

**FIRST 5 VENTURA COUNTY
FIVE-YEAR STRATEGIC PLAN
FY 2010 – 2015**

INTRODUCTION

Because the first 5 years impact a lifetime, First 5 Ventura County is making sound investments in the future of children. Early brain development research tells us that ages 0-5 are critical years for developing lifelong social, emotional and learning skills. We put kids first with community-based health, early learning and family strengthening programs anchored by 11 locally designed Neighborhoods for Learning (NfLs). Through these ground-breaking efforts, First 5 is changing the face of Ventura County, investing in our community's greatest asset, its children.

Proposition 10, the California Children and Families Act, was approved by voters in 1998, giving rise to First 5. Through a 50 cent tax on tobacco, First 5 develops locally designed systems of support for children 0-5 and their families in 58 counties across the state. Prop 10 revenues have declined over the years, as expected. First 5 Ventura County addresses this anticipated decline through the development of long term strategic and financial plans, with regular annual reviews.

First 5 Ventura County has made significant progress toward improving the well-being of young children. By building an integrated network of early childhood development services, and 11 model Neighborhoods for Learning, First 5 Ventura County enhances the emotional, physical and intellectual foundation for every child during the years when a majority of all learning and behavior development takes place. The partners that have made this work possible include local school districts, community-based organizations, local colleges and universities, community leaders, early childhood educators, parents and county health and social service agencies. Through our partners, more than 25,000 children were served in Fiscal Year 2008-09 and almost 50,000 parents. Our eleven Neighborhoods for Learning cover every school district in the county, providing services to children and families in their local communities. First 5 Ventura County investments have resulted in the following accomplishments countywide:

- Almost **1,500 children attend First 5 Ventura County funded full- and half-day preschool programs** each year to prepare to enter kindergarten utilizing a combination of funding streams, inclusive of: Prop 10, State Preschool, Head Start, local school districts and sliding fee scales
- Close to **13,000 oral risk exams and preventative fluoride varnish treatments** were provided this past year to children across Ventura County through NfL family resource centers and preschool programs, dental offices, and physician's offices or primary health care clinics
- More than **700 children receive assistance each year enrolling in MediCal, Healthy Families, and the county's Health Care for Kids** program; children are followed to assure they have a regular source of health care and receive services
- Nearly 900 **children a year receive formal, age-appropriate developmental screenings** through their local NfL

- **18 Family Resource Centers** have been formed throughout the county, as local centers for family support services such as parent education, literacy training and links to health care services
- Over **1,050 stipends have been provided to early childcare and education workers** over the past five years as an incentive to continue their education towards an AA or BA degree and to remain in the field

There are approximately 68,350 children, 0-5 years of age, living in Ventura County. Approximately 57% of young children are Hispanic and 34% are Caucasian, with children of other ethnic groups comprising about 9% of the population. A large agricultural county, Ventura has a large population of migrant/agricultural workers, many of whom are monolingual Spanish speaking. There is a growing non-Spanish speaking Mixteco population from Oaxaca, Mexico, whose predominant language is Mixtec; the Mixteco community is currently estimated to represent about 20,000 people.

Despite the county's relative affluence, many families live in poverty. In fact, the percentage of families with children under the age of 18 who are considered to be below the poverty level has been rising over the last decade. Almost 28% of children ages birth to five live in poverty in Ventura County.

While many of our young children have the opportunity to attend preschool, too many do not. Currently, it is estimated that only about 50% of children in Ventura County attend preschool before entering kindergarten; low income and ethnic groups are disproportionately underrepresented in the number of children attending preschool. Research has found that children who start behind tend to stay behind. Early literacy skills are a predictor for later school success or failure; a recent study found that out of 50 first graders who have problems reading, 44 still have problems reading in fourth grade.

STRATEGIC PLANNING PROCESS

Governed by a nine member Commission appointed by the Ventura County Board of Supervisors, First 5 Ventura County funding decisions are guided by a strategic planning process. The initial strategic plan for First 5 Ventura County, adopted in April 2000, established our core Neighborhoods for Learning initiative. The commitment to this initiative has been renewed in subsequent plans. The Commission's current plan, adopted in 2005, further solidified the NfLs and funded regional health professionals and targeted contracts to expand a community based service system to foster early childhood development. These strategic plans have guided the implementation of policy development and program implementation.

This past year, the Commission embarked on a comprehensive process for the development of this fourth strategic plan to guide the next five years, FY 2010-2015. To do this planning, the Commission looked at several factors. The Commission began with an assessment of the current environment in Ventura County followed by a comprehensive literature review. A five year financial plan was developed. The community was engaged through a series of focus groups and a wide reaching parent survey. And, the Commission evaluated results achieved to-date for the purpose of using those learnings in future planning. This fourth strategic plan builds on past practices, learnings, new evidence-based programs and community input.

What Did We Learn?

Environmental Scan

Beginning with an environmental scan, the Commission identified key strengths and challenges that would likely impact our results in this next strategic plan.

Our Strengths

As a result of its programmatic investments over the past ten years, First 5 Ventura County has built a service delivery model for early childhood services that reaches all parts of Ventura County and has been recognized nationally. As we enter this fourth strategic plan, the Commission has developed significant capacity on which to further build services for children and families, through a strong countywide partnership base.

Our Challenges

Tobacco tax revenues have been declining over the years and are expected to continue to decline. In 1999, Ventura County received almost \$12 million in tobacco tax revenues; this past year revenues were approximately \$8.2 million. And while resources are declining we are also facing a tough economic environment – one that greatly affects not only our families but also our partners.

Focus Groups

As part of the planning process the Commission conducted five focus groups, with funded partners, parents and members of the Commission's standing committees (health, early learning, family strengthening and administration/finance). The top five needs and issues cited through these focus groups were as follows:

- Preschool
- Health Care
- Parenting Information
- Impact of Current Economy
- Violence and Safety

In addition, focus group participants asked the Commission to consider several factors in the next strategic plan:

- Maintain flexibility at the local level to meet local needs, i.e., balance funding guidelines with local community needs
- Assure services for children across the age continuum, including prenatal services, i.e., work with partners to assure that children and family needs beyond age 5 are addressed
- Coordinate services so that families can easily access the services they need

Parent Survey

A parent survey was conducted via the web and through hard copy distribution at our NfLs. With 1,041 responses, the top needs cited were consistent to those heard in prior surveys, as follows:

- Early Childhood Education
- Medical/Dental – Health Insurance and Access to Services
- Parenting/Parent Education

In the survey, we also asked parents about the barriers they face in accessing services. Most often cited were:

- Cost of services
- Inability to meet eligibility requirements for certain programs
- Accessing services or even knowing that a service might be available
- Waiting lists

Literature Review

A comprehensive literature review was conducted, focusing on current research, national statistics on key areas impacting young children and local data where available. Several key data points stood out as areas that needed attention:

- Disparities in population needs and access to services, largely defined by poverty
- The *Achievement Gap* where low income and income populations are disproportionately effected
- Oral health
- Obesity

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Vision

First 5 Ventura County envisions a future where all Ventura County children thrive in healthy supported environments with loving and nurturing caregivers in the home and throughout the community. This future embraces the value of active partnerships between families, service providers, civic leaders, local business and the community at-large, honors and respects the diversity of our community and prioritizes the need to ensure optimal health and development for young children and their families.

Mission

Therefore, our mission is to promote school readiness, enhance the potential for young children to engage in life-long learning and support the continuous improvement of environments critical to the health and well-being of children, from prenatal to five years of age and their families in Ventura County by creating and maintaining a community-wide effort that provides access to comprehensive, culturally competent, integrated and high quality prenatal and early childhood development services.

Guiding Principles

Each of these guiding principles represents an important value statement that the First 5 Ventura County Commission has adopted and uses to guide its funding decisions. (These guiding principles are not intended to represent any prioritized order.)

1. Fund strategies that advance our desired outcomes.
2. Fund best evidence-based practices but also give consideration to a limited number of new practices that have promise.
3. Promote inclusion that accommodates the social, cultural, ethnic, and linguistic diversity of communities and, whenever possible, fund programs and activities that have been shaped by parents and community input.
4. Evaluate programs to determine if a justifiable cost-benefit ratio exists.
5. Promote service integration by reducing fragmentation of existing services and supporting shared resources and shared decision-making among partners.
6. Support some programs with access to the clients we serve and, where appropriate, through active referrals, linkages and enrollment, rather than with dollars.
7. Utilize the existing network of neighborhood assets and organizational capacity and work through partnerships to leverage the use of First 5 Ventura County resources whenever possible.
8. Leverage First 5 Ventura County funds whenever possible with federal and state dollars.
9. Fund services only when there is an inability of current services or other resources to meet the demonstrated need.
10. Invest in services with a sufficient intensity to produce desired results.
11. Minimize administrative costs.
12. Prioritize the funding of services that directly benefit children.
13. Plan for sustainability.
14. Invest in early learning services that benefit children prior to kindergarten entry.
15. Engage parents/primary caregivers in all services, recognizing that a child's relationship with the primary caregiver is of prime importance.

Our Focus Areas

Early Learning

Well-developed social-emotional, early literacy and thinking skills are essential elements of early learning that are supported by quality preschools. Research has consistently shown that quality preschool experiences significantly impact a child's readiness for school. Children who attend quality preschools do better in reading and math in later years. For children of all backgrounds, quality preschool has been shown to produce dramatic long-term benefits.

It doesn't all start in preschool. Research has shown how critical the first years of life are to future learning. From infancy to age three, parents, providers and educators are key to providing quality early experiences for our youngest learners. Early learning opportunities for children from birth help build the foundation for later success. Children who live in homes where reading and writing are common and valued have a greater chance for success with reading as they begin school. Young children who are read to by adults have better language development and critical thinking skills, are stronger readers, and are more emotionally developed.

Child Health

Good physical and mental health during early childhood is an essential part of a child's being ready to learn. Early identification of problems during the crucial developmental years of birth to age five makes it possible to address problems while a child's brain, body, and behavior are most malleable and before the problems become overwhelming.

Family Strengthening

Stable, secure, nurturing relationships with competent, caring adults are the most important factor in helping young children to be ready for school and overcome later obstacles. First 5 works to empower parents through knowledge and support so they can provide the best possible environments for their children.

Outcomes

Nine specific outcomes have been identified to define the key results the Commission is seeking to achieve. Outcomes listed are not in any particular rank order.

NfL Core Outcomes

For the first time, the Commission has identified "NfL Core Outcomes" where we will be asking our NfLs to have programming to meet these two outcomes, at a minimum. Most NfLs will meet additional ones as well but since these represent the main activities that occur at NfLs, the Commission wants to assure consistency for families across the county. NfLs will choose their own strategies/programs to address these outcomes, based on the unique needs of their communities

Each NfL would be required to offer programming to meet the following two outcomes:

1. Parents are engaging children in early learning and are reading to their children often and from an early age
2. Parents are linked with the services they need and other resources they are eligible for (e.g. food stamps, subsidized housing)

Collective outcomes

These outcomes would be addressed by a combination of countywide strategies and strategies within individual NFLs, based on the needs of their communities:

3. Children participate in quality preschool
4. Children with special needs (inclusive of social/emotional) receive intervention as early as possible in inclusive, “mainstreamed” settings, e.g. family literacy programs, preschools
5. Children have a medical home where they regularly receive preventive care, inclusive of well child check-ups, developmental screenings and parent education
6. Children receive oral health preventive care and treatment services
7. Children have good nutrition and physical activity practices necessary to prevent and combat childhood obesity
8. Parents have the tools, resources and supports for healthy attachments and positive interactions with their children, e.g. knowledge of early childhood development, their role in promoting healthy development, access to community supports
9. Community organizations/agencies dedicate resources to early childhood services

Evaluating Progress: Results Accountability and Quality Assurance

Accountability is critically important to our long-term success. First 5 Ventura County’s evaluation model focuses on data-based decision-making and quality assurance. The Commission and its funded partners will continue to engage in results based accountability and quality assurance activities, as follows:

- Results based accountability & quality assurance activities
 - Data collection & analysis
 - Data-based decision-making (Commission and program levels)
 - Data-based strategy development (Commission and program levels)
 - Review of best, promising practices or existing data sources
 - Continuous quality improvement of:
 - Programs and Development of Program Standards
 - Provider skill & expertise
 - Organizational expertise
 - Workforce capacity
 - Measurement of specific outcomes through appropriate reliable indicators
- Evaluation frameworks for key investment areas areas
 - Identifies key questions about participants, services and outcomes
 - Sets benchmarks for program success
 - Describes the data that will be used

In this next strategic plan, the Commission intends to develop program standards for key investment areas, such as 0-3 programming and guidelines for nutrition and physical activity. Standards will be based on the literature and the learnings we’ve achieved along the way.

Indicators – Identifying Success

The Commission has identified a series of indicators for each of the new outcomes, with final selection dependent on final investment strategies. The listing, included in Attachment A, contains both program specific indicators (e.g., number of children receiving fluoride varnish

treatments) and population based indicators, (e.g., percent reduction in kindergarteners needing dental care). The use of population based indicators will depend on the availability of data. The final indicators selected will be incorporated into the Commission's evaluation frameworks.

Initiatives

The Commission has identified 3 major initiatives to guide future investments.

I. Neighborhoods for Learning (NfLs)

The Commission intends to continue its investments in the NfLs, a core initiative since the first strategic plan. Neighborhoods for Learning represent 11 geographically defined, place-based centers throughout Ventura County offering easily accessible programs that promote early learning, physical and emotional development in children 0-5 and supportive, nurturing parenting. Through these NfLs, 18 Family Resource Centers located at Neighborhoods for Learning offer community-based child development and family support services.

The vision for the Neighborhoods for Learning aligns with the vision of the Commission for: involving local community members in program design, governance and implementation; improving access and utilization of school readiness services, health care and family empowerment activities; identifying and building services on existing capacity; and providing a meaningful role for parental participation.

The major platform for delivery of early learning services is through First 5 Ventura County's Neighborhoods for Learning. In this new strategic plan, allocations to NfLs would continue to generally represent a 75%/25% split between early learning and health/family strengthening strategies. However, given the current economic situation and the diversity of community needs, consideration would be given to expand health/family strengthening expenditures to 35% for those communities demonstrating need for a higher portion of resources in health and family strengthening.

Family Resource Centers located at Neighborhoods for Learning and their satellites will continue as important community-based resources for family support services such as parent education, literacy training, and links to health care services. Neighborhoods for Learning have developed these centers as one-stop locations where families can go to receive parenting information and be linked to other health and social services. The NfLs have been an invaluable gateway to increase utilization of health and family strengthening services available to families in need.

Each NfL would be expected to address the two NfL core outcomes but would maintain flexibility as to program design, in accordance with their unique community needs.

II. Countywide Strategies

In this strategic plan, several prior initiatives have been combined into one category, "Countywide Strategies". These prior initiatives include regional health professionals, targeted contracts, access to health care and countywide efforts for expansion of quality preschool.

Regional Health Professionals Located at Neighborhoods for Learning

Building on the success of the Family Resource Center model at NfLs, the Commission will continue to further enhance supports to families in need through mental health professionals

and public health nurses/educators assigned to NfL communities, promoting the following best practices: developmental screenings; mental health counseling; home visitation programs; early intervention for children with special needs in a classroom setting; and parent education and support services. To assure consistency in professional standards and the opportunity to build on best practices, it is the intent of the Commission to continue to contract with community partners for these professionals and to assign the contracted professionals to specific NfL communities.

Specialized Program Strategies

Recognizing that there are some children and families who may not access services through an NfL, the Commission will continue to fund regional solutions to assure that all children can achieve the identified outcomes. The Commission intends to continue to contract with regional service providers to implement those service strategies which are more effectively and efficiently delivered on a countywide basis and to assure populations who may not access services through an NfL are also being reached. Recognizing the importance of the early years, particular attention will be paid to strategies for children 0 – 3.

Countywide Efforts for Expansion of Quality Preschool

Workforce Development

The Commission has long been committed to supporting professional development of early care and education providers through the CARES program (Comprehensive Approaches for Raising Educational Standards). Over 1,050 stipends have been provided to early child care and education workers over the past 5 years as an incentive to continue their education. The Commission intends to continue investments in this highly successful program to improve the quality of preschool programs, improve outcomes for children 0-5 and to develop a qualified workforce.

Quality Supports

Through the Preschool for All pilot in the Hueneme School District, the Commission invested in quality supports for preschools inclusive of technical assistance, establishment of baseline quality scores and ongoing training. In the past year, much of this work was expanded to include other areas within the county. The Commission intends to build on this foundation for the FY 2010-2015 strategic plan and to provide continued investments in quality ratings and technical assistance for preschool providers.

Preschool Spaces

Additional spaces were created in the Hueneme District through the Preschool for All pilot project. It is the Commission's intent to continue to explore options for maintaining capacity in this next strategic plan. In addition, as too many children do not have access to preschool, the Commission will seek ways to create new spaces by building on existing preschool capacity.

III. Commission Level - Community Outreach and Education

Community outreach and education strategies have always been a cornerstone of Commission strategies to improve access to services, promote public education and best parenting practices, create widespread community support and facilitate systems integration. The Commission will continue to support outreach and education strategies in this current strategic plan, with the following goals: link people to services, including a focus on hard-to-reach populations; develop communication messages to educate parents on the

importance of key areas, e.g., literacy, health; and assure public awareness of the value of investments in the first 5 years.

In addition, the Commission will expand this initiative through a new resource development strategy to further expand and maximize resources by expanding engagement of local partners and identification of regional partners. Development of this new component was based on feedback received through our focus groups where funded partners were asking for centralized resources to do this work.

Sample implementation strategies for all of these initiatives are included in Attachment B.

Allocation of Resources

Commission Resources

Commission resources are largely based on Prop 10 revenues, which are expected to continue to decline at about 4% per year. Based on revenue projections and available funds, the Commission developed a five year financial plan and anticipates allocating approximately \$53 million over the next five years. A summary of the five year financial plan is included in Attachment C.

Allocations received in prior years will be used to sustain program capacity in the first few years of the strategic plan. Operating reserves will be maintained at a minimum level of \$2.04 million, the amount necessary to cover three months worth of operations. Subsequently, for the first time, the Commission anticipates using a portion of the interest earnings from the Endowment Fund to sustain program capacity in the upcoming five years. The Endowment Fund was developed by the Commission in its initial year to assist in providing long-term financial stability and program sustainability.

The Community Investment Fund was launched as a revolving fund in FY 2009-2010. This loan fund will continue to be available through this next strategic plan to promote child care/preschool expansion.

Allocation Of Resources To Program Initiatives

The following chart demonstrates how the Commission intends to allocate dollars to key program initiatives. The chart is based on program dollars for FY 2011-12; actual allocations for each of the five years will be addressed in an implementation plan.

NfLs, as our core initiative, will maintain funding levels at about \$6.8 million.

Preschool, with an allocation of \$1.3 m, includes investments for workforce development, quality supports and maintaining capacity developed as part of the Hueneme pilot. The allocation also includes \$300,000 for operational funds to develop new programs at existing preschool or other sites to serve more children in a cost-effective way, e.g. “twilight” programs; expansion of existing capacity at school or community sites.

Funding for Countywide Program Strategies is contemplated at \$2.550 million in the first year of this plan.

Finally funding for Community Outreach and Education at \$300,000 incorporates the new resource development strategy.

Program Initiative	Dollar Allocation (based on program dollars for FY 2011-12)	Proposed Allocation (percentage)
NfLs	\$ 6,800,000	62%
Preschool (countywide efforts)	\$ 1,300,000	12%
Specialized Program Strategies (countywide)	\$ 2,550,000	23%
Community Outreach and Education (Commission level)	\$ 300,000	3%
TOTAL PROGRAM	\$ 10,950,000**	100%

**Total Allocation for FY 2011-12 is anticipated at \$12.5 million; remaining resources will be allocated to results based accountability, program management and development, and administration.

Administration

Since its inception the Commission has maintained a 5.5% targeted cap on administrative expenditures. The Commission looks at the cap prospectively, in setting the budget, and retrospectively, against actual expenses at the end of the year. Typically, administrative expenditures have been below this cap. The Commission will continue to set a targeted cap on an annual basis and will monitor actual administrative costs on an ongoing basis.

Strong Community Partnerships

Embedded in both the intent and spirit of First 5 is the development of full partnerships with all sectors of the community in order to create meaningful and sustainable systems on behalf of children and families. Our partnerships to date have allowed us to build bridges and establish both formal and informal networks among community resources for optimum child development. The Commission is committed to further strengthening these partnerships and to developing linkages with all sectors of the community, inclusive of: public and private agencies, service providers and the community-at-large.

Implementation Plan

Following the adoption of the Strategic Plan for FY 2010 – 2015, the Commission will develop an implementation plan for funding years FY 2011- 2016.

ATTACHMENT A: INDICATORS

Outcomes	Indicators
Parents are engaging children in early learning and are reading to their children often, from an early age	% of parents participating in F5VC programs who report reading to their children 4 or more days per week % of parents reporting positive parent/child interactions <i>% of parents in Ventura County reading to their children 4 or more days per week*</i>
Children participate in quality preschool	# of children participating in F5VC funded preschools # of children participating in quality F5VC preschools with ECERS scores of 5 or greater # of children considered school ready as measured by an evidence based tool #/% of ECE providers enrolled in CARES who obtained AA or BA degrees <i>#/% of preschools in county with ECERS scores of 5 or greater*</i> <i># of children with access to preschool*</i>
Children with special needs (inclusive of social/emotional) receive intervention as early as possible in inclusive, “mainstreamed” settings, e.g. family literacy programs, preschools	#/% of children who demonstrate improved social skills and reduced problem behaviors <i>#/% of children with identified special needs receiving services in preschool/0-3 setting*</i>
Children have a medical home where they regularly receive preventive care, inclusive of well child check-ups, developmental screenings and parent education	#/% of children provided enrollment assistance and accessed a medical home and well child exam #/% of children receiving surveillance using developmental screenings <i>#/% of children with a medical home*</i>

Outcomes	Indicators
Children receive oral health preventive care and treatment services	<p>#/% of children receiving fluoride varnish treatments and prevention exams</p> <p># of children receiving minor restorative treatment</p> <p><i>Percentage reduction in kindergarteners needing dental care*</i></p>
Children have good nutrition and physical activity practices necessary to prevent and combat childhood obesity	<p>100% funded partners implement F5VC endorsed practices regarding nutritional and physical activities for young children</p> <p><i>#/% of children 0 -5 who have been classified as obese*</i></p>
Parents have the tools, resources and supports for healthy attachments and positive interactions with their children, e.g. knowledge of early childhood development, their role in promoting healthy development, access to community supports	<p>#/% of parents reporting improved parenting knowledge and skills</p> <p>#/% of parents attending parent education classes</p> <p>#/% of parents who report needs understood and needs met</p>
Parents are linked with the services they need and other resources they are eligible for (e.g. food stamps, subsidized housing) (NfL Core Outcome)	<p>#/% of people linked to benefits and services</p> <p>\$\$ accessed through link with benefits</p>
Community organizations/agencies dedicate resources to early childhood services	<p># of organizations who have dedicated resources in partnerships with First 5 (staffing, in kind, financial)</p>

**Population-based indicators – would be dependent on availability of baseline data*

ATTACHMENT B: SAMPLE IMPLEMENTATION STRATEGIES

KEY INITIATIVE	<u>SAMPLE</u> IMPLEMENTATION STRATEGIES
NfLs	<ul style="list-style-type: none"> • Early literacy and parent attachment programming for children 0 -3 • Preschool spaces • Kindergarten transition programs • Linking families to services and benefits • Multi-disciplinary family support • Parent support • Local partnerships
COUNTYWIDE	
Quality Preschool	<ul style="list-style-type: none"> • CARES (Workforce Development) • Quality baseline, enhancements and supports • Maintain spaces • Facilitate new preschool/childcare spaces <ul style="list-style-type: none"> • “Twilight Programs; expansion of existing capacity at school or community sites
COMMISSION LEVEL – COMMUNITY OUTREACH AND EDUCATION	
Communication Messaging Linking People to Services Partnerships/Resource Development (New Strategy)	<ul style="list-style-type: none"> • Information campaigns, e.g. early literacy, oral health, obesity prevention • Outreach to hard-to-reach populations to link families to NfLs and other available services • Leveraging Resources <ul style="list-style-type: none"> • Financial • Partners • Resources • Local level – Expand NfL program partners • Countywide level – Develop larger foundation partners

KEY INITIATIVE	SAMPLE IMPLEMENTATION STRATEGIES
<p>Specialized Program Strategies</p>	<ul style="list-style-type: none"> • Community-based public health nurses and educators assigned to NfL communities for case management, home visitation, education • Mental health professionals assigned to NfL communities to promote social-emotional well-being of children 0-5 • Parent education on child development • Obesity prevention • Reach Out & Read • 211 • Oral Health – prevention and treatment services, parent education • Developmental screenings through physician offices • Health Insurance, Enrollment and Utilization • Basic needs services • Benefits Calculator • Prenatal support

ATTACHMENT B: SUMMARY FIVE YEAR FINANCIAL PLAN

	Forecast				
	2011/12	2012/13	2013/14	2014/15	2015/16
BEGINNING FUND BALANCE	\$13,778,252	\$8,839,159	\$4,242,779	\$2,290,000	\$2,040,000
REVENUES					
Prop 10 Distribution	\$7,388,678	\$7,093,131	\$6,809,406	\$6,537,030	\$6,275,548
Subtotal Revenues	<u>\$7,388,678</u>	<u>\$7,093,131</u>	<u>\$6,809,406</u>	<u>\$6,537,030</u>	<u>\$6,275,548</u>
Interest Earnings (@1.25%)	\$172,228	\$110,489	\$53,035	\$28,625	\$25,500
Transfer of Funds from Endowment			\$1,884,780	\$2,334,345	\$1,848,952
TOTAL REVENUES	\$7,560,906	\$7,203,621	\$8,747,221	\$8,900,000	\$8,150,000
TOTAL PROJECTED EXPENDITURES	\$12,500,000	\$11,800,000	\$10,700,000	\$9,150,000	\$8,150,000
ENDING FUND BALANCE	\$8,839,159	\$4,242,779	\$2,290,000	\$2,040,000	\$2,040,000
<i>Amount of Fund Balance Used</i>	\$4,939,094	\$4,596,379	\$3,837,559	\$2,584,345	\$1,848,952

