



FIRST 5 ALAMEDA COUNTY EXECUTIVE COMMITTEE MEETING AGENDA

Thursday, April 15, 2021

Members of the public may access this meeting via:

Zoom Meeting: <https://zoom.us/j/98708688524>

Meeting ID: 987 0868 8524

9:00 AM – 10:30 AM

Commissioners:

Chair: Renee Herzfeld, *Vice Chair:* Cecilia Oregón, Scott Coffin

1. Public Comment
2. Staff Announcements
 - a. General Staff Announcements
 - b. COVID-19 Response Update and CEO Contract Authorizations
3. Approval of Minutes from February 18, 2021
4. FY 2021-22 Proposed Budget – First Reading
5. FY 2021-30 Proposed Long Range Financial Plan – First Reading
6. CEO Performance Evaluation – CLOSED SESSION (Gov Code 54754.5)

Access post closed session meeting via: Zoom Meeting: <https://zoom.us/j/93835983297>

Meeting ID: 938 3598 3297

7. Adjournment

Information about access:

Please contact Julia Otani at julia.otani@first5alameda.org or (510) 227- 6987 3 business days in advance if you need special assistance or translation/interpretation support so we can make reasonable arrangements to ensure accessibility. We will swiftly resolve any requests for accommodation to resolve any doubt whatsoever in favor of accessibility.



FY 2020-21 Contracts List
CEO Contract Authorizations and Amendments (Greater than \$50,000 or equal to \$250,000 per contract/action - see light blue columns)

Original Award, approved by Commission (June 18, 2020)							New Contracts or Augmentations, approved by CEO (2/19/2021-4/15/2021)			
Strategy	Award Number	Contractor	Contract Start Date	Contract End Date	Original Description of Scope of Work	Amount	New, Amendment or Ancillary Amount	New Total Contract Amount	Funding to support COVID-19 activities	Description of New Contract or Added Scope of Work
Policy, Planning, and Evaluation	CS-PEV-2022-494	Applied Survey Research	2/5/2021	6/30/2022	N/A	N/A	\$231,500.00	\$231,500.00	NO	Funding to conduct a kindergarten readiness assessment of children in Alameda County, with a targeted and generalizable sample of 105 classrooms and approximately 2,666 children.
Admin, Info & Technology	CS-AIT-2022-495	Hickman Strategies LLC	3/1/2021	12/31/2021	N/A	N/A	\$124,875.00	\$124,875.00	NO	Funding to support First 5 Alameda County's strategic plan development.
Innovation	PI-INV-2022-496	Colibri Collaborative	2/15/2021	10/31/2021	N/A	N/A	\$129,990.00	\$129,990.00	NO	Funding to conduct an internal Equity Assessment, summarize findings and assist in the launch of an Equity Committee.
Innovation	PI-INV-2021-502	VIVA Social Impact Partners	4/1/2021	6/30/2021	N/A	N/A	\$60,000.00	\$60,000.00	NO	Funding to provide support to prepare for the implementation planning of Measure C funding.
						\$ -	\$ 546,365.00	\$ 546,365.00		CEO Authorizations 2/19/2021-4/15/2021



First 5 Alameda County Executive Committee Meeting
February 18, 2021, 9:00 AM – 10:30 AM
Zoom Webinar Meeting ID: 919 7594 8881

Commissioners Present: Chair: Renee Herzfeld, Vice Chair: Cecilia Oregón, Scott Coffin

First 5 Staff Present: Kristin Spanos, Charla Black-Edwards, Christine Hom, Julia Otani, Mojgan Vijeh

AGENDA ITEM SPEAKER	DISCUSSION HIGHLIGHTS	ACTION	FOLLOW UP
CALL TO ORDER			
R. Herzfeld	The meeting was called to order by Chair Herzfeld who gaveled in at 9:02 AM and stated that the meeting was being recorded.	None	None
1. PUBLIC COMMENT			
R. Herzfeld	There was no Public Comment.	None	None
2. STAFF ANNOUNCEMENTS			
K. Spanos	<p>[Attachment] Ms. Spanos presented the General Staff Announcements and COVID-19 Response Update.</p> <p>A. General Staff Announcements</p> <ul style="list-style-type: none"> • The FY 2019-20 First 5 Annual Report was released and positive feedback has been received from community partners. • Ms. Spanos will meet with all Commissioners to review the CEO Goals for the fiscal year. The CEO Goals were also presented at the All-Staff meeting on 2/11/21 and Ms. Spanos will be meeting with each agency division over the next month to discuss the goals in detail. • F5AC received \$25,000 from the California Wellness Foundation in support of the Fatherhood program to fund an additional round of mini-grants to organizations. 8 mini-grants in the amount of \$4,500 each were awarded to organizations to support father's groups in December. First 5 Alameda County's Fatherhood work was recognized in a national publication released by the Irving Harris Foundation. • F5AC received an additional \$50,000 from Sunlight Giving. Staff will be meeting internally to discuss how to distribute this latest contribution. • Ms. Spanos will meet with Eat Learn Play (the Curry Foundation), Commissioner Moreno and OUSD to review the 2019 Kindergarten Readiness Assessment and to discuss the upcoming 2021 evaluation. • Former First 5 Senior Program Administrator, Dr. Lanikque Howard has accepted a position with the Biden Administration and will be serving as the Director of Community Supports and Special Advisor on Asset Building. 	None	None

AGENDA ITEM SPEAKER	DISCUSSION HIGHLIGHTS	ACTION	FOLLOW UP
2. STAFF ANNOUNCEMENTS (Continued)			
K. Spanos	<ul style="list-style-type: none"> F5AC is launching a Speaker Series as part of upcoming Commission meetings to bring in national experts working in early childhood. In February, Dr. Lea Austin and Dr. Ashley Williams from UC Berkeley's Center for the Study on Childcare Employment will be presenting on the childcare workforce. In April, Dr. Philip Fisher from the University of Oregon will present on RAPID EC and the effects of COVID on early childhood. In June, Dr. Raj Chetty, an economist from Harvard University, will present on place-based work. F5AC has submitted the first summary on the pilot with the Alameda Alliance. F5AC is outreaching to families not utilizing care and initial findings have been positive. Of those families reached, close to 60% of families have scheduled appointments. F5AC met with the Alameda Alliance and Anthem to continue care coordination discussions. The consultants are re-working the concept draft. <p>B. COVID-19 Response Update</p> <ul style="list-style-type: none"> In partnership with Alameda County Social Services Agency, F5AC awarded 536 grants to family child care providers within 6 weeks. In addition, F5AC was awarded \$1M to augment essential supply work. Part of this funding will be used to purchase air purifiers which will be distributed to family child care providers on March 6, 2021. Carla Keener is F5AC's representative on the COVAX Committee (County Vaccine Community Committee). Ms. Keener attended a soft launch at the Oakland Coliseum on February 15, 2021. CEO Contract Authorizations are included in the meeting packet. 		
3. APPROVAL OF MINUTES FROM DECEMBER 3, 2020			
R. Herzfeld	<p>[Attachment]</p> <p>Chair Herzfeld asked if there was any public comment before taking a vote to approve the minutes.</p> <p>Chair Herzfeld facilitated the vote to approve the December 3, 2020 Executive Committee Meeting minutes.</p>	<p>Motion: C. Oregon</p> <p>Second: S. Coffin</p> <p>No Abstentions.</p> <p>Motion passed.</p>	None
4. FY 2020-21 MID-YEAR FINANCIAL REPORT AND PROPOSED BUDGET MODIFICATIONS			
C. Hom	<p>[Attachment]</p> <p>Ms. Hom presented the FY 2020-21 Mid-Year Financial Report and Proposed Budget Modifications</p> <ul style="list-style-type: none"> Ms. Hom noted the report is in a different format than last year. The two items are combined into one report this year. The operating budget for 2021 was adopted by the Commission in June 2020. The adopted budget projects revenue and available funding totaling \$25.7M. <p><i>Key highlights of Revenues</i></p> <ul style="list-style-type: none"> F5AC received nearly \$4M of tobacco tax of the \$11.2M budgeted in the first 6 months, which is consistent with prior years trends. 	<p>Motion: S. Coffin</p> <p>Second: C. Oregon</p> <p>No Abstentions.</p> <p>Motion passed.</p>	<p>The FY 2020-21 Mid-Year Financial Report and Proposed Budget Modifications will be brought to the full Commission for final review and approval.</p>

AGENDA ITEM SPEAKER	DISCUSSION HIGHLIGHTS	ACTION	FOLLOW UP
4. FY 2020-21 MID-YEAR FINANCIAL REPORT AND PROPOSED BUDGET MODIFICATIONS (Continued)			
C. Hom	<ul style="list-style-type: none"> Other First 5 revenue includes \$530,000 from State IMPACT funding and reimbursements from the Children's Council of San Francisco. \$5.5M had been received from various county departments and the California Department of Education. In addition, \$4M was received from Alameda County Social Services Agency in December, to support COVID-19 Relief Grant process. Grant funding of \$475,000 was received primarily due from new awards from Sunlight Giving, the Connecticut Children's Medical Center and Aurrera Health Group. MAA invoicing for FY 2019-20 expenditures are in process and reimbursements are expected later this calendar year. MAA revenue is budgeted at \$1.5M for FY 2020-21. <p><i>Key highlights of Expenses</i></p> <ul style="list-style-type: none"> At \$11.8M, total expenditures for the first six months were 46% of the budgeted amount of \$25.7M. Personnel costs are at 41% of the budgeted amount and included budgeted hiring to support program work in the remaining fiscal year. Contract and grants expenses are at \$6.7M or 50% of the budget. This appears higher this year due to that \$4M of funding that was received and expended from Social Services. Program operating costs are at 49% of the budget and the agency admin expenses for the 6-month period are at 4.23% <p><i>Key highlights of Budget Modifications</i></p> <ul style="list-style-type: none"> The proposed budget modification has a net increase of \$4.9M to change the FY 2020-21 budget to \$30.6M. The primary changes include the \$4M in funding from Social Services as well as several other sources line numbered out in the narrative portion of the report. <p>Chair Herzfeld asked if there was any public comment before taking a vote. Chair Herzfeld facilitated the vote to approve the recommend the FY 2020-21 Mid-Year Financial Report and Proposed Budget Modifications</p>		
5. FY 2020-21 MID-YEAR INVESTMENT REPORT			
C. Hom	<p>[Attachment]</p> <p>Ms. Hom presented the FY-2020-21 Mid-Year Investment Report</p> <ul style="list-style-type: none"> As of December 31, 2020, the market value of the investment portfolio with Chandler Asset Management was \$30.1M at a cost of \$29.1M. Our total investment income for the 6-month period was \$305,000. There was an unrealized gain position of \$961,000. Investment fees levied by Chandler and Union Bank totaled \$18,000. Chandler earned a yield of 1.88% for the 6-month period, which is higher than the Local Agency Investment Fund and the Alameda County investment pool. <p>Chair Herzfeld asked if there was any public comment before taking a vote. Chair Herzfeld facilitated the vote to approve the FY 2020-21 Mid-Year Investment Report.</p>	<p>Motion: C. Oregon Second: S. Coffin No Abstentions. Motion passed.</p>	<p>The FY 2020-21 Mid-Year Investment Report will be brought to the full Commission for final review and approval.</p>

AGENDA ITEM SPEAKER	DISCUSSION HIGHLIGHTS	ACTION	FOLLOW UP
7. ADJOURNMENT			
R. Herzfeld	Chair Herzfeld gaveled out and adjourned the meeting at 9:36 AM.		

Respectfully Submitted By: Julia Otani, Executive Assistant



To: First 5 Alameda County Executive Committee

From: Kristin Spanos, Chief Executive Officer
Mojgan Vjeh, Director of Operations & Technology
Christine Hom, Finance Officer
Maria Canteros, Finance Administrator

Date: April 15, 2021

Subject: FY 2021-22 Budget Proposal – First Reading

ACTION REQUESTED

To review, discuss and provide feedback on the following FY 2021-22 Budget Proposal.

BACKGROUND

Each First 5 Commission is required by statute to adopt a Strategic Plan that outlines the use of tobacco tax funds to serve children age 0-5 and their families. The First 5 Alameda County Commission originally approved a four-year Strategic Plan for FY 2017-21 and approved the extension of the Plan for one additional year through FY 2021-22 during the February 2020 meeting. The Commission also approved in principle the second year of a two-year budget (FY 2021-22) at the identical revenue and expense amounts as FY 2020-21 to enable the agency to engage in two-year awards that span FY 2020-22. This budget proposal covers the last year of that period, FY 2021-22.

This presentation is the first reading of the FY 2021-22 budget proposal. Staff will prepare the second and final reading for the June Executive and Commission meetings. Any changes directed by the Commission, new information related to the tobacco tax and other revenue streams, as well as major changes to expenditures will be incorporated between now and the June reading. In addition, the presentation in June will include the list of contracts that exceed \$50,000 which require Commission authorization.

As is the practice of First 5 Alameda County, changes that occur during the course of the fiscal year will be formally incorporated into the budget during the Mid-Year Budget Modification in February 2022.

CURRENT BUDGET PROPOSAL

This document provides a fiscal summary of revenue projections and budgeted expenditures as follows:

- First 5 staff salaries and benefits
- Contracts
- Grants & Stipends
- Professional Service Contracts
- Program Operating Costs
- Infrastructure costs

The following Revenue and Expense projections reflect the priorities of the 2017-2022 Strategic Plan that was originally approved by the Commission in December 2016 and extended for an additional year in February 2020.

REVENUE AND AVAILABLE FUNDS FOR FY 2021-22

Combined Revenues and Sustainability Funds for FY 2021-22 are projected to be \$23 million. This figure is consistent with the proposed FY 2021-30 Long Range Financial Plan. \$4.5 million of Sustainability Funds are budgeted to close the gap between revenue and projected expenses (\$2.2 million less than when the FY 2020-22 budget was originally adopted). Since the beginning of the FY 2017-22 Strategic Plan, the estimated aggregate usage of the Sustainability Fund was \$22 million, however due to increased revenues from tobacco taxes, MAA federal fiscal leveraging reimbursements, investment income and receipt of philanthropic monies, the estimated aggregate usage through FY 2021-22 will be \$9 million.

REVENUE TYPE	2021-22 PROPOSED	RATIONALE/DETAILS
Prop 10 Tobacco Tax		
	\$11,765,441	The tobacco tax revenue projection (Prop 10 and 56) is based on California Department of Finance and First 5 California projections for county commissions. Prop 10 Tobacco taxes are expected to decrease as per First 5 California's projections released in May 2020.
Other First 5 Income		
	\$1,267,218	Funding includes the First 5 California IMPACT 2 grant and IMPACT Incentive Layer to support local QRIS work, and Children's Council of San Francisco (First 5 San Francisco) funding for the IMPACT Local Regional Training and Technical Assistance Hub.
Interagency Income		
	\$2,526,561	Funding includes contract with Alameda County Health Care Services Agency and Social Services Agency (via ACHCSA) to support Fathers Corp work, funding from the Alameda County Office of Education/CA State Block Grant for projected monies for QRIS 8 grant and Inclusive Learning Grant, funding from Alameda County Public Health Department for shared ECChange maintenance and hosting costs, funding from Alameda County Social Services Agency for workforce development activities and Early ID support, and funding from the California Department of Education for Quality County California projected monies for QRIS Block Grant 4 grant.
Grants		
	\$498,121	Funding from Sunlight Giving for general operating support, Alameda Alliance for Health for the HMG Pediatric Care Pilot, Aurrera Health Group for the ACEs

REVENUE TYPE	2021-22 PROPOSED	RATIONALE/DETAILS
		AWARE program and California Wellness Foundation for Fatherhood activities.
Fiscal Leveraging		
Fiscal Leveraging	\$1,800,000	Projected funding for Medi-Cal Administrative Activities (MAA); estimates are based on MAA invoices submitted in FY 2020-21.
Other Income		
	\$609,699	Projected other income includes revenue from investments, Fatherhood Summit donations and sponsorships for the event in 2022 and rental income from the First 5 Association.
Total Revenue (1)	\$18,467,040	Prop 10 Tobacco Tax, Other First 5 Income, Interagency Income, Grants, Fiscal Leveraging and Other Income
Reserves: Prop 10 Sustainability Funds (2)	\$3,986,200	Draw down from Proposition 10 Sustainability Fund to balance the budget.
Prop 10 Prior Year Budget Savings (3)	\$549,624	FY2020-21 budget savings to be used for extension of CRF contracts with school districts
Grand Total	\$23,002,864	Total Revenues and Available Funds = (1) + (2) + (3)

EXPENDITURES FOR FY 2021-22

In the 2017-2022 Strategic Plan planned activities were categorized under eleven major strategies:

PROGRAMS AND INVESTMENTS:

- Parent Engagement and Support
- Early Identification
- Quality Early Childhood Education
- Fatherhood
- Neighborhoods Ready for School
- Innovation

CAPACITY BUILDING & SUSTAINABILITY

- Policy, Planning and Evaluation
- Training and Capacity Building
- Communications
- Administration, Information and Technology
- *COVID-19 Community Resilience Fund

The Commission approved the addition of an eleventh strategy “COVID-19 Community Resilience Fund” for FY 2020-21 to enable the agency to respond to community need due to the pandemic.

The following Expense proposal provides the cost for each of the eleven strategies detailed in the Strategic Plan. The program strategy expenditures presented below consist of Salaries and Benefits, Program related Contracts, Grants, Stipends, Professional Services costs and Program Operating costs. Strategies are supported by facilities, infrastructure and data systems. Indirect agency Infrastructure costs are reflected in the Administration, Information and Technology budget. The budget narrative provides detail on each Strategy and is to be read in conjunction with the Strategic Plan.

Consistent with legislative requirements brought about by AB 109, expense costs continue to be separated into three categories: Program, Evaluation and Administration. The expenses in each category are consistent with First 5 California guidelines, and those set forth in the Government Finance Officers Association’s First 5 Financial Management Guide.

Salaries and Benefits

For FY 2021-22, total salaries and benefits are projected to be \$11,641,866. Salaries are budgeted based on actual amounts. Benefits are budgeted at 51% of salaries. Consistent with direction from the Commission, the approved benefit package has remained mostly consistent with Alameda County, including membership in the Alameda County Employee’s Retirement Association (ACERA). The 51% allocation is based on actual cost estimates that are revised periodically as needed.

The **Parent Engagement and Support** strategy budget proposal for 2021-22 is **\$3,048,000** and consists of:

FY 2021-22 PROPOSED AMOUNT	FUNDING SOURCES	PROPOSED ACTIVITIES
\$3,048,000	<ul style="list-style-type: none"> ▪ Tobacco Tax ▪ Medi-Cal Administrative Activities (MAA) ▪ Alameda County Social Services Agency 	<ul style="list-style-type: none"> ▪ Continue support of ECE workforce pilot program ▪ Continue support of Family Navigation services ▪ Continue support and expansion of Project DULCE activities ▪ Continue support of parent focused services with community partners and evaluation of program services

The **Early Identification** strategy budget proposal for 2021-22 is **\$2,640,445** and consists of:

FY 2021-22 PROPOSED AMOUNT	FUNDING SOURCES	PROPOSED ACTIVITIES
\$2,640,445	<ul style="list-style-type: none"> ▪ Tobacco Tax ▪ Medi-Cal Administrative Activities (MAA) ▪ Alameda County Public Health Department ▪ Alameda County Social Services Agency ▪ Alameda Alliance for Health ▪ Aurrera Health Group 	<ul style="list-style-type: none"> ▪ Continue support to parents and caregivers in accessing resources, and increase parent knowledge of child development through family navigation ▪ Broaden screening efforts in alignment with Help Me Grow Strategic Plan including enhancing screening technology and purchase of ASQ kits ▪ Continue support for HMG Pediatric Care Pilot ▪ Continue programming for ACES Aware grant ▪ Continue to explore local system integration and sustainability with managed care, health care and social services agencies

The **Quality Early Childhood Education (QECE)** strategy budget proposal for 2021-22 is **\$4,098,333** and consists of:

FY 2021-22 PROPOSED AMOUNT	FUNDING SOURCES	PROPOSED ACTIVITIES
\$4,098,333	<ul style="list-style-type: none"> ▪ Tobacco Tax ▪ First 5 California ▪ Children’s Council of San Francisco (Regional IMPACT T/TA Hub) ▪ Alameda County Office of Education ▪ CA Department of Education ▪ Sunlight Giving 	<ul style="list-style-type: none"> ▪ Continue to provide core infrastructure, coordinator and convener role for the Quality Rating and Improvement System (QRIS) system ▪ Continue the recruitment, training and engagement of ECE providers in to the QRIS ▪ Continue to conduct and communicate assessment and rating with providers ▪ Continue to support trainings, playgroups and provide stipends for Family, Friend and Neighbor providers and Family Child Care sites ▪ Provide coaching, consultation, quality improvement services and training on social emotional development (CSEFEL) ▪ Continue support for sustainable advising and professional development in institutions of higher education

The **Fatherhood** strategy budget proposal for 2021-22 is **\$602,999** and consists of:

FY 2021-22 PROPOSED AMOUNT	FUNDING SOURCES	PROPOSED ACTIVITIES
\$602,999	<ul style="list-style-type: none"> ▪ Tobacco Tax ▪ Alameda County Health Care Services Agency ▪ California Wellness Foundation ▪ Fatherhood Summit Sponsors 	<ul style="list-style-type: none"> ▪ Continue incorporating Father Friendly Principles into additional programs and community initiatives ▪ Continue Fatherhood Partnership Program, host Summit in 2022 and convene learning communities ▪ Continue Father Friendly Principles awareness, adoption, implementation, and capacity building campaign to public systems and CBOs ▪ Continue Fatherhood Media Campaign ▪ Implement Fatherhood Interagency Workgroup

The **Neighborhoods Ready for School** strategy budget proposal for 2021-22 is **\$3,500,000** and consists of:

FY 2021-22 PROPOSED AMOUNT	FUNDING SOURCES	PROPOSED ACTIVITIES
\$3,500,000	<ul style="list-style-type: none"> ▪ Tobacco Tax 	<ul style="list-style-type: none"> ▪ Continued support of school readiness and place based work with Oakland Unified School District in the Castlemont Corridor ▪ Continue support of Parent Café programming ▪ Continue implementation of “Neighborhood Frameworks” strategy for services and funding investments in areas with the highest need including family navigation and family café consultation and support

The **Innovation** strategy budget proposal for 2021-22 is **\$200,000** and consists of:

FY 2021-22 PROPOSED AMOUNT	FUNDING SOURCES	PROPOSED ACTIVITIES
\$200,000	<ul style="list-style-type: none"> ▪ Tobacco Tax 	<ul style="list-style-type: none"> ▪ Continue to support equity and strategic planning activities including readiness for Measure C implementation

The **Policy, Planning and Evaluation** strategy budget proposal for 2021-22 is **\$2,136,454** and consists of:

FY 2021-22 PROPOSED AMOUNT	FUNDING SOURCES	PROPOSED ACTIVITIES
\$2,136,454	<ul style="list-style-type: none"> ▪ Tobacco Tax 	<ul style="list-style-type: none"> ▪ Continue focus on local policy and systems changes to result in the institutionalization of the work that began at First 5 ▪ Contribute to First 5 Association policy work ▪ Develop an annual policy platform for local efforts aligned with F5AC programs and priorities around school readiness, child

		<p>development, family supports, child friendly neighborhoods</p> <ul style="list-style-type: none"> ▪ Continue development of data dashboard, performance monitoring and analysis for each F5AC program strategy in alignment with results-based accountability ▪ Continue support of Alameda County Early Childhood Policy Committee activities ▪ Continue performing evaluations of identified initiatives (i.e. school readiness, place-based work)
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The **Training and Capacity Building** strategy budget proposal for 2021-22 is **\$700,000** and consists of:

FY 2021-22 PROPOSED AMOUNT	FUNDING SOURCES	PROPOSED ACTIVITIES
\$700,000	<ul style="list-style-type: none"> ▪ Tobacco Tax 	<ul style="list-style-type: none"> ▪ Continue to provide training on best, promising practices and peer learning communities for the multi-disciplinary workforce serving families with young children ▪ Develop curriculum and capacity building tools connecting trainings to workforce development, parent engagement and place based strategies ▪ Support training for staff development program

The **Communications** strategy budget proposal for 2021-22 is **\$604,096** and consists of:

FY 2021-22 PROPOSED AMOUNT	FUNDING SOURCES	PROPOSED ACTIVITIES
\$604,096	<ul style="list-style-type: none"> ▪ Tobacco Tax 	<ul style="list-style-type: none"> ▪ Continue development of dissemination strategy for F5AC reports and information ▪ Continue development of social media strategy ▪ Continue enhancements to agency website ▪ Develop multi-year campaign that connects with policy platform, parent engagement and education on child development ▪ Develop collateral materials regarding impacts of F5 investments to promote sustainability

The **Administration, Information and Technology** strategy budget proposal for 2021-22 is **\$4,922,913** and consists of:

ADMINISTRATION, INFORMATION AND TECHNOLOGY STRATEGY		
FY 2021-22 PROPOSED AMOUNT	FUNDING SOURCES	PROPOSED ACTIVITIES
\$4,922,913	<ul style="list-style-type: none"> ▪ Tobacco Tax ▪ Medi-Cal Administrative Activities (MAA) ▪ Alameda County Public Health Department ▪ Alameda County Social Services Agency ▪ Investment Revenue ▪ First 5 Association (rent) ▪ Grant Indirect Revenue 	<ul style="list-style-type: none"> ▪ Includes Administration, Technology, Finance, Human Resources, Commission, facilities management and consolidated operating costs to support agency operations ▪ Expand and update data systems to build capacity for cross data systems exchange of information including the enhancement of internal databases, expansion of data system agility and responsiveness, improved performance and productivity, update of electronic data sharing confidentiality and privacy practices ▪ Includes agency wide infrastructure costs of insurance, memberships/dues, professional services, utilities, janitorial and maintenance

The **COVID-19 Community Resilience Fund** strategy budget proposal for 2021-22 is **\$549,624** and consists of:

COVID-19 COMMUNITY RESILIENCE FUND STRATEGY		
FY 2021-22 PROPOSED AMOUNT	FUNDING SOURCES	PROPOSED ACTIVITIES
\$549,624	<ul style="list-style-type: none"> ▪ Tobacco Tax 	<ul style="list-style-type: none"> ▪ Includes second year of funding for several school district awards that were approved to span FY 2021-22

Administrative Cap

As part of the agency Financial Policies and consistent with AB 109 and SB 35, First 5 Alameda County has set an administrative cost cap of 15%. Costs are segregated through the year into the Program, Evaluation and Administrative areas according to guidelines and definitions set forth by First 5 California and in the Government Finance Officers Association (GFOA) First 5 Financial Management Guide.

The proposed budgets' costs are:

2021-22 COSTS	
Program	78.8%
Evaluation	7.4%
Administration	13.8%
TOTAL	100.0%

Fiscal Impact

The fiscal impact is \$23,002,864 in budgeted expenses, a major portion of which will be funded by a combination of Prop 10 and other revenue sources amounting to \$18,467,040. The balance is expected to be funded by the use of Proposition 10 Sustainability Funds totaling \$4,535,824 in FY 2021-22.

RECOMMENDATION

That the Executive Committee review the FY 2021-22 Budget Proposal – First Reading and give feedback for clarification or changes in preparation for the Commission presentation on April 22, 2020.

Submitted by:

DocuSigned by:
Christine Hom
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Christine Hom
Finance Officer

Reviewed by:

DocuSigned by:
Kristin Spanos
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Kristin Spanos
Chief Executive Officer

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Director of Operations & Technology

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Maria Canteros
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Maria Canteros
Finance Administrator

**First 5 Alameda County
Proposed Budget - Revenue
July 1, 2021 - June 30, 2022**

Revenues	Adopted Modified Budget FY2020-21	First Reading Proposed Budget FY2021-22	Change Increase/ (Decrease)	Notes
Proposition 10 Tobacco Tax Revenue	11,266,978	11,765,441	498,463	1
Other First 5 Income			-	
First 5 California (IMPACT 2)	972,567	1,049,218	76,651	2
First 5 California (IMPACT Incentive Layer)	659,000	108,000	(551,000)	3
Children's Council of San Francisco (First 5 San Francisco/Hub)	110,000	110,000	-	4
Total Other First 5 Income	1,741,567	1,267,218	(474,349)	
Interagency Income			-	
Alameda County Health Care Services Agency (Fathers Corp)	128,000	128,000	-	5
Alameda County Office of Education (QRIS 6)	178,283	-	(178,283)	6
Alameda County Office of Education (QRIS 7, QRIS 8 <i>projected</i>)	444,217	444,204	(13)	7
Alameda County Office of Education (IEEEP Inclusive Learning Grant)	96,428	134,626	38,198	8
Alameda County Behavioral Health Care Services Agency (ACECPC)	9,800	-	(9,800)	9
Alameda County Public Health Dept. (shared Technology costs)	108,000	114,000	6,000	10
Federal Pass-through Grants:			-	
Alameda County Public Health Dept. (Healthy Teeth, Healthy Communities)	396,170	-	(396,170)	11
Alameda County Public Health Dept. (Home Visiting/PHOC)	103,772	-	(103,772)	12
Alameda County Public Health Dept. (Linkage Line)	472,038	448,599	(23,439)	13
Alameda County Social Services Agency (Workforce Pilot and HMG support)	717,507	717,507	-	14
Alameda County Social Services Agency (Child Care Grants & Community Supplies)	4,000,000		(4,000,000)	15
California Dept. of Education (QCC QRIS Block Grant #2)	566,371	-	(566,371)	16
California Dept. of Education (QCC QRIS Block Grant #3, #4 <i>projected</i>)	570,584	539,625	(30,959)	17
Total Interagency Income	7,791,170	2,526,561	(5,264,609)	
Grants			-	
Sunlight Giving	355,000	218,239	(136,761)	18
Center for the Study of Social Policy (Project DULCE)	30,300	-	(30,300)	19
Connecticut Children's Medical Center (HMG COP Advisor)	9,500	-	(9,500)	20
Alameda Alliance for Health	165,000	165,000	-	21
Aurrera Health Group	325,470	69,882	(255,588)	22
Packard Foundation	25,000	-	(25,000)	23
Cal Wellness Foundation	-	45,000	45,000	24
Total Grants	910,270	498,121	(412,149)	
			-	
Fiscal Leveraging - MediCal Administrative Activities	1,500,000	1,800,000	300,000	25
Other Income				
Investment Revenue	375,000	400,000	25,000	26
Miscellaneous Revenue - Fatherhood Summit	194,999	179,999	(15,000)	27
Miscellaneous Revenue - Other	112,932	29,700	(83,232)	28
TOTAL REVENUE	23,892,916	18,467,040	(5,425,876)	
RESERVES			-	
Proposition 10 - Sustainability Funds	6,127,009	3,986,200	(2,140,809)	29
Proposition 10 - Prior year budget savings	618,000	549,624	(68,376)	30
Interagency and Grants Revenues - received in prior years	-	-	-	
TOTAL REVENUES & AVAILABLE FUNDS	30,637,925	23,002,864	(7,635,061)	
			-	

**First 5 Alameda County
Proposed Operating Expenditure Budget By Strategy
July 1, 2020 - June 30, 2021**

	Parent Engagement & Support	Early ID	Quality Early Childhood Education	Fatherhood	Neighborhoods Ready for School	Innovation	Policy, Planning & Evaluation	Training & Capacity Building	Communications	Administration, Information and Technology	COVID-19 Community Resilience Fund	TOTAL PROPOSED BUDGET
PROPOSED FY2021-22 BUDGET - 1st READING												
	FY 2021-22	FY 2021-22	FY 2021-22	FY 2021-22	FY 2021-22	FY 2021-22	FY 2021-22	FY 2021-22	FY 2021-22	FY 2021-22	FY 2021-22	FY 2021-22
Personnel Costs												
Salaries & Benefits	1,060,004	2,146,900	2,024,036	227,394	528,070	0	1,868,654	379,153	499,096	2,908,559	0	11,641,866
Program Contracts/Grants												
Contracts	1,926,496	425,495	1,497,365	234,000	2,941,930	200,000	247,800	256,847	95,000	705,400	549,624	9,079,957
Grants & Stipends	0	0	473,000	60,000	0	0	0	0	0	0	0	533,000
Professional Services*	0	4,000	15,000	26,605	10,000	0	0	45,000	0	75,000	0	175,605
Total Contracts/Grants	1,926,496	429,495	1,985,365	320,605	2,951,930	200,000	247,800	301,847	95,000	780,400	549,624	9,788,562
Program Operating Costs**	61,500	64,050	88,932	55,000	20,000	0	20,000	19,000	10,000	128,757	0	467,239
Infrastructure Costs	0	0	0	0	0	0	0	0	0	1,105,197	0	1,105,197
Total Direct Program Costs	3,048,000	2,640,445	4,098,333	602,999	3,500,000	200,000	2,136,454	700,000	604,096	4,922,913	549,624	23,002,864

First 5 Alameda County
Proposed Expenditure Budget by Expenditure Category
July 1, 2021 - June 30, 2022

Expenditures	Modified Budget FY 2020-21	Proposed Budget FY 2021-22	Difference	Variance from Prior Year	Notes
Personnel Costs	\$10,822,478	\$11,641,866	\$819,388	8%	1
Program Contracts/Grants	\$10,890,757	\$9,238,938	(\$1,651,819)	-15%	2
Program Contracts/Grants - CRF	\$6,348,423	\$549,624	(\$5,798,799)	-91%	3
Program Operating Costs	\$1,135,156	\$467,239	(\$667,917)	-59%	4
Program Operating Costs - CRF	\$387,809	\$0	(\$387,809)	-100%	5
Infrastructure Costs	\$1,053,302	\$1,105,197	\$51,895	5%	6
TOTAL EXPENDITURES	\$30,637,925	\$23,002,864	(\$7,635,061)	-25%	

Notes:

Major changes in Expenditure Category costs, between the second FY 2020-21 Modified Budget and the Proposed FY 2021-22 budget.

1. Personnel Costs

FY2021-22 proposed personnel costs include potential merit increases, COLA for 6 months, increased benefits costs and reflects staffing for key operations in Programs, Communications, Policy, Planning & Evaluation and Administration Information & Technology strategies.

2. Contracts

FY2021-22 proposed contracts costs reflect reductions in external funding in QECE (IMPACT Incentive Layer one-time reward, ACOE QRIS 6 and CA Dept of Education QCC Block Grant) and Early ID (Aurrera Health Group). The proposed QECE budget includes the temporary supplement of Prop 10 funds through FY 2021-22. We will revisit the Prop 10 investment in conjunction with the new Strategic Plan and resolution of Measure C.

3. Contracts - CRF

The reduction in the CRF contract budget reflects prior year's one-time funding to support COVID-19 relief awards supported by Sunlight Giving, ACSSA, and Prop 10 sustainability to support COVID-19 activities. FY2021-22 contracts/grants reflect extension of 3 school district contracts supported by Prop 10 sustainability funds.

4. Program Operating Costs

FY2021-22 program operating costs reflects a reduction of redirected program costs to support purchases of COVID-19 essential supplies in the Parent Engagement strategy.

5. Program Operating Costs - CRF

FY2021-22 program operating costs reduction reflects prior year's one-time funding to support COVID-19 activities supported by ACSSA and Prop 10 sustainability funds for essential supplies purchases.

6. Infrastructure Costs

FY2021-22 infrastructure costs reflect an increase in cost of service vendors.



To: First 5 Alameda County Executive Committee

From: Kristin Spanos, Chief Executive Officer
Christine Hom, Finance Officer

Date: April 15, 2021

Subject: FY 2021-30 Long Range Financial Plan – First Reading

ACTION REQUESTED

To review the following FY 2021-30 Long Range Financial Plan.

BACKGROUND

First 5 Alameda County has adopted a Long Range Financial Plan annually since March 2004. Adoption of a Long Range Financial Plan has been a statutory requirement of all First 5 Commissions since 2006-07.

The current LRFP was formally approved by the Commission in June 2020. An update to the LRFP is included with underlying assumptions as well as historical background information. The update reflects the Proposed Budget for FY 2021-2030 and the most recent Prop 10 Tobacco Tax revenue forecast from the California Department of Finance that was received in May 2020. The first public reading of the revised Plan will be held on April 22, 2021 and the second and final reading on June 24, 2021.

MINIMUM FUND BALANCE REQUIREMENTS

From time to time, First 5 Alameda County has used Sustainability Funds to augment operating budget needs and to meet revenue shortfalls, to the extent authorized by the Commission. The Sustainability Fund balance as of June 30, 2020 was \$35.6 million. However, this Fund may not be spent down to zero; some funds must be maintained as an operating reserve to cover ongoing cash flow requirements to act as a buffer since there are delays in receiving state tobacco tax revenues or other revenues. The policy is to maintain an amount in the Fund Balance, at a minimum, equal to six months of operating expenses plus an amount to cover fiscal obligations under the Reduction in Workforce Policy.

FISCAL IMPACT

There is no fiscal impact.

RECOMMENDATION

To review the following FY 2021-30 Long Range Financial Plan and to give feedback for clarification or changes in preparation for the Commission’s first reading on April 22, 2021.

Submitted by:

DocuSigned by:
Christine Hom
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Christine Hom
Finance Officer

Reviewed by:

DocuSigned by:
Kristin Spanos
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Kristin Spanos
Chief Executive Officer



ASSUMPTIONS FOR THE REVISED LONG RANGE FINANCIAL PLAN

Presented below are the assumptions used to develop the Long Range Financial Plan.

REVENUES

FY 2020-21 figures are from the original and revised budget approved in February 2021. For 2021-22 and subsequent years, the following revenue assumptions were used:

- Tobacco Tax** – The California Department of Finance (DoF) prepared revised projections of First 5 tobacco tax revenues in May 2020 for the period ending 2023-2024. These take into account the effects of the federal tobacco tax, other declines in state tobacco tax revenues due to newer legislation (SBx2-7 Smoking Age Increase to 21 effective June 2016, Proposition 56 \$2 dollar tobacco tax increase effective April 2017) Prop 99 and backfill amounts and other factors. The projections listed below cover the period 2021-2030.

Historically, the DoF projections have been on the conservative side; actual revenues received being equal to or higher than projections with the exception of FY 2018-19. We anticipate receiving updated revenue projections from the DoF and First 5 CA this year and we will continue to forecast revenue conservatively.

<u>Fiscal Year</u>	<u>DoF Projection</u>	<u>Actual Revenue</u>
2010-2011	\$14.0m	\$14.3m
2011-2012	\$13.8m	\$14.5m
2012-2013	\$13.3m	\$13.6m
2013-2014	\$13.2m	\$13.2m
2014-2015	\$13.0m	\$13.3m
2015-2016	\$12.1m	\$13.2m
2016-2017	\$11.6m	\$12.6m
2017-2018	\$10.6m	\$11.3m
2018-2019	\$12.8m	\$12.1m
2019-2020	\$11.5m	\$12.6m
2020-2021	\$11.9m	
2021-2022	\$11.7m	
2022-2023	\$11.1m	
2023-2024	\$10.7m	
2024-2025	\$10.4m	
2025-2026	\$9.8m	
2026-2027	\$9.4m	
2027-2028	\$9.1m	
2028-2029	\$8.8m	
2029-2030	\$8.5m	

Based on the above DoF projection for 2021-2022, the Long Range Financial Plan assumes a 1.6% decrease in tax revenue from the prior year. Moving forward beyond 2021-22, revenues are expected to continue decreasing at rates between approximately 5% and 3% per year through 2030. If actual revenues show a significant change during the year, the projection for the current year will be brought to the Commission at mid-year, along with other budget modification proposals.

- **Interagency Income -**
 - Funding from First 5 California (IMPACT 2) – to support local QRIS work including rating and quality improvement in child care settings (\$1,049,000)
 - Funding from First 5 California (IMPACT Incentive Layer) – to support local QRIS work (\$108,000)
 - Funding from AC Health Care Services Agency and AC Social Services Agency to support Fathers Corps work (\$128,000)
 - AC Public Health Department funding for ECChange database hosting and maintenance (\$114,000)
 - Funding from the projected AC Office of Education Block Grant 8 (\$444,000) to support Quality Rating Improvement Systems work
 - Funding from the AC Office of Education to support the inclusive Early Learning Grant (\$135,000)
 - AC Public Health Department funding for Help Me Grow (HMG) Linkage Line services (\$449,000)
 - Pass through funding from AC Social Services Agency to support early child development activities in the Castlemont neighborhood, workforce development pilot and family navigation services (\$718,000)
 - Funding from the projected California Department of Education ECC QRIS Block Grant 4 (\$540,000)

- **Fiscal Leveraging** – Since FY 2009-10, fiscal leveraging revenues consist entirely of federal reimbursements under the Medi-Cal Administrative Activities (MAA) program. Gross MAA revenues for the prior fiscal year are usually received 8-12 months in arrears. As a result of the perpetual time study methodology introduced by the granting agency in FY 2013-14 and the inclusion of actual client count for invoicing, revenues are expected to average approximately \$1.8 million. For the purposes of this LRFP, it is assumed that programs eligible for MAA claiming will be reimbursed at this level through the 2021-22 budget year and may thereafter receive a lower reimbursement of \$1.5 million - \$1 million for FY 2022-30 based on the reduction of any MAA generating staff.

- **Grants –**
 - Funding from the Children’s Council of San Francisco for the IMPACT Local Regional T/TA Hub (\$110,000)
 - Funding from the Alameda Alliance for Health for continued support of HMG's Pediatric Care Pilot to conduct member engagement activities related to care coordination (\$165,000)
 - Funding from the Aurrera Health Group’s ACEs Aware grant through September 2021 (\$70,000)
 - Funding from Sunlight Giving for general operating support and COVID-19 activities (\$218,000)

- Funding from CA Wellness Foundation to support Fatherhood activities (\$45,000)

As and when new grants are awarded, the Long Range Financial Plan will be revised accordingly.

- **Investment Revenue** – The FY 2021-22 proposed budget assume \$400,000 of investment revenue due based on current year projections.
- **Miscellaneous Income** – Consists primarily of rental income from the First 5 Association.

EXPENSES

FY 2021-22 expenditure figures are from the current proposed budget process. For fiscal years 2021-30, total expenses have been reduced to leave a minimum fund balance as recommended below. The plan does not provide for any cost of living allowances or inflationary increases. In prior years these increases have been covered within the range of annual budgetary savings, and this is expected to continue in future years as well.

Use of Sustainability Funds

The budgeted use of Prop 10 Sustainability Funds for FY 2021-22 is comprised of \$4.5 million to close the gap between revenue and projected expenses.

MINIMUM FUND BALANCE REQUIREMENTS

The Sustainability Fund cannot be spent down to zero; some funds must be maintained as an operating reserve to cover ongoing cash flow requirements to act as a buffer if there are delays in receiving state tobacco tax revenues or other revenues. The recommendation is to maintain an amount in the Fund Balance, at a minimum, equal to six months of operating expenses plus an amount to cover fiscal obligations.

HISTORICAL BACKGROUND

The Long Range Financial Plan tool was designed to strategically guide the use of First 5 Alameda County's Sustainability Fund. The Sustainability Fund was established by the First 5 Alameda County Commission as a strategy to ensure a long term commitment to funding services for children age 0-5, even as the tobacco tax revenue declined.

The Sustainability Fund is projected to be approximately \$29 million at the end of the current 2020-21 fiscal year and was accumulated in a number of ways over the past years. First, the Fund developed through the initial reserve that occurred when tax dollars were accumulated but could not be spent until a Strategic Plan was passed (Jan. 1999-Jan. 2000). Thereafter, contributions to the Sustainability Fund were intentionally budgeted over several years (2001-2004). Finally, budgeted funds that remained unspent were directed by the Commission to be added to the Sustainability Fund, rather than be rolled-over to the subsequent year's budget (2001-present). It is important to note however that, Sustainability Funds have been budgeted for program use since 2005-06, which means that expenses have been projected higher than revenues in each of those years, but budget savings in those years made it unnecessary to draw from the Fund. These changes have resulted in draws periodically from the Sustainability Fund only since FY 2009-10.

The following is a summary of the use of sustainability funds as indicated in the Long Range Financial Plan. The plan assumes that Sustainability Funds will continue to be used to maintain a balanced budget, throughout the plan time frame.

<u>Draw down from Sustainability for Operations (\$millions)</u>		
<u>Fiscal Year</u>	<u>Planned draw down</u>	<u>Actual amount drawn</u>
<u>FY 2009-2013 Strategic Plan</u>		
2009-10	\$6.9m	\$3.3m
2010-11	\$9.3m	\$6.7m ¹
2011-12	\$4.1m	\$0.8m
2012-13	\$9.0m	\$5.3m ²
<u>FY 2013-17 Strategic Plan</u>		
2013-14	\$1.7m	\$0.0
2014-15	\$2.3m	\$1.5m
2015-16	\$2.3m	\$1.2m
2016-17	\$4.9m	\$0.0
<u>FY 2017-22 Strategic Plan</u>		
2017-18	\$3.5m	\$0.0
2018-19	\$2.0m	\$0.0
2019-20	\$3.7m	\$0.0
2020-21	\$6.1m	-
2021-22	\$4.1m	-

¹ Increased outlay on Contracts in order to reduce fund balance in anticipation of AB 99 – which required all First 5s to transfer half their fund balance to the State of CA by the end of 2012. AB 99 was subsequently repealed and the threat passed.

² Purchase of office building at 1115 Atlantic Ave., Alameda in April 2013.

Dollars in Thousands	2017 - 2022 Strategic Plan			2022 - 2027 Strategic Plan TBD					2027-2030 Strategic Plan TBD		
	Actual	Modified Budget	Proposed Budget	Projections					Projections		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Beginning Fund Balance	35,727	35,568	28,823	24,288	17,924	12,178	9,157	7,822	7,181	6,995	7,272
REVENUES											
Prop 10 Tobacco Tax	12,672	11,267	11,765	11,161	10,754	10,479	10,165	9,860	9,564	9,277	8,999
Interagency Income - State											
- First 5 California (IMPACT & IMPACT 2)	1,970	973	1,049	975							
- First 5 California (IMPACT Incentive Layer)		659	108								
Interagency Income - County											
- ACBHCS (Parent Voices/ACEPC)	44	10									
- ACHCSA & All IN Alameda County (Healthy Food, Healthy Families)											
- ACHCSA (Fathers Corps)	153	128	128								
- ACHCSA (Fatherhood Summit)	100										
- ACPHD/CA Wellness (Fatherhood Summit)	40										
- ACPHD Project LAUNCH (SAMHSA)											
- ACPHD (Data Systems Hosting and Maintenance)	20	108	114	108							
- ACPHD Home Visiting/PHOC	22	104									
- AC Office of Educ. (QRIS Block Grant 4)											
- AC Office of Educ. (QRIS Block Grant 5)	51	0									
- AC Office of Educ. (QRIS Block Grant 6)	278	178									
- AC Office of Educ. (QRIS Block Grant 7)		444									
- AC Office of Educ. (QRIS Block Grant 8) projected			444								
- AC Office of Educ. (Inclusive Early Learning)	89	96	135	96	48						
Interagency Income - Federal Pass-through											
- ACPHD HMG Linkage Line	429	472	449	480	480	480	480	480	480	480	480
- ACPHD Dental Transformation (HTHC)	507	396									
- ACSSA (Navigation, Workforce Pilot, Comprehensive Child Dev)	700	718	718								
- ACSSA FCC Grants & Supplies		4,000									
- CA Dept. of Education (Infant/Toddler Block Grant 2)											
- CA Dept. of Education (QCC QRIS Block Grant)	504	0									
- CA Dept. of Education (QCC QRIS Block Grant #2)	66	566									
- CA Dept. of Education (QCC QRIS Block Grant #3)	0	571									
- CA Dept. of Education (QCC QRIS Block Grant #4) projected			540								
Other Grants											
- First 5 San Francisco/Children's' Council of SF (T/TA Hub)	109	110	110								
- First 5 Association (Census 2020)	6	0									
- Alameda Alliance for Health		165	165								
- Aurrera Health Group		325	70								
- Sunlight Giving	200	355	218								
- CA Wellness Foundation (Workforce Pilot)	30		45								
- Packard Foundation	25	25									
- Connecticut Children's Medical Center	6	10									
- University of Chicago/Chapin Hall	3										
- Center for the Study of Social Policy	70	30									
Fiscal Leveraging											
- MediCal Administrative Activities (MAA)	1,570	1,500	1,800	1,500	1,500	1,500	1,000	1,000	1,000	1,000	1,000
Investment Income	1,598	375	400	255	188	128	96	82	75	73	76
Miscellaneous Income	116	308	210	20	20	20	20	20	20	20	0
TOTAL REVENUES	21,378	23,893	18,468	14,595	12,990	12,607	11,761	11,442	11,139	10,850	10,555
TOTAL EXPENSES	21,538	30,638	23,003	20,959	18,736	15,628	13,096	12,082	11,325	10,573	10,556
CASHFLOW											
Total Disbursements	21,538	30,638	23,003	20,959	18,736	15,628	13,096	12,082	11,325	10,573	10,556
(Shortfall)/Surplus Revenue over Expenses (Use of Sustainability Fund)	(159)	(6,745)	(4,535)	(6,364)	(5,746)	(3,021)	(1,335)	(640)	(186)	277	(1)
Prior Revenue Received		0									
Ending Fund Balance	35,568	28,823	24,288	17,924	12,178	9,157	7,822	7,181	6,995	7,272	7,271
MINIMUM FUND BALANCE REQUIRED (50% OR 6 Months of annual disbursement)	10,769	15,319	11,502	10,480	9,368	7,814	6,548	6,041	5,663	5,287	5,278

LONG RANGE FINANCIAL PLAN FY 2021-2030 BUDGET & FUND BALANCE (\$'000s)

