



October 25, 2018

SUBJECT FINANCIAL UPDATE	<input type="checkbox"/> Action <input checked="" type="checkbox"/> Information
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SUMMARY OF THE ISSUE

This item provides an update of the Commission's financial plan and other 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 F5CA 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) 2011/12 through FY 2017/18, and projected revenue for FY 2018/19 through FY 2020/21, with the percentage change from each fiscal year to the next. Proposition 56 backfill is included in these figures.

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

Fiscal year	Tax Revenue Amount	% Decline
2011/12	\$93,381,688	0.71%
2012/13	\$90,100,191	3.51%
2013/14	\$86,103,907	4.44%
2014/15	\$86,027,892	0.09%
2015/16	\$85,473,337	0.64%
2016/17	\$79,907,357	6.51%
2017/18	\$68,180,551	14.68%
2018/19	\$76,340,400	11.97%
2019/20	\$74,358,400	2.60%
2020/21	\$72,395,520	2.64%

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 one prior year, current year, and three subsequent fiscal years.

Audit Update

F5CA is working with Department of Finance Office of Audits and Evaluations (OASE) to complete a financial records audit on FYs 15/16 and 16/17. The auditing team suspended activity for the month of September to allow F5CA to process year end activities and file financial reports. During this period, OASE resources were diverted to a high priority audit of the California Department of Motor Vehicles. This is impacting OASE’s ability to complete the FY 15/16 and FY 16/17 audit of F5CA. OASE will follow up with F5CA in January 2019 to coordinate completing the F5CA financial statement audits. This also will delay the start of the FY 17/18 financial audit.

Proposition 56 Backfill

F5CA received the first deposit for Proposition backfill in May 2018 in the amount of \$15.8M. Disbursements to the First 5 county commissions were processed in June 2018. This deposit of FY 16/17 funds was pro-rated for the period of April through June 2017. Future Proposition 56 disbursements will occur annually near the end of the

calendar year. The next disbursement, anticipated in November 2018, will represent FY 17/18 monies due and is estimated to be \$69.8M.

F5CA analyzed the intent and purpose of Proposition 56 backfill revenue and has determined those revenues are to be used for the same purposes as associated Proposition 10 revenue. The county commissions will continue to receive monthly Proposition 10 disbursements based on birthrates and will receive an annual disbursement of Proposition 56 revenues. Counties eligible for Small Population County Funding Augmentation will not see any changes in their funding as a result of Proposition 56 backfill revenue.

The following table represents the actual Proposition 56 tax revenues received by the California Children and Families Trust Fund (0623) beginning with FY 2017/18 through FY 2018/19, and projected revenue for FY 2019/20 through FY 2020/21, with the percentage change from each fiscal year to the next. This figure represents total revenue received and has not been adjusted for legislatively mandated allocations.

Fiscal Year	Backfill Amount	% Change
2017/18	\$ 17,337,000	N/A
2018/19	\$ 69,874,000	303.03%*
2019/20	\$ 68,706,000	-1.67%
2020/21	\$ 67,531,000	-1.71%
2021/22	\$ 66,386,000	-1.70%
*First complete year of Proposition 56 revenue		

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 C maps expenditures identified in the Financial Plan to specific goals identified in the Strategic Plan.

ATTACHMENTS

- A. First 5 California Financial Plan FY 2017/18 through FY 2021/22
- B. First 5 California Fund Condition Summary FY 2017/18 through FY 2021/22
- C. First 5 California Strategic Plan Goal Map

**First 5 California
Financial Plan
FY 2017-18 through FY 2021-22**

	2017-18	2018-19	2019-20	2020-21	2021-22
Mass Media Communications (0631)					
Beginning Balance	\$8,715,659	\$8,818,733	\$5,323,053	\$7,251,920	\$11,388,178
Projected Expenditures and Obligations	20,879,987	26,926,696	20,907,549	18,111,198	406,719
Projected Revenue	20,454,166	22,902,120	22,307,520	21,718,560	21,139,860
Projected Interest	28,896	28,896	28,896	28,896	28,896
Federal Reimbursement for Kit	500,000	500,000	500,000	500,000	500,000
Year-end Balance	\$8,818,734	\$5,323,053	\$7,251,920	\$11,388,178	\$32,650,215
Education (0634)					
Beginning Balance	\$64,049,229	\$59,201,521	\$50,867,031	\$47,431,294	\$59,941,627
Projected Expenditures and Obligations	22,020,222	27,546,964	22,152,712	5,715,842	1,001,338
Projected Revenue	17,045,138	19,085,100	18,589,600	18,098,800	17,616,550
Projected Interest	127,375	127,375	127,375	127,375	127,375
Year-end Balance	\$59,201,520	\$50,867,032	\$47,431,294	\$59,941,627	\$76,684,214
Child Care (0636)					
Beginning Balance	\$36,909,695	\$27,740,176	\$20,527,088	\$16,611,490	\$26,600,306
Projected Expenditures and Obligations	19,473,391	18,732,777	15,128,656	919,341	942,837
Projected Revenue	10,227,083	11,451,060	11,153,760	10,859,280	10,569,930
Projected Interest	76,789	68,629	59,298	48,878	63,399
Year-end Balance	\$27,740,176	\$20,527,088	\$16,611,490	\$26,600,307	\$36,290,798
Research and Development (0637)					
Beginning Balance	\$46,840,955	\$45,966,193	\$42,292,499	\$36,831,702	\$40,246,355
Projected Expenditures and Obligations	11,199,110	15,205,335	16,677,257	7,488,332	807,905
Projected Revenue	10,227,083	11,451,060	11,153,760	10,859,280	10,569,930
Projected Interest	97,265	80,581	62,700	43,705	43,705
Year-end Balance	\$45,966,193	\$42,292,499	\$36,831,702	\$40,246,355	\$50,052,085
Unallocated (0639)					
Beginning Balance	\$16,124,106	\$16,863,361	\$18,407,266	\$19,934,751	\$21,295,011
Projected Expenditures and Obligations	6,128,087	6,147,740	5,973,750	5,952,000	4,552,000
Projected Revenue	6,818,055	7,634,040	7,435,840	7,239,520	7,046,620
Projected Interest	49,287	57,605	65,395	72,740	72,740
Year-end Balance	\$16,863,361	\$18,407,266	\$19,934,751	\$21,295,011	\$23,862,371
Program Accounts 0631, 0634, 0636, 0637, and 0639 Totals:					
Total Cigarette and Tobacco Tax Revenue	\$64,771,525	\$72,523,380	\$70,640,480	\$68,775,440	\$66,942,890
Total Resources Per Year	\$238,290,781	\$231,976,450	\$208,901,081	\$197,658,191	\$227,250,482
Total Expenditures Per Year	\$79,700,797	\$94,559,512	\$80,839,924	\$38,186,713	\$7,710,799
Total Over/Under	\$158,589,984	\$137,416,938	\$128,061,157	\$159,471,478	\$219,539,683

**First 5 California
Financial Plan
FY 2017-18 through FY 2021-22**

	2017-18	2018-19	2019-20	2020-21	2021-22
Administration (0638)					
Beginning Balance	\$13,070,241	\$9,828,916	\$9,426,903	\$8,796,587	\$7,933,404
Projected Expenditures and Obligations	6,697,360	4,257,733	4,377,655	4,502,113	4,631,277
Projected Revenue	3,409,028	3,817,020	3,717,920	3,619,760	3,523,310
Projected Interest	47,008	38,700	29,418	19,170	19,170
Year-end Balance	\$9,828,916	\$9,426,903	\$8,796,587	\$7,933,404	\$6,844,607
ALL FIRST 5 CALIFORNIA FUNDS					
Total Revenue	\$68,180,553	\$76,340,400	\$74,358,400	\$72,395,200	\$70,466,200
Total Expenditures Per Year	\$86,398,157	\$98,817,245	\$85,217,579	\$42,688,826	\$12,342,076
Total Over/Under	\$168,418,900	\$146,843,841	\$136,857,744	\$167,404,882	\$226,384,290
Total 15% Reserve	\$10,227,083	\$11,451,060	\$11,153,760	\$10,859,280	\$10,569,930
Net After Reserve	\$158,191,817	\$135,392,781	\$125,703,984	\$156,545,602	\$215,814,360

First 5 California
Fund Condition Summary
FY 2017-18 through FY 2021-22

Line Items by Fund	Strategic Plan	2017-18	2018-19	2019-20	2020-21	2021-22
1 Mass Media Communications (0631)						
Beginning Balance		\$8,715,659	\$8,818,733	\$5,323,053	\$7,251,920	\$11,388,178
Prior Year Beginning Balance Adjustment						
Parent Signature Program - Mass Marketing (Advertising)	3.1	16,285,911	20,593,243	20,513,130	17,711,278	0
Parent Signature Program - 1-800 Number	3.1	52,260	0	0	0	0
Parent Signature Program - Kit for New Parents	3.1	4,359,326	5,796,544	1,100	0	0
Distributed Labor		0	213,628	220,036	226,638	233,437
Miscellaneous	3.1	1,386	149,999	0	0	0
State Assessments		2,000	2,000	2,000	2,000	2,000
Total Expenditures		20,700,883	26,755,414	20,736,266	17,939,915	235,437
Allocation from Admin		179,104	171,283	171,283	171,283	171,283
Prior Year Adjustments & Accruals		0	0	0	0	0
Adjusted Expenditures		20,879,987	26,926,696	20,907,549	18,111,198	406,719
Projected Revenue		20,454,166	22,902,120	22,307,520	21,718,560	21,139,860
Projected Interest (From Historical back up)		\$28,896	\$28,896	\$28,896	\$28,896	28,896
Federal Reimbursement for Kit		500,000	500,000	500,000	500,000	500,000
Other Revenue						
Total Revenues		20,983,062	23,431,016	22,836,416	22,247,456	21,668,756
Year-end Balance		\$8,818,733	\$5,323,053	\$7,251,920	\$11,388,178	\$32,650,215
15% Reserve		3,068,125	3,435,318	3,346,128	3,257,784	3,170,979
Net Year-end Balance		\$5,750,608	\$1,887,735	\$3,905,792	\$8,130,394	\$29,479,236

2 Education (0634)						
Beginning Balance		\$64,049,229	\$59,201,521	\$50,867,031	\$47,431,294	\$59,941,627
Prior Year Beginning Balance Adjustment						
Statewide Summit	2.1, 2.2, 3.1	254,625	0	0	0	0
Co-Sponsorship Funding		88,308	110,300	0	0	0
Educare	1.2, 2.1	719,167	750,000	750,000	750,000	0
First 5 IMPACT	1.1, 1.2, 1.3 2.1, 2.2	20,762,207	25,763,781	20,457,682	0	0
Proposed Pilots	1.2, 1.3	0	0	0	4,000,000	0
Distributed Labor		0	738,240	760,387	783,199	806,695
Miscellaneous		2,931	0	0	0	0
State Assessments		2,000	2,000	2,000	0	12,000
Total Expenditures		21,829,238	27,364,321	21,970,069	5,533,199	818,695
Allocation from Admin		190,983	182,643	182,643	182,643	182,643
Prior Year Adjustments & Accruals		0	0	0	0	0
Adjusted Expenditures		22,020,222	27,546,964	22,152,712	5,715,842	1,001,338
Projected Revenue		17,045,138	19,085,100	18,589,600	18,098,800	17,616,550
Miscellaneous revenue-Child Summit						
Projected Interest (From Historical back up)		127,375	127,375	127,375	127,375	127,375
Total Revenue		17,172,513	19,212,475	18,716,975	18,226,175	17,743,925
Year-end Balance		\$59,201,521	\$50,867,031	\$47,431,294	\$59,941,627	\$76,684,214
15% Reserve		2,556,771	2,862,765	2,788,440	2,714,820	2,642,483
Net Year-end Balance		\$56,644,750	\$48,004,266	\$44,642,854	\$57,226,807	\$74,041,731

First 5 California
Fund Condition Summary
FY 2017-18 through FY 2021-22

Line Items by Fund	Strategic Plan	2017-18	2018-19	2019-20	2020-21	2021-22
3 Child Care (0636)						
Beginning Balance		\$36,909,695	\$27,740,176	\$20,527,088	\$16,611,490	\$26,600,306
Prior Year Beginning Balance Adjustment						
First 5 IMPACT	1.1, 1.2, 1.3 2.1, 2.2	19,328,123	17,858,395	14,232,126	0	0
Distributed Labor		0	738,240	760,387	783,199	806,695
Miscellaneous		3,000	0	0	0	0
State Assessments		2,000	2,000	2,000	2,000	2,000
Total Expenditures		19,333,123	18,598,635	14,994,514	785,199	808,695
Allocation from Admin		140,268	134,142	134,142	134,142	134,142
Prior Year Adjustments		0	0	0	0	0
Adjusted Expenditures		19,473,391	18,732,777	15,128,656	919,341	942,837
Projected Revenue		10,227,083	11,451,060	11,153,760	10,859,280	10,569,930
Projected Interest (From Historical back up)		76,789	68,629	59,298	48,878	63,399
Other Revenue						
Total Revenue		10,303,872	11,519,689	11,213,058	10,908,158	10,633,329
Year-end Balance		\$27,740,176	\$20,527,088	\$16,611,490	\$26,600,306	\$36,290,798
15% Reserve		1,534,062	1,717,659	1,673,064	1,628,892	1,585,490
Net Year-end Balance		\$26,206,114	\$18,809,429	\$14,938,426	\$24,971,414	\$34,705,308

4 Research and Development (0637)						
Beginning Balance		\$46,840,955	\$45,966,193	\$42,292,499	\$36,831,702	\$40,246,355
Prior Year Beginning Balance Adjustment						
Annual Report		0	0	0	0	0
General Research Software		0	0	0	0	0
CARES Plus Program Data Collection and Storage	1.2, 2.1, 2.2	0	0	0	0	0
Statewide Research and Evaluation		14,187	0	0	0	0
Proposed Pilots	1.2, 1.3	1,004,145	2,172,709	6,120,568	6,698,593	0
First 5 IMPACT	1.1, 1.2, 1.3 2.1, 2.2	9,973,914	12,277,646	9,784,586	0	0
Distributed Labor		0	570,773	587,896	605,533	623,699
Miscellaneous Expenditures		150	0	0	0	0
State Assessments		2,000	2,000	2,000	2,000	2,000
Total Expenditures		11,008,583	15,023,128	16,495,051	7,306,126	625,699
Allocation from Admin		190,527	182,206	182,206	182,206	182,206
Prior Year Adjustments		0	0	0	0	0
Adjusted Expenditures		11,199,110	15,205,335	16,677,257	7,488,332	807,905
Projected Revenue		10,227,083	11,451,060	11,153,760	10,859,280	10,569,930
Adjustment to Balance						
Projected Interest (From Historical back up)		97,265	80,581	62,700	43,705	43,705
Other Revenue						
Transfer to Unallocated						
Total Revenue		10,324,348	11,531,641	11,216,460	10,902,985	10,613,635
Year-end Balance		\$45,966,193	\$42,292,499	\$36,831,702	\$40,246,355	\$50,052,085
15% Reserve		1,534,062	1,717,659	1,673,064	1,628,892	1,585,490
Net Year-end Balance		\$44,432,131	\$40,574,840	\$35,158,638	\$38,617,463	\$48,466,595

**First 5 California
Fund Condition Summary
FY 2017-18 through FY 2021-22**

Line Items by Fund	Strategic Plan	2017-18	2018-19	2019-20	2020-21	2021-22
5 Unallocated (0639)						
Beginning Balance		\$16,124,106	\$16,863,361	\$18,407,266	\$19,934,751	\$21,295,011
Prior Year Beginning Balance Adjustment						
Small Population County Funding Augmentation	2.2	4,300,000	4,300,000	4,300,000	4,300,000	4,300,000
California Smoker's Helpline	2.2, 3.1	1,400,000	1,400,000	1,400,000	1,400,000	0
Strategic Plan	2	7,125	9,350	0	0	0
Miscellaneous		168,962	186,390	21,750	0	0
Stakeholder Meeting Facilitation	1.2	250,000	250,000	250,000	250,000	250,000
State Assessments		2,000	2,000	2,000	2,000	2,000
Total Expenditures		6,128,087	6,147,740	5,973,750	5,952,000	4,552,000
Prior Year Adjustments		0	0	0	0	0
Adjusted Expenditures		6,128,087	6,147,740	5,973,750	5,952,000	4,552,000
Projected Revenue		6,818,055	7,634,040	7,435,840	7,239,520	7,046,620
Misc Revenue						
Projected Interest (From Historical back up)		49,287	57,605	65,395	72,740	72,740
Transfer from Media 0631						
Transfer from Education 0634						
Transfer from Child Care 0636						
Transfer from Research and Develop 0637						
Transfer from Administration 0638						
Other Revenue						
Total Revenue		6,867,342	7,691,645	7,501,235	7,312,260	7,119,360
Year-end Balance		\$16,863,361	\$18,407,266	\$19,934,751	\$21,295,011	\$23,862,371
15% Reserve		1,022,708	1,145,106	1,115,376	1,085,928	1,056,993
Net Year-end Balance		\$15,840,653	\$17,262,160	\$18,819,375	\$20,209,083	\$22,805,378

Program Accounts 0631, 0634, 0636, 0637, 0639 Totals:						
Total Cigarette and Tobacco Tax Revenue		\$64,771,524	\$72,523,380	\$70,640,480	\$68,775,440	\$66,942,890
Total Resources Per Year		\$238,290,780	\$231,976,450	\$208,901,081	\$197,658,191	\$227,250,482
Total Expenditures Per Year		\$79,700,796	\$94,559,512	\$80,839,924	\$38,186,714	\$7,710,800
Total Over/Under		\$158,589,984	\$137,416,937	\$128,061,157	\$159,471,478	\$219,539,682
Total 15% Reserve		\$9,715,729	\$10,878,507	\$10,596,072	\$10,316,316	\$10,041,434
Net After Reserve		\$148,874,255	\$126,538,430	\$117,465,085	\$149,155,162	\$209,498,249

6 Administration (0638)						
Beginning Balance		\$13,070,241	\$9,828,916	\$9,426,903	\$8,796,587	\$7,933,404
Prior Year Beginning Balance Adjustment						
Administrative Expense	4.1, 4.2	6,094,242	6,266,284	6,454,032	6,648,352	6,849,472
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
State Assessments		1,293,000	911,604	911,604	911,604	911,604
Total Budgeted Expenditures		\$7,398,242	\$7,188,888	\$7,376,636	\$7,570,956	\$7,772,076
Allocation to Other Funds (0631, 0634, 0636 and 0637)		(\$700,882)	(\$670,274)	(\$670,274)	(\$670,274)	(\$670,274)
Distributed Labor		0	(\$2,260,881)	(\$2,328,708)	(\$2,398,569)	(\$2,470,526)
Prior Year Adjustments		0	0	0	0	0
Adjusted Fund Balance Expenditures		6,697,360	4,257,733	4,377,655	4,502,113	4,631,277
Projected Revenue		3,409,028	3,817,020	3,717,920	3,619,760	3,523,310
CDE Travel Reimbursement		0	0	0	0	0
Projected Interest (From Historical back up)		47,008	38,700	29,418	19,170	19,170
Other Revenue						

First 5 California
Fund Condition Summary
FY 2017-18 through FY 2021-22

Line Items by Fund	Strategic Plan	2017-18	2018-19	2019-20	2020-21	2021-22
Total Revenue		\$3,456,036	\$3,855,720	\$3,747,338	\$3,638,930	\$3,542,480
Year-end Balance		\$9,828,916	\$9,426,903	\$8,796,587	\$7,933,404	\$6,844,607
15% Reserve		\$511,354	\$572,553	\$557,688	\$542,964	\$528,497
Net Year-end Balance		\$9,317,562	\$8,854,350	\$8,238,899	\$7,390,440	\$6,316,110

First 5 California
Fund Condition Summary
FY 2017-18 through FY 2021-22

Line Items by Fund	Strategic Plan	2017-18	2018-19	2019-20	2020-21	2021-22
ALL FIRST 5 CALIFORNIA FUNDS						
Total Cigarette and Tobacco Tax Revenue		\$68,180,552	\$76,340,400	\$74,358,400	\$72,395,200	\$70,466,200
Total Resources Per Year		\$241,746,816	\$235,832,170	\$212,648,419	\$201,297,121	\$230,792,962
Total Expenditures Per Year		\$86,398,156	\$98,817,245	\$85,217,579	\$42,688,827	\$12,342,077
Total Over/Under		\$155,348,660	\$137,014,925	\$127,430,840	\$158,608,294	\$218,450,885
Total 15% Reserve		\$10,227,083	\$11,451,060	\$11,153,760	\$10,859,280	\$10,569,930
Net After Reserve		\$145,121,577	\$125,563,865	\$116,277,080	\$147,749,014	\$207,880,955

**First 5 California
Strategic Plan Goal Map**

Goal #	Goal Name	Goal Description	Total	2016-17	2017-18	2018-19	2019-20	2020-21
Strategic Plan Area 1								
1.1	Child Health	Children prenatal through age 5 and their families access the full spectrum of health and behavioral health services needed to enhance their well-being.	\$ 109,207,018	\$ 21,300,032	\$ 50,064,244	\$ 11,179,964	\$ 8,894,879	\$ -
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.	\$150,343,272	\$ 27,828,612	\$ 51,318,389	\$ 13,602,673	\$ 15,265,447	\$ 10,948,593
1.3	Family and Community Support and Partnership	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.	\$105,825,609	\$ 20,450,032	\$ 54,064,244	\$ 15,179,964	\$ 12,894,879	\$ -

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.	\$123,296,362	\$ 22,524,967	\$ 51,038,036	\$ 11,554,964	\$ 9,269,879	\$ 375,000
2.2	Resource Exchange and Stewardship	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.	\$152,083,717	\$ 26,207,331	\$ 56,018,869	\$ 16,879,964	\$ 14,594,879	\$ 5,700,000

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.	\$155,557,827	\$ 29,076,845	\$ 22,353,508	\$ 27,939,786	\$ 21,914,230	\$ 19,111,278
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	Team Development and Engagement	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