows population projections through 2035.¹ The largest portion of the population is expected to be 24-44 year olds followed by individuals 55 years of age or older.



To more specifically understand the target population of First 5 Glenn, the zero through five population projections are provided below. As the chart demonstrated, there is expected to be a decline in the target population by 2020, with a slow and steady increase for most ages through 2035.

¹ The California Department of Finance Population Projections. Downloaded on May 15, 2019 from: <http://www.dof.ca.gov/Forecasting/Demographics/Projections/>



County Snapshot

The *County Health Rankings* measure the health of nearly all counties in the nation. The data is compiled using county-level measures from a variety of national and state data sources. The data represented in the chart below are taken from the most recent data available. These measures are standardized and combined using scientifically-informed weights.²

The table below provides a snapshot of how Glenn County characteristics compare to the state of California as well as their placement in relationship to top performers in the United States (US).

Community Characteristics		Glenn County	California	Top US Performers
Mortality & Morbidity	Poor or Fair Health <i>(Percentage of adults reporting fair or poor health)</i>	20%	18%	12%
	Poor Physical Health Days <i>(Average number of physically unhealthy days reported in past 30 days)</i>	4.3	3.6	3.0
	Poor Mental Health Days <i>(Average number of mentally unhealthy days reported in past 30 days)</i>	4.1	3.6	3.0
	Low Birth Weight <i>(Percentage of live births with low birthweight <2500 grams)</i>	6%	7%	6%
Health	Adult Smoking <i>(Percentage of adults who are current smokers)</i>	14%	12%	14%

² Downloaded on May 15, 2019 from: <http://www.countyhealthrankings.org/app/california/2017/rankings/glenn/county/outcomes/overall/snapshot>

Community Characteristics		Glenn County	California	Top US Performers
	Adult Obesity <i>(Percentage of adults that report a BMI of 30 or more)</i>	27%	23%	26%
	Physical Inactivity <i>(Percentage of adults age 20 and over reporting no leisure-time physical activity)</i>	19%	17%	19%
	Excessive Drinking <i>(Percentage of adults reporting binge or heavy drinking)</i>	17%	18%	12%
	Teen Birth Rate <i>(Number of births per 1,000 female population ages 15-19)</i>	41	29	17
Clinical Care	Uninsured <i>(Percentage of population under age 65 without health insurance)</i>	18%	14%	8%
	Primary Care Physicians <i>(Ratio of population to primary care physicians)</i>	4,660:1	1,280:1	1,040:1
	Dentists <i>(Ratio of population to dentists)</i>	1,330:1	350:1	360:1
Social & Economic Factors	High School Graduation <i>(Percentage of ninth-grade cohort that graduates in four years)</i>	77%	82%	95%
	Some College <i>(Percentage of adults ages 25-44 with some post-secondary education)</i>	47%	63%	72%
	Unemployment <i>(Percentage of population ages 16 and older unemployed but seeking work)</i>	8.7%	6.2%	3.3%
Social & Economic Factors	Children in Poverty <i>(Percentage of children under age 18 in poverty)</i>	26%	21%	12%
	Social Associations <i>(Number of membership associations per 10,000 population)</i>	9.7	5.8	22.1
	Children in Single-Parent Households <i>(Percentage of children that live in a household headed by a single parent)</i>	30%	32%	21%
	Violent Crime Rate <i>(Violent crime rate per 100,000 population)</i>	419	407	62
	Food Insecurity <i>(Percentage of population who lack adequate access to food)</i>	15%	14%	10%
	Limited Access to Healthy Foods <i>(Percentage of population who are low-income and do not live close to a grocery store)</i>	5%	3%	2%
	Housing <i>(Percentage of households with at least 1 of 4 housing problems to include: overcrowding, high housing costs, or lack of kitchen or plumbing facilities)</i>	21%	28%	9%



The information provided above lends to an understanding that a number of co-existing factors are affecting Glenn County families. Families are struggling with financial security as indicated by a higher than statewide average in unemployment and the fact that 1 in 4 children are living in poverty. The number of people reporting poor physical and mental health also exceeds that of statewide averages. Additionally, almost a fifth of county residents are uninsured and are limited in their access to primary care physicians or dentists.

To better understand the issues impacting children and families in Glenn County, Adverse Childhood Experiences, or ACEs, are explored in the next section.

Adverse Childhood Experiences Facing Families in Glenn County

The impact of childhood experiences began to be widely recognized as the result of a joint study between the Centers for Disease Control (CDC) and Kaiser Permanente in the late 1990's. This study highlighted the negative effects of abuse, household challenges, and neglect on children later in life.

ACEs are categorized into three groups and defined in the following manner.³

Child Abuse

- **Emotional abuse:** A parent, stepparent, or adult living in the home swore at the child, insulted the child, put the child down, or acted in a way that made the child afraid that he or she might be physically hurt.
- **Physical abuse:** A parent, stepparent, or adult living in the home pushed, grabbed, slapped, threw something at the child, or hit the child so hard that there were marks or injury.
- **Sexual abuse:** An adult, relative, family friend, or stranger who was at least 5 years older than the child ever touched or fondled the child in a sexual way, made the child touch his/her body in a sexual way, attempted to have any type of sexual intercourse with the child.

Child Neglect

- **Emotional neglect:** No one in the family helped the child feel important or special, the child did not feel loved, people in the family did not look out for each other and feel close to each other, and the family was not a source of strength and support.
- **Physical neglect:** There was not someone to take care of the child, protect him or her, and take him or her to the doctor if needed, the child didn't have enough to eat, the parents were too drunk or too high to take care of the child and he or she had to wear dirty clothes.

Household Challenges

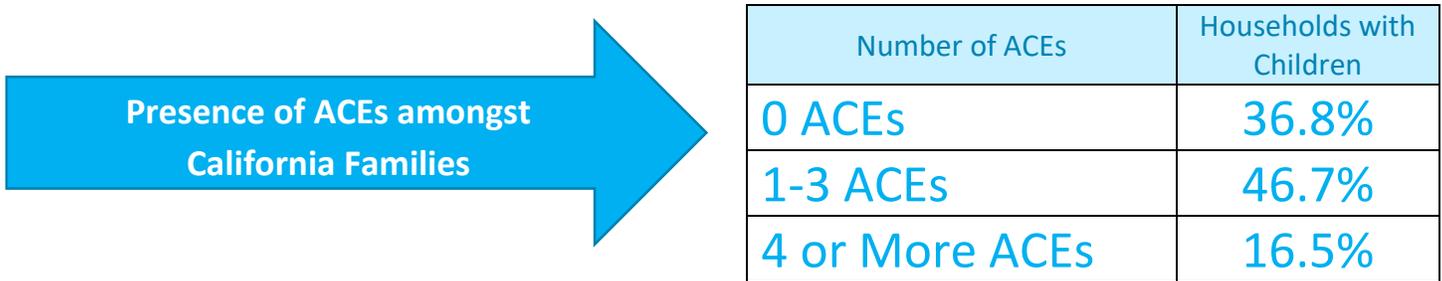
- **Mother treated violently:** A mother or stepmother was pushed, grabbed, slapped, had something thrown at her, kicked, bitten, hit with a fist, hit with something hard, repeatedly hit for over at least a few minutes, or ever threatened or hurt by a knife or gun by the father (or stepfather) or mother's boyfriend.
- **Household substance abuse:** A household member was a problem drinker or alcoholic or a household member used street drugs.
- **Mental illness in household:** A household member was depressed or mentally ill or a household member attempted suicide.
- **Parental separation or divorce:** The child's parents were ever separated or divorced.
- **Criminal household member:** A household member went to prison.

³ These definitions are adapted directly from the CDC (Centers for Disease Control and Prevention, 2016).

The number of ACEs in a child’s life has been shown to increase the risk for a variety of health problems to include:

- Alcoholism and alcohol abuse
- Chronic obstructive pulmonary disease (COPD)
- Depression
- Fetal death
- Health-related quality of life
- Illicit drug use
- Ischemic heart disease (IHD)
- Liver disease
- Risk for intimate partner violence
- Multiple sexual partners
- Sexually transmitted infection (STIs)
- Smoking
- Suicide attempts
- Unintended pregnancies
- Early initiation of smoking
- Early initiation of sexual activity
- Adolescent pregnancy

While ACEs data is not available specific to Glenn County, statewide data helps to provide an understanding of the likely presence of these factors for families in Glenn County.



First 5 Glenn County has always had a focus on reducing/eliminating the incidence of child maltreatment. The Commission recognizes that child maltreatment is a complex problem rooted in unhealthy relationships and environments. In years past and continuing into the future, First 5 Glenn County has invested in supporting safe, stable, and nurturing relationships and environments for all children and families. The Commission supports partnerships, programs, and activities that build protective factors in children, families and the communities in which they live and grow. The strategic plan for accomplishing this is provided in the next section.

2019-2024 Strategic Framework

First 5 Glenn has established the following priorities to guide its investments for 2019-2024:

- The Commission will work with **families** to better understand transition points and wraparound care and programs.
- The Commission will work with **partner agencies** to leverage resources and promote coordinated services for families in Glenn County.
- The Commission will work with **systems** to make it easier for stakeholders to know what is available and how to access resources for children and families.

Strategic Plan Goals and Objectives

First 5 Glenn has established objectives that are aligned with the four overarching strategic goal results areas as established by First 5 California and detailed earlier in the document.

Improved Family Functioning

- Parents of children birth through five use nurturing and positive strategies to guide and teach their child.

Improved Child Development

- Children enter school physically and emotionally healthy and ready to learn.

Improved Child Health

- Children receive dental supports and services.
- Children receive early screening and intervention for developmental delays and other special needs.

Improved Systems of Care

- Systems serving children and families are coordinated, accessible, consumer driven and consumer focused.



Commission Programming and Services

First 5 Glenn’s primary strategy in achieving the results and objectives as outlined in this strategic plan is through the support of its Little Learners program which uses proven practices and curriculum designed to strengthen families and ensure children ages zero through five are ready to learn.

The Little Learners program provides universal access to preventative and supportive services designed to increase the skills of parents and increase healthy social interaction of families. The program has multiple service components that families can take full advantage of, or by choice, can self-select options that meet their unique family needs, including:

-  **Parenting Instruction:** A variety of parenting instruction approaches are utilized to meet the unique needs of parents served. Nurturing Parenting is one approach as is one-on-one customized parenting instruction.
-  **Playgroups:** Little Learners provides families and children the opportunity to interact and learn through playgroups hosted throughout Glenn County.
-  **Developmental Assessments:** Developmental Assessments are conducted on children in the Little Learners program.
-  **Referrals to Community Resources:** Little Learners provides referrals to community resources based on a family’s unique needs.
-  **Case Management:** Case management is provided to families with complex needs. Family plans are developed and support is provided.
-  **Family Time:** Court supervised visitation is provided to families needing it.
-  **Oral Health Services:** Through a multi-county collaboration, the Mobile Dental Clinic (MDC) provides children in Glenn County with oral health services.

Best Practice Tools and Curriculum

Little Learners uses a variety of best practice tools and curriculum to support achievement and understanding of outcomes being achieved by families accessing services.

- **Strengthening Protective Factors Framework⁴:** Strengthening Families™ is a research-informed approach to increase family strengths, enhance child development and reduce the likelihood of child abuse and neglect. It is based on engaging families, programs and communities in building five protective factors. Extensive research supports the common-sense notion that when these five protective factors are present and robust in a family, optimal child development occurs and there is a reduction in the likelihood of child abuse and neglect.⁵ The **Little Learner’s Program** provide services within the Strengthening Families framework. For the purpose of this evaluation, only four of the protective factors will be measured as the “caregiver and practitioner relationship” is not relevant to the Little Learner’s program approach.
- **Nurturing Parenting Program:** The Nurturing Parenting Program is a family-centered program designed for the prevention and treatment of child abuse and neglect. Both parents and their children birth to five years participate in group-based services. Lessons are competency-based ensuring parental learning and mastery of skills.
- **Developmental Screenings and Assessments:** The implementation of well-performed developmental screenings can be very useful in the early identification of children with possible developmental delays. The Little Learner’s Program utilizes the Ages and Stages Questionnaire (ASQ). The ASQ is a general

⁴ The program will use the PFS-2 survey tool, incorporated into the post-service assessment form.

⁵ For more information on Strengthening Families, visit www.strengtheningfamilies.net.

developmental screening tool which is used with parents to assess age-specific development in the following domains: communication, gross motor, fine motor, problem-solving, and personal adaptive skills.

Evaluating Efforts

As a component of Prop 10 funding, First 5 Glenn is required to demonstrate results. The results-based accountability model as adopted by the state First 5 Commission, requires the collection and analysis of data, and the reporting of findings in order to evaluate the effectiveness of programs.

The following evaluation matrix provides a roadmap for how First 5 Glenn will measure the result areas and objectives it has set forth to achieve within this strategic plan.



Goal: Improved Family Functioning				
Commission Objectives	Strategies	Performance Indicators	Tables & Charts	Outcome Indicators
Parents of children birth through 5 use positive strategies to guide and teach their child.	Provision of Nurturing Parenting Programming.	Number of parents and children participating in parenting instruction and supplemental supports.	Participant demographics: age, ethnicity, primary language.	Increased parental knowledge, skills, and confidence.
			Number of class sessions, participant contacts and average attendance rates.	
		Number of parents with improved scores within each of the protective factor domains.	Number/Percent of families with improvement in the Family Functioning and Resiliency category of the Protective Factors domain.	
			Number/Percent of families with improvement in the Nurturing and Attachment category of the Protective Factors domain.	
			Number/Percent of families with improvement in the Social Support category of the Protective Factors domain.	
	Number/Percent of families with improvement in the Concrete Support category of the Protective Factors domain.			
Provision of referrals to community resources for families with an identified need.	Number of referrals provided to families of children ages 0-5.	Number and type of referrals provided to families of children ages 0-5.	Increased access to community resources.	

Goal: Improved Child Development

Commission Objectives	Strategies	Performance Indicators	Tables & Charts	Outcome Indicators
<p>Children enter school physically and emotionally healthy and ready to learn.</p>	<p>Provision of Parent and Child Playgroups and Nurturing Parenting Programming.</p>	Number of parents and children participating in playgroups.	Participant demographics: age, ethnicity, primary language.	<p>Increased growth and development of children prior to kindergarten entry.</p>
			Number of playgroup sessions.	
		Number of parents participating in nurturing parenting programming.	Participant demographics: age, ethnicity, primary language.	
			Number of parenting sessions provided.	
		Number/Percent of parents participating in playgroups and nurturing parenting program that maintain habits that support their child's development.	Number/Percent of parents that report that they or another family member reads with their child(ren) each day.	
			Number/Percent of parents that report that they or another family member practices counting or doing activities that involve numbers with their child(ren) each day.	
			Number/Percent of parents that report that they or another family member plays with their child(ren) each day.	
			Number/Percent of parents that report that they or another family member provides their child(ren) with opportunities for physical activities each day.	
	Number/Percent of parents that report that they or another family member follows regular routines with their child(ren) each day.			

Goal: Improved Child Health

Commission Objectives	Strategies	Performance Indicators	Tables & Charts	Outcome Indicators
Children receive dental supports and services.	Provision of dental packets and education about healthy dental habits.	Number of children provided with dental packets.	Number of children provided with dental packets and provided with dental education.	Increased healthy dental habits amongst children ages 0-5.
Children receive early screening and intervention for developmental delays and other special needs.	Provision of developmental screenings through Playgroups and Nurturing Parenting program.	Number of children who received developmental screenings.	Number/Percent of children who receive Ages and Stages Questionnaire (ASQ) screening by program.	Increased number of children screened for a developmental delay prior to entering kindergarten.
			Number of children screened with the ASQ who scored above, at, and below cutoff in each developmental domain (5).	

Goal: Improved Systems of Care

Commission Objectives	Strategies	Performance Indicators	Tables & Charts	Outcome Indicators
Systems serving children and families are coordinated, accessible, consumer driven and consumer focused.	Provision of trainings to providers serving families and children.	Number of providers that have received training provided, supported and or coordinated through First 5 Glenn.	Number of providers and type of trainings supported and/or coordinated through First 5 Glenn.	Increased competency of service providers.
	Provision of services in a manner that meets the needs of families with children ages 0 – 5.	Number of parents reporting satisfaction with the content, quality and family centeredness of services.	Number/percent of parents reporting that services have helped them improve their knowledge of parenting and child development.	Increased quality of care provided to families of children ages 0-5.
			Number/percent of parents reporting that they had positive experiences with program staff.	
Number/percent of parents reporting satisfaction with services.				

2019-2024 Financial Plan

First 5 Glenn has completed a financial plan as a means to determine funding allocations to support the strategic plan. This plan will be the guideline for future funding of internal operations, programming, and services.

This plan will be reviewed annually and updated if necessary to reflect actual revenue and expenditures at the end of each fiscal year. The assumptions used in development of this plan will be consistently reviewed to ensure there have been no changes to invalidate or change their effectiveness.

Funding Considerations

The Commission is committed to ensuring that the greatest possible benefit is realized for young children and their families through the use of resources from the Children and Families Trust Fund. To meet this overall goal, the following guidelines have been established related to the allocation and investment of Trust Fund monies. These guidelines are reviewed periodically as part of the strategic plan update process and revised as appropriate.

Funding/use of funds will/must:

- Only be allocated to activities and services that are in direct furtherance of the elements of this strategic plan or that are necessary for the operation of the Commission, consistent with the purposes expressed in the California Children and Families Act. Additional consideration will be given by the Commission to projects, programs, and services that contain a systems improvement component in their approach.
- Comply with California Revenue and Taxation Code section 30131.4. Trust Fund monies will be used only to supplement existing levels of service and/or create new services, and not to fund existing levels of service. Trust fund monies cannot be used to supplant state or local General Fund money for any purpose.
- Comply with new state fiscal management guidelines and adopted Commission policies.
- Support the Principles on Equity.
- Comply with administrative and in-direct cost limits established by the Commission.
- Allow for distributing funding equitably across program components and priorities.
- Create a level playing field amongst applicants for funding.
- Show evidence of effectiveness in addressing the goals and objectives of the strategic plan.
- Move toward service coordination, accessibility, collaboration, and comprehensive services.
- Be responsive to the diverse needs of the children and families in Glenn County.

Other consideration utilized in distribution of First 5 Glenn funds include:

- The Commission will actively seek to coordinate with other funding sources so that Proposition 10 resources are used wherever practical to (a) attract funding from other sources so that the total monies available for early childhood development are increased, (b) fill gaps where no other sources of funding can be identified to provide high-priority programs and services called for in this plan, and/or (c) build self-sustaining services, defined as services that can establish a sustainable funding stream without relying on Proposition 10 monies.
- All recipients of funding must show a commitment to accountability and be willing to work with the Commission to implement its evaluation framework. Evaluation will be consistent with the Results Based Accountability (RBA) model and used to objectively demonstrate the cost-effectiveness and overall efficacy of programs,

activities, and services. Furthermore, successful applicants must demonstrate an ongoing ability to be accountable and work with the Commission in evaluating effectiveness and efficacy of their services.

- The Commission will fund programs and organizations that are best able to achieve the strategic objectives in a high-quality manner and will not be limited to selecting the lowest cost providers of services.
- The Commission will seek to minimize administrative costs for both its operations and for funded programs so that the most resources possible can be focused on achieving the goals and objectives described in this plan.
- Preferences will be given to interventions and proposals for services located or delivered in Glenn County.

Use of the Plan

The financial plan will be used to support short- and long-term funding and policy decisions, with the following understandings:

1. This plan is designed as a framework for managing resources – it in no manner obligates the Commission to specific funding for programs or projects. The approval of specific grants, contracts, and budgets can only occur through special action of the Commission in public meetings; they are not in any way authorized by this financial plan.
2. This plan is the starting point to develop the annual budget and assumptions, which will be modified to reflect changing conditions and trends.
3. Although program funding is projected for three years, the Commission will continue to study the community needs, reassess priorities, and consider a variety of scenarios to determine needed changes in the level of program funding annually.
4. Targeted capacity building for funded programs and community partners will continue to be a focus to promote sustainability beyond Commission funding.

The Commission reserves the ability to amend the plan at any time new information affecting revenues or expenses is available but at a minimum each year as part of the annual strategic plan review process.

Revenue and Expense Assumptions

The heart of the financial plan is a set of assumptions about what is projected to occur in the future. These assumptions shed light on important financial issues, such as where the greatest opportunities exist to improve the future financial capacity for investing in the well-being of young children as well as where the greatest risks lie for future revenue reductions and expense increases. They also serve as the foundation for the three-year forecast of revenues and expenses contained in this plan.

Assumptions affecting the projected financial future of First 5 activities in Glenn County are outlined below, grouped into categories of assumptions about revenues and assumptions about expenses (both programmatic and administrative).

Revenue Assumptions

- Prop. 10 revenue projections based on data provided by First 5 California.
- First 5 California Small Population County Funding Augmentation (SPCFA) funding stable through June 30, 2021 (years one and two of plan.) The third year of the plan assumes that SPCFA funding will be available. In the event that this funding is not renewed beyond June 30, 2021, it should trigger an automatic review and adjustment to this financial plan.

- Interest earnings stable in years one and two of the plan, and decreasing slightly in year three based on utilization of a portion of the fund balance.
- The plan draws on the fund balance in the following amounts:
 - Year One (FY 19-20): \$0
 - Year Two (FY 20-21): \$25,225
 - Year Three (FY 21-22): \$10,711

The result of these draw-downs is a minimal fund balance of 17% in year three of the plan.

Expense Assumptions

- Personnel Costs: 3% personnel costs increase annually, to include salary adjustments and increased taxes and benefits.
- Evaluation Costs: Year one of the plan relies upon a credit of \$6,000 for use to support evaluation support. In year two of the plan, evaluation costs increase to a total of 27,170 based on an expansion of the scope of work to include internal capacity building that would position First 5 staff to absorb evaluation activities into their regular operations. Year three of the plan eliminates evaluation costs as it is assumed that staff will be leading evaluation efforts in year three and beyond.

Financial Forecast

Fund balances in the financial forecast are categorized in accordance with GASB54 definitions and as approved in First 5 Glenn's Policy and Procedures Manual.

Budget		2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Utilizing DOF Revenue Projections		Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
Revenues							
Prop. 10 Revenues		\$211,389	\$224,538	\$225,223	\$222,736	\$216,054	\$209,572
SPCFA		\$214,906	\$225,462	\$224,777	\$227,264	\$233,946	\$240,428
Prop 56 Apportionment		\$23,063					
SMIF		\$642					
Interest		\$2,410	\$1,500	\$1,500	\$1,250		
Other State Revenue		\$21,815		\$2,400			
Other Local Revenue		\$5,251	\$17,325	\$19,500			
Total Revenues		\$479,476	\$468,825	\$473,400	\$451,250	\$450,000	\$450,000
Contribution from Fund Balance		\$150,430		\$5,725	\$10,211	\$21,222	\$31,276
Total Operating Funds for Budget Purposes		\$629,906	\$468,825	\$479,125	\$461,461	\$471,222	\$481,276
Expenses							
Administration		\$282,195	\$296,397	\$298,013	\$303,773	\$309,706	\$315,817
Evaluation		\$21,453	\$12,000	\$27,140	\$-	\$-	\$-
Program: Internal Supports			\$150,000	\$153,971	\$157,688	\$161,516	\$165,459
Program: Little Learner Program		\$326,258	\$-				
Little Learners			\$-				
Countywide S/E Assessments (DECA)			\$-				
Other Grants/Initiatives			\$-				
Total		\$629,906	\$458,396	\$479,125	\$461,461	\$471,222	\$481,276
Fund Balance	\$255,355	\$104,925	\$115,354	\$109,629	\$99,418	\$78,196	\$46,920
Percentage in fund balance		17%	25%	23%	22%	17%	10%

Expenditures by Category

Fund balances in the financial forecast are categorized in accordance with GASB54 definitions and as approved in First 5 Glenn’s Policy and Procedures Manual. Expenses by category follow the following definitions:

- **Programs and Services.** Amounts in this category represent costs associated with providing programs and services through First 5 Glenn or other agencies.
- **Administration.** Costs in this category include First 5 Glenn administration staff salaries and benefits, less 30% of the Executive Director salary covered under direct program services; facility expenses; travel; other direct operating costs (e.g., office materials and supplies, dues, insurance, audit, legal, phone, advertising, and non-capital equipment); and, the majority of the county indirect rate charge.
- **Evaluation.** This category includes a contract with Social Entrepreneurs, Inc. for the tools, coaching, planning and analysis support to conduct evaluation activities and semi-annual and annual reports to the local and State First 5 Commission.

	2019-2020		2020-2021		2021-2022	
	Dollar Amount	Percentage of Total Budget	Dollar Amount	Percentage of Total Budget	Dollar Amount	Percentage of Total Budget
Total Revenue	\$468,825	N/A	\$473,400	N/A	\$451,250	N/A
Programs & Services	\$150,000	32%	\$153,971	32%	\$157,688	34%
Administration	\$296,397	65%	\$298,013	62%	\$303,773	66%
Evaluation	\$12,000	3%	\$27,140	6%	\$0	-
Total Expenditures	\$458,396	-	\$479,125	-	\$461,461	-

	2022-2023		2023-2024	
	Dollar Amount	Percentage of Total Budget	Dollar Amount	Percentage of Total Budget
Total Revenue	\$450,00	N/A	\$450,00	N/A
Programs & Services	\$161,516		\$165,459	
Administration	\$309,706		\$165,459	
Evaluation	-		-	
Total Expenditures	\$471,222	-	\$481,276	-