

October 19, 2017

SUBJECT		Action
FINANCIAL UPDATE		
	\times	Information

SUMMARY OF THE ISSUE

This item provides an update of the Commission's financial plan and related topics of financial interest.

RECOMMENDATION

This is an information-only item. First 5 California (F5CA) staff is not requesting action at this time.

BACKGROUND OF KEY ISSUES

Staff provides a financial update of First 5 Commission funds at each quarterly meeting of the State Commission.

Revenue Update

The following table represents the actual tax revenues transferred from the California Children and Families Trust Fund (Fund) to F5CA state accounts beginning with Fiscal Year (FY) 2010–11 through FY 2015–16, and projected revenue for FY 2016–17 through FY 2020–21, with the percentage decline from each fiscal year to the next.

Table 1Actual and Projected First 5 California Cigarette and Tobacco Tax Revenuethrough FY 2020–21

	Fiscal Year	Tax Revenue Amount	% Decline
	2010/11	\$94,050,327	1.86%
	2011/12	\$93,381,688	0.71%
S	2012/13	\$90,100,191	3.51%
Actuals	2013/14	\$86,103,907	4.44%
Ac	2014/15	\$86,027,892	0.09%
	2015/16	\$85,473,337	0.64%
	2016/17	\$80,737,640	5.54%
su	2017/18	\$70,602,472	12.55%
ctio	2018/19	\$79,926,200	-13.21%
Projections	2019/20	\$78,691,400	1.54%
Å	2020/21	\$76,451,400	2.85%

Note: The large decline in FY 2017–18 is the result of the first full year of Proposition 56 impact, as well as the one-year lag in backfill calculations. In FY 2018–19, the revenues stabilize, and the backfill for revenue loss in FY 2017–18 is transferred to F5CA funds, causing the marked increase to revenues.

Prior revenue projections were based on the Department of Finance's (DOF) May Revise projections. Based on the actual June – August 2017 revenues, F5CA has updated FY 2016–17 with the final figures, and has made a small adjustment to the projections for FY 2017–18 through FY 2020–21.

Financial Plan

F5CA tracks actual and projected revenues and expenditures by fiscal year for the following six Proposition 10 accounts for use by the State Commission: Mass Media Communications, Education, Child Care, Research and Development, Administration, and Unallocated. This information is captured in Attachment A, which includes actual and projected revenue and expenditures by account for the prior year, current fiscal year, and four budget years.

F5CA is currently working on completion of the FY 2016–17 year-end financials, and will have this information to present at the January 2018 meeting.

Fiscal Mapping to the Strategic Plan

F5CA's Strategic Plan, adopted by the Commission in January 2014 and revised in February 2017, is the driving force behind program and operational expenditures incurred by F5CA. Generally, activities of the Commission, unless statutorily mandated, fall under at least one of the Strategic Priority Areas identified in the Strategic Plan. Attachment B maps expenditures identified in the Financial Plan to specific goals identified in the Strategic Plan. This attachment has been streamlined to reflect a higher level of detail, per the request of the Fiscal Advisory Committee.

ATTACHMENTS

- A. First 5 California Financial Plan FY 2016–17 through FY 2020–21
- B. First 5 California Fiscal Mapping to the Strategic Plan

\$78,548,558

\$104,121,490

\$80,093,300 \$27,343,300

\$81,933,011

\$139,314,297 \$128,717,699 \$123,595,784 \$119,125,660 \$165,256,158

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	2016-17	2017-18	2018-19	2019-20	2020-21
Mass Media Communications (0631)					
Beginning Balance	\$16,016,172	\$10,268,922	\$14,771,302	\$18,960,263	\$23,030,78
Projected Expenditures and Obligations	30,583,064	17,207,258	20,341,711	20,102,000	20,102,00
Projected Revenue	24,221,292	21,180,741	23,977,860	23,607,420	22,935,42
Projected Interest	114,522	28,896	52,813	65,103	75,31
Federal Reimbursement for Kit	500,000	500,000	500,000	500,000	500,00
Year-end Balance	\$10,268,922	\$14,771,301	\$18,960,264	\$23,030,786	\$26,439,51
Education (0634)					
Beginning Balance	\$55,185,417	\$45,308,585	\$39,383,856	\$35,534,262	\$32,968,24
Projected Expenditures and Obligations	30,614,937	23,702,722	23,952,722	22,352,722	602.72
Projected Revenue	20,184,410	17,650,618	19,981,550	19,672,850	19,112,85
Projected Interest	553.695	127.375	121,578	113,851	104,33
Year-end Balance	\$45,308,585	\$39,383,856	\$35,534,262	\$32,968,241	\$51,582,70
Child Care (0636)	· · · · · · · · · · · · · · · · · · ·		••••		••••
Beginning Balance	\$37,214,941	\$35,196,869	\$30,862,028	\$27,917,587	\$24,778,59
Projected Expenditures and Obligations	14,434,706	15,002,000	15,002,000	15,002,000	2,00
Projected Revenue	12,110,646	10,590,371	11,988,930	11,803,710	11,467,71
Projected Interest	305,988	76,789	68,629	59,298	48,87
Year-end Balance	\$35,196,869	\$30,862,029	\$27,917,587	\$24,778,595	\$36,293,18
Research and Development (0637)					
Beginning Balance	\$41,873,677	\$32,588,328	\$26,291,386	\$21,376,319	\$16,258,15
Projected Expenditures and Obligations	21,757,209	16,984,578	16,984,578	16,984,578	984,57
Projected Revenue	12,110,646	10,590,371	11,988,930	11,803,710	11,467,71
Projected Interest	361,214	97,265	80,581	62,700	43,70
Year-end Balance	\$32,588,328	\$26,291,386	\$21,376,319	\$16,258,151	\$26,784,98
Unallocated (0639)					
Beginning Balance	\$14,560,216	\$15,951,593	\$17,409,127	\$19,807,352	\$22,089,88
Projected Expenditures and Obligations	6,731,574	5,652,000	5,652,000	5,652,000	5,652,00
Projected Revenue	8,073,764	7,060,247	7,992,620	7,869,140	7,645,14
Projected Interest	49,187	49,287	57,605	65,395	72,74
Year-end Balance	\$15,951,593	\$17,409,127	\$19,807,352	\$22,089,887	\$24,155,76
Program Accounts 0631, 0634, 0636, 0637, and 0639					
Total Cigarette and Tobacco Tax Revenue	\$76,700,758	\$67,072,348	\$75,929,890	\$74,756,830	\$72,628,83
Total Resources Per Year	\$243,435,787	\$207,266,257	\$205,528,795	\$199,218,960	\$192,599,45
Total Evenenditures Dan Vaan	* / * / * / * / *	*	******	*** *** ***	****

Total Expenditures Per Year

Total Over/Under

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	2016-17	2017-18	2018-19	2019-20	2020-21					
Administration (0638)										
Beginning Balance	\$16,107,214	\$13,168,829	\$9,750,248	\$6,631,748	\$3,202,542					
Projected Expenditures and Obligations	7,341,122	6,995,713	7,153,509	7,393,195	7,642,468					
Projected Revenue	4,279,882	3,530,124	3,996,310	3,934,570	3,822,570					
Projected Interest	122,855	47,008	38,700	29,418	19,170					
Year-end Balance	\$13,168,829	\$9,750,248	\$6,631,748	\$3,202,542	(\$598,186)					

ALL FIRST 5 CALIFORNIA FUNDS					
Total Revenue	\$80,980,640	\$70,602,472	\$79,926,200	\$78,691,400	\$76,451,400
Total Resources Per Year	\$263,945,738	\$224,012,218	\$219,314,053	\$209,814,696	\$199,643,740
Total Expenditures Per Year	\$111,462,612	\$85,544,271	\$89,086,520	\$87,486,495	\$34,985,768
Total Over/Under	\$152,483,126	\$138,467,947	\$130,227,532	\$122,328,202	\$164,657,972
Total 15% Reserve	\$12,147,096	\$10,590,371	\$11,988,930	\$11,803,710	\$11,467,710
Net After Reserve	\$140,336,030	\$127,877,576	\$118,238,602	\$110,524,492	\$153,190,262

Line Items by Fund	Strategic Plan	2016-17	2017-18	2018-19	2019-20	2020-21
1 Mass Media Communications (0631)						
Beginning Balance		\$16,016,172	\$10,268,922	\$14,771,302	\$18,960,263	\$23,030,786
Parent Signature Program - Education and Outreach	3.1	27,144,426	11,865,547	15,000,000	15,000,000	15,000,000
Parent Signature Program - 1-800 Number	3.1	110,580	100,000	100,000	100,000	100,000
Parent Signature Program - Kit for New Parents	3.1	3,083,639	5,000,000	5,000,000	5,000,000	5,000,000
Child Signature Program	1.1, 1.2, 2.1, 2.2	0	0	0	0	0
Miscellaneous	3.1	2,707	0	0	0	0
ProRata		2,000	2,000	2,000	2,000	2,000
Total Expenditures		30,343,353	16,967,547	20,102,000	20,102,000	20,102,000
Allocation from Admin		239,711	239,711	239,711	239,711	239,711
Prior Year Adjustments		0	0	0	0	0
Adjusted Expenditures		30,583,064	17,207,258	20,341,711	20,102,000	20,102,000
Projected Revenue		24,221,292	21,180,741	23,977,860	23,607,420	22,935,420
Projected Interest		114,522	28,896	52,813	65,103	75,310
Federal Reimbursement for Kit		500,000	500,000	500,000	500,000	500,000
Other Revenue						
Total Revenues		24,835,814	21,709,637	24,530,673	24,172,523	23,510,730
Year-end Balance		\$10,268,922	\$14,771,302	\$18,960,263	\$23,030,786	\$26,439,516
15% Reserve		3,633,194	3,177,111	3,596,679	3,541,113	3,440,313
Net Year-end Balance		\$6,635,728	\$11,594,191	\$15,363,584	\$19,489,673	\$22,999,203

2 Education (0634)						
Beginning Balance		\$55,185,417	\$45,308,585	\$39,383,856	\$35,534,262	\$32,968,240
Statewide Summit	2.1, 2.2, 3.1	250,000	0	250,000	0	250,000
Co-Sponsorship Funding		98,000	150,000	150,000	150,000	150,000
Educare	1.2, 2.1	1,550,000	1,350,000	1,350,000	0	0
Teacher Signature Program - CARES Plus	1.2, 2.1, 2.2	0	0	0	0	0
Child Signature Program	1.1, 1.2, 2.1, 2.2	0	0	0	0	0
Child Signature Program 1 and 3 Extension	1.1, 1.2, 2.1, 2.2	0	0	0	0	0
First 5 IMPACT	1.1, 1.2, 1.3 2.1, 2.2	26,511,215	20,000,000	20,000,000	20,000,000	0
Proposed Pilot Programs	1.2, 1.3	2,000,000	2,000,000	2,000,000	2,000,000	0
QRIS Training and Technicial Assistance	2.1, 2.2	0	0	0	0	0
Miscellaneous		3,000	0	0	0	0
ProRata		2,000	2,000	2,000	2,000	2,000
Total Expenditures		30,414,215	23,502,000	23,752,000	22,152,000	402,000
Allocation from Admin		200,722	200,722	200,722	200,722	200,722
Prior Year Adjustments		0	0	0	0	0
Adjusted Expenditures		30,614,937	23,702,722	23,952,722	22,352,722	602,722
Projected Revenue		20,184,410	17,650,618	19,981,550	19,672,850	19,112,850
Miscellaneous revenue-Child Summit						
Projected Interest		553,695	127,375	121,578	113,851	104,335
Total Revenue		20,738,105	17,777,993	20,103,128	19,786,701	19,217,185
Year-end Balance		\$45,308,585	\$39,383,856	\$35,534,262	\$32,968,240	\$51,582,703
15% Reserve		3,027,662	2,647,593	2,997,233	2,950,928	2,866,928
Net Year-end Balance		\$42,280,923	\$36,736,263	\$32,537,029	\$30,017,312	\$48,715,775

Line Items by Fund	Strategic Plan	2016-17	2017-18	2018-19	2019-20	2020-21
3 Child Care (0636)						
Beginning Balance		\$37,214,941	\$35,196,869	\$30,862,028	\$27,917,587	\$24,778,595
Child Signature Program	1.1, 1.2, 2.1, 2.2	0	0	0	0	0
Child Signature Program 1 and 3 Extension	1.1, 1.2, 2.1, 2.2	0	0	0	0	0
Teacher Signature Program - CARES Plus	1.2, 2.1, 2.2	0	0	0	0	0
First 5 IMPACT	1.1, 1.2, 1.3 2.1, 2.2	14,429,706	15,000,000	15,000,000	15,000,000	0
Miscellaneous		3,000	0	0	0	0
ProRata		2,000	2,000	2,000	2,000	2,000
Total Expenditures		14,434,706	15,002,000	15,002,000	15,002,000	2,000
Prior Year Adjustments		0	0	0	0	0
Adjusted Expenditures		14,434,706	15,002,000	15,002,000	15,002,000	2,000
Projected Revenue		12,110,646	10,590,371	11,988,930	11,803,710	11,467,710
Projected Interest		305,988	76,789	68,629	59,298	48,878
Other Revenue	14					
Total Revenue	14	12,416,634	10,667,160	12,057,559	11,863,008	11,516,588
Year-end Balance		\$35,196,869	\$30,862,028	\$27,917,587	\$24,778,595	\$36,293,183
15% Reserve		1,816,597	1,588,556	1,798,340	1,770,557	1,720,157
Net Year-end Balance		\$33,380,272	\$29,273,472	\$26,119,247	\$23,008,038	\$34,573,026

4 Research and Development (0637)						
Beginning Balance		\$41,873,677	\$32,588,328	\$26,291,386	\$21,376,319	\$16,258,152
Annual Report		12,000	12,000	12,000	12,000	12,000
General Research Software		8,459	0	0	0	0
CARES Plus Program Data Collection and Storage	1.2, 2.1, 2.2	0	0	0	0	0
California Health Interview Survey	1.1, 1.2	850,000	850,000	850,000	850,000	850,000
Child Signature Program	1.1, 1.2, 2.1, 2.2	0	0	0	0	0
Child Signature Program 1 and 3 Extension	1.1, 1.2, 2.1, 2.2	0	0	0	0	0
Quality Improvement Study-CSU Northridge	2.2	0	0	0	0	0
Proposed Pilots	1.2, 1.3	7,475,000	7,000,000	7,000,000	7,000,000	0
First 5 IMPACT	1.1, 1.2, 1.3 2.1, 2.2	13,287,972	9,000,000	9,000,000	9,000,000	0
Miscellaneous Expenditures		1,200	0	0	0	0
ProRata		2,000	2,000	2,000	2,000	2,000
Total Expenditures		21,636,631	16,864,000	16,864,000	16,864,000	864,000
Allocation from Admin		120,578	120,578	120,578	120,578	120,578
Prior Year Adjustments		0	0	0	0	0
Adjusted Expenditures		21,757,209	16,984,578	16,984,578	16,984,578	984,578
Projected Revenue		12,110,646	10,590,371	11,988,930	11,803,710	11,467,710
Projected Interest		361,214	97,265	80,581	62,700	43,705
Total Revenue		12,471,860	10,687,636	12,069,511	11,866,410	11,511,415
Year-end Balance		\$32,588,328	\$26,291,386	\$21,376,319	\$16,258,152	\$26,784,989
15% Reserve		1,816,597	1,588,556	1,798,340	1,770,557	1,720,157
Net Year-end Balance		\$30,771,731	\$24,702,830	\$19,577,979	\$14,487,595	\$25,064,832

Line Items by Fund	Strategic Plan	2016-17	2017-18	2018-19	2019-20	2020-21
5 Unallocated (0639)						
Beginning Balance		\$14,560,216	\$15,951,593	\$17,409,127	\$19,807,352	\$22,089,887
Small Population County Funding Augmentation	2.2	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
California Smoker's Helpline	2.2, 3.1	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000
Strategic Planning Consultant Amendment		18,957	0	0	0	0
Child Signature Program	1.1, 1.2, 2.1, 2.2	0	0	0	0	0
Help Me Grow	1.1, 2.1	0	0	0	0	0
Trusted Messenger	3.1	1,000,000	0	0	0	0
Miscellaneous		60,617	0	0	0	0
Stakeholder Meeting Facilitation	1.2	250,000	250,000	250,000	250,000	250,000
ProRata		2,000	2,000	2,000	2,000	2,000
Total Expenditures		6,731,574	5,652,000	5,652,000	5,652,000	5,652,000
Prior Year Adjustments		0	0	0	0	0
Adjusted Expenditures		6,731,574	5,652,000	5,652,000	5,652,000	5,652,000
Projected Revenue		8,073,764	7,060,247	7,992,620	7,869,140	7,645,140
Projected Interest		49,187	49,287	57,605	65,395	72,740
Total Revenue		8,122,951	7,109,534	8,050,225	7,934,535	7,717,880
Year-end Balance		\$15,951,593	\$17,409,127	\$19,807,352	\$22,089,887	\$24,155,767
15% Reserve		1,211,065	1,059,037	1,198,893	1,180,371	1,146,771
Net Year-end Balance		\$14,740,529	\$16,350,090	\$18,608,459	\$20,909,516	\$23,008,996

Program Accounts 0631, 0634, 0636, 0637, 0639 Totals:					
Total Cigarette and Tobacco Tax Revenue	\$76,700,758	\$67,072,348	\$75,929,890	\$74,756,830	\$72,628,830
Total Resources Per Year	\$243,435,786	\$207,266,257	\$205,528,795	\$199,218,961	\$192,599,459
Total Expenditures Per Year	\$104,121,489	\$78,548,558	\$81,933,011	\$80,093,300	\$27,343,300
Total Over/Under	\$139,314,297	\$128,717,699	\$123,595,784	\$119,125,661	\$165,256,159
Total 15% Reserve	\$11,505,114	\$10,060,852	\$11,389,484	\$11,213,525	\$10,894,325
Net After Reserve	\$127,809,183	\$118,656,846	\$112,206,300	\$107,912,136	\$154,361,835

6 Administration (0638)						
Beginning Balance		\$16,107,214	\$13,168,829	\$9,750,248	\$6,631,748	\$3,202,542
Administrative Expense	4.1, 4.2	7,457,711	6,716,302	6,912,494	7,152,180	7,401,453
SCO Admin Charges		3,000	3,000	3,000	3,000	3,000
FI\$Cal Charges		8,000	8,000	8,000	8,000	8,000
ProRata		554,000	1,293,000	911,604	911,604	911,604
Total Budgeted Expenditures		\$8,022,711	\$8,020,302	\$7,835,098	\$8,074,784	\$8,324,057
Allocation to Other Funds (0631, 0634, 0636 and 0637)		(\$681,589)	(\$681,589)	(\$681,589)	(\$681,589)	(\$681,589)
Prior Year Adjustments		0	(343,000)	0	0	0
Adjusted Fund Balance Expenditures		7,341,122	6,995,713	7,153,509	7,393,195	7,642,468
Projected Revenue		4,036,882	3,530,124	3,996,310	3,934,570	3,822,570
CDE Travel Reimbursement		243,000	0	0	0	0
Projected Interest		122,855	47,008	38,700	29,418	19,170
Other Revenue						
Total Revenue		\$4,402,737	\$3,577,132	\$4,035,010	\$3,963,988	\$3,841,740
Year-end Balance		\$13,168,829	\$9,750,248	\$6,631,748	\$3,202,542	(\$598,186)
15% Reserve		\$605,532	\$529,519	\$599,447	\$590,186	\$573,386
Net Year-end Balance		\$12,563,297	\$9,220,729	\$6,032,301	\$2,612,356	(\$1,171,572)

	ALL FIRST 5 CALIFORNIA FUNDS					
	Total Cigarette and Tobacco Tax Revenue	\$80,737,640	\$70,602,472	\$79,926,200	\$78,691,400	\$76,451,400
L	Total Resources Per Year	\$247,838,523	\$210,843,389	\$209,563,805	\$203,182,949	\$196,441,199

Line Items by Fund	Strategic Plan	2016-17	2017-18	2018-19	2019-20	2020-21
Total Expenditures Per Year		\$111,462,611	\$85,544,271	\$89,086,520	\$87,486,495	\$34,985,768
Total Over/Under		\$136,375,912	\$125,299,118	\$120,477,285	\$115,696,454	\$161,455,431
Total 15% Reserve		\$12,110,646	\$10,590,371	\$11,988,930	\$11,803,710	\$11,467,710
Net After Reserve		\$124,265,266	\$114,708,747	\$108,488,355	\$103,892,744	\$149,987,721

Expenditures by Program*	Amount	Term	Funding Source (F5CA Account)	Expenditures Incurred through 2015-16	Proposed Expenditures	Total Expenditures
EXISTING/APPROVED:						
			Mass Media Communications	19,850,619	Q	19,850,619
			Education	39,660,012	Q	39,660,012
Child Signature Program	\$135,000,000	July 1, 2012 -	Child Care	9,925,309	Q	9,925,309
Child Signature Program	\$155,000,000	June 30, 2015	Research and Development	9,934,254	Q	9,934,254
			Unallocated	9,925,309	q	9,925,309
				Total \$89,295,503	\$0	\$89,295,503
			Education	145,571	d	145,571
Teacher Signature Program - CARES Plus	\$42,000,000	July 1, 2013 - June 30, 2016	Child Care	17,357,060	0	17,357,060
Teacher Signature Program - CARES Plus			Research and Development	884,511	Q	884,511
				Total \$18,387,142	\$0	\$18,387,142
	\$13,600,000	July 1, 2015 - June 30, 2016	Education	10,525,840	d	10,525,840
Child Signature Program 1 and 3 Extension			Child Care	1,484,413	Q	1,484,413
Cilliu Signature Program 1 and 5 Extension			Research and Development	1,484,413	0	1,484,413
				Total \$13,494,666	\$0	\$13,494,666
	T	1	Education	1,488,786	86,511,215	88,000,000
	\$190,000,000	July 1, 2015 - June 30, 2020	Child Care	1,035,677	59,964,323	61,000,000
First 5 IMPACT			Research and Development	712,028	40,287,972	41,000,000
				Total \$3,236,490	\$186,763,510	\$190,000,000
		July 1, 2016	Education	d	4,000,000	4,000,000
Dual Language Learner Pilot	\$20,000,000	July 1, 2016 - June 30, 2020	Research and Development	d d	16,000,000	16,000,000
		30mc 30, 2020	-	Total \$0	\$20,000,000	\$20,000,000
PROPOSED:						
	AU		Education	d d	4,000,000	4,000,000
Family Engagement Pilots	\$16,000,000	July 1, 2016 - June 30, 2020	Research and Development	d	12,000,000	12,000,000
		June 30, 2020		Total \$0	\$16,000,000	\$16,000,000

* Only programs with multiple funding sources identified.

First 5 California Fiscal Mapping to the Strategic Plan

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Goal #	Goal Name	Goal Description	Total	2016-17	2017-18	2018-19	2019-20	2020-21		
	Strategic Plan Area 1									
1.1		Children prenatal through age 5 and their families access the full spectrum of health and behavioral health services needed to enhance their well-being.	\$ 208,781,419	\$ 55,613,520	\$ 44,850,000	\$ 44,850,000	\$ 44,850,000	\$ 850,000		
1.2	Early Learning	Children birth through age 5 benefit from high quality early education, early intervention, family engagement, and support that prepares all children to reach their optimal potential in school and life.	\$250,885,818	\$ 65,356,261	\$ 51,100,000	\$ 51,100,000	\$ 51,100,000	\$ 850,000		
1.3		Families and communities are engaged, supported, and strengthened through culturally effective resources and opportunities that assist them in nurturing, caring, and providing for their children's success and well-being.	\$206,000,010	\$ 58,763,520	\$ 48,000,000	\$ 48,000,000	\$ 48,000,000	\$-		

Goal #	Goal Name	Goal Description	Total	2016-17	2017-18	2018-19	2019-20	2019-20		
	Strategic Plan Area 2									
2.1	Leadership as a Convener and Partner	Work with First 5 county commissions, state agencies, and other stakeholders to convene, align, collaborate on, support, and strengthen statewide efforts and initiatives to facilitate the creation of a seamless system of integrated and comprehensive programs and services to improve the status and outcomes for children prenatal through age 5 and their families.	\$220,297,035	\$ 56,563,520	\$ 45,350,000	\$ 45,600,000	\$ 44,000,000	\$ 250,000		
2.2	Resource Exchange	Strategically fund and co-fund, align resources, facilitate the exchange of information and best practices, and seek new opportunities to maximize positive impact for children prenatal through age 5 and their families.	\$243,196,194	\$ 60,413,520	\$ 49,400,000	\$ 49,650,000	\$ 49,400,000	\$ 1,650,000		

Goal #	Goal Name	Goal Description	Total	2016-17	2017-18	2018-19	2019-20	2019-20	
	Strategic Plan Area 3								
3.1	Communications	Build public will in investing in early childhood by communicating the potential for positive outcomes for children and families, and the importance of prevention and early intervention.	\$149,118,872	\$ 31,991,145	\$ 18,365,547	\$ 21,750,000	\$ 21,500,000	\$ 20,350,000	
3.2	Legislative Engagement and Leadership	Advocate for and influence policy change, both directly and in partnership with First 5 county commissions and other allies, from the local to federal levels that increase investments to improve conditions for children prenatal through age 5 and their families.	\$10,000	\$ -	\$ -	\$ -	\$-	\$-	

Goal #	Goal Name	Goal Description	Total	2016-17	2017-18	2018-19	2019-20	2019-20		
	Strategic Plan Area 4									
4.1	Internal Structure and Systems	Create and implement an integrated and transparent approach to internal planning, communication, and decision making.	\$0	\$-	\$-	\$-	\$ -	\$-		
4.2	-	Develop management and staff awareness, understanding, knowledge, capacity, and involvement within and across organizational areas.	\$93,000	\$ 15,500	\$ 15,500	\$ 15,500	\$ 15,500	\$ 15,500		