

**MEETING ADDRESS: 1303 JEFFERSON ST #100A NAPA CA  
94559**



**AGENDA  
June 26, 2023  
3:00 PM-5:00 PM**

<b>Agenda Item</b>	<b>Facilitator</b>	
1) Call to Order	J. Ocon	
2) Public Comment	J. Ocon	
3) Approval of Commission Meeting Notes <i>May 22, 2023</i>	J. Ocon	<b>*ACTION</b>
4) Commission Business a) Executive Committee Resignation and Nomination b) Commission Term Discussion	J. Ocon	<b>*ACTION</b>
5) Staff Updates a) Executive Director b) Programs	L. Duran	
6) Review and possible approval of First 5 Napa County Compensation and Evaluation Policy	J. Ocon	<b>*ACTION</b>
7) Review and possible approval of 2023-2024 Staff COLAs and Wage & Compensation Package	J. Ocon	<b>*ACTION</b>
8) Draft Budget Review FY 2023-2024 a) <i>Staff Review</i> b) <i>Open Public Hearing</i> c) <i>Receive Testimony</i> d) <i>Close Public Hearing</i> e) <i>Adopt FY 2022-2023 Budget</i>	J. Ocon	<b>*ACTION</b>
9) Contracts and MOU a) Review and possible approval of rollover funds for the remainder of Contract 583-23 Ready Set Grow! (RSG!)	J. Ocon	<b>*ACTION</b>

**No Commission Meeting July 2023**

Next Commission Meeting: August 28, 2023 from 3-5PM



from FY 22-23 to FY 23-24 for MHSA PEI in the amount of \$37,500.

- b) Review and possible approval of of Contract 583-24 with Napa Valley College in the amount of \$9844.00 to facilitate CFS 120 Section 78606, the second of 4 Child and Family Studies and Education courses for Floreecer Cohort 1 participants. Funding allocation from 52310 Consulting Services in FY23-24 Budget.
- c) Review and possible approval of Contract 519-24 with Dr. Lori A. Watson to facilitate Rainbow Family League Season 3 in the amount of \$15,500. Funding allocation from 52310 Consulting Services in FY23-24 Budget.

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10) Financial: Appropriations Increase	J. Ocon	<b>*ACTION</b>
a) Staff to discuss and recommend approval for a budget adjustment increasing appropriations in the amount of \$56,326, offset by a use of fund balance in the amount of \$56,326. \$40,326 of the increase is needed to close out Region 1 HUB county contracts. \$16,000 is needed to cover the staff cost of First 5 Sonoma assuming HUB Regional Lead from February-June 2023.		
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11) Compliance Item: 2023-2025 Strategic Plan Presentation		
a) <i>Consultant Presentation</i>	C. Fry	<b>*ACTION</b>
b) <i>Open Public Hearing</i>	A.	
c) <i>Receive Testimony</i>	Somerville	
d) <i>Close Public Hearing</i>		
e) <i>Adopt FY 2023-2025 Strategic Plan</i>		
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12) Items for next commission meeting	J. Ocon	
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13) Announcements	J. Ocon	
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# First 5 Napa County Strategic Plan: 2023 – 2026

## About First 5 Napa County

### Vision

Napa County is a strong and healthy community because families can set down roots, grow, and thrive.

### Mission

First 5 Napa County convenes and mobilizes the community to use systems- and design-thinking to center and lift up our community’s young children, their families, and the providers who serve them.

### Values

Justice for all	All families and children deserve equal economic, political and educational opportunities. We work to dismantle unjust systems of care and rebuild better systems so that Black, Indigenous, Latine, and LGBTQ children and families can thrive.
Anti-racism	We bravely and visibly oppose racism of all forms — interpersonal, structural, systemic — in Napa County.
Empathy	Empathy is essential if we are to realize our interdependence and step into a different future together. We work to create spaces in Napa County that prioritize human connection, truth telling, and learning from each other.
Creativity	We work to be innovative and unconventional while we lean into what is possible for our community.
Collaboration	We build strong, collaborative, trusting relationships in Napa County across sectors, races, genders, sexual orientations, ages, and faiths. By working together, we can help young children, families, and the providers who serve them thrive.

## Our Story

In November 1998, California voters passed a statewide ballot initiative (Proposition 10) to tax tobacco products, with the revenue going to support a comprehensive, integrated system of early childhood development services. The following year, the Napa County Board of Supervisors established the Napa County Children and Families Commission (now First 5 Napa County) to distribute funding from California's Proposition 10 and provide resources to support a comprehensive system of services that ensures children ages prenatal to 5 in Napa County enter school healthy and ready to learn. Since its inception, First 5 Napa County has invested more than \$25 million in the community.

As described in our Manifesto (see Appendix 1), we accomplish our work by building the capacity of the community to use authentic collaborative relationships and human-centered design to create the family and community environments necessary for the optimal health and development of young children. First 5 Napa County centers equity and embraces the values of marginalized communities (e.g., immigrant, Latine, Black, LGBTQ) in all of our work.

In recent years, First 5 Napa County has made great strides in adopting a human-centered design approach to our work, serving as a convener in the community, and leading the way in using systems change to support children prenatal to five, their families, and the providers who serve them. Below are some of our notable accomplishments:

- **Convened the Napa County Quality Counts Consortium**, bringing together over 20 county agencies that aim to support early childhood care and education providers, community resource agencies, and friends, families, and neighbors who care for young children
- **Built the First 5 Napa Network**, a 55-member network of emerging Napa County leaders from government, education, faith communities, healthcare, business, and family sectors. We trained network members on systems thinking and human-centered design, building capacity to problem solve and co-create with young children, their families, and the providers who serve them.
- **Supported and expanded the implementation of Rainbow Kits and Rainbow Family League**, two projects that support LGBTQ and BIPOC families in feeling safe, visible, and connected in the community and support parents and caregivers in talking about race, racism, identity, and belonging with children.
- **Served as the lead for our First 5 IMPACT Regional Coordination and Training and Technical Assistance Hubs**. As the lead, we convened **an eight**-county region to build capacity and share resources around early childhood care and education quality improvement. This role also enabled us to expand the Rainbow Kits and other programs to our neighboring counties.
- **Launched 9 Latina and Asian American high school students on a path towards careers in early childhood care and education through the Florecer program**. Through this program, we provided participants, most of whom were of the first generation in their

families to pursue a college education, with student internships in a variety of early childhood field professions (such as pediatric physical therapist, speech language pathologist, child care center directors, and family child care homes), access to college-level coursework in child and family studies, and financial assistance for this coursework.

### Key Demographic Data

Overall, the County population has declined 2.6 percent since 2017 to a total of 136,207 people in 2021 (Table 1). In the same time period, **the population of children under the age of five has declined by 10 percent** to 6,348 children (Table 2). The overall birth rate in Napa County in the same time frame declined by eight percent (Table 3). **Nearly half of all births in the County in 2021 were to Latine mothers (Table 4).**<sup>1</sup> Birth rate data demonstrate that Napa County’s total population is declining in number, especially among young children, while the proportion of Latine births is growing.

Table 1: Napa County Population		
Year	Total population	% change from previous year
2021	136,207	-1.3%
2020	138,019	+0.2%
2019	137,744	-0.8%
2018	138,789	-0.8%
2017	139,878	--

Source: data.census.gov

Table 2: Napa County Children Ages 0-4		
Year	Population under age 5	% change from previous year
2021	6,348	-7%
2020	6,842	+5%
2019	6,537	-6%

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<sup>1</sup> Data sources use the term “Hispanic or Latino.” First 5 Napa County is committed to LGBTQ inclusion and the inclusion of the full spectrum of gender identities in our work. Communication from our organization has moved away from using language that reinforces cisnormativity and the gender binary. Consistent with experts in the field, we use Latine to refer to individuals whose cultural background originated in Latin America. In U.S. academic circles, Latinx is being used as a gender-inclusive term to refer to people from Latin American backgrounds, but Spanish-speakers find that Latinx is unpronounceable in Spanish. With consideration to the inclusive language options being used by Spanish speakers, whether the inclusive ending has the ability to be pronounced, and whether the ending includes identities beyond the gender binary, First 5 Napa County uses of the inclusive “e” ending to communicate inclusively in Spanish (examples: todes, niñe, bienvenides).

<b>2018</b>	6,967	-1%
<b>2017</b>	7,035	--

Source: data.census.gov

<b>Table 3: Napa County Birth Rate Per 1,000 Women</b>		
<b>Year</b>	<b>Birth rate</b>	<b>% change from previous year</b>
<b>2021</b>	46.6	-1%
<b>2020</b>	47.1	-5%
<b>2019</b>	49.8	+6%
<b>2018</b>	46.8	-4%
<b>2017</b>	50.4	--

Source: kidsdata.org

<b>Table 4: Napa County Race/Ethnicity &amp; Births</b>		
<b>Race/ethnicity</b>	<b>% of total County population</b>	<b>% of mothers giving birth</b>
<b>American Indian/Alaska Native</b>	4%	--
<b>Asian</b>	11%	8%
<b>Black/African American</b>	3%	2%
<b>Native Hawaiian/Other Pacific Islander</b>	0.5%	--
<b>Other race</b>	28%	--
<b>White</b>	73%	36%
<b>Latine</b>	36%	48%

Sources: data.census.gov; kidsdata.org

The total number of licensed child care spaces has increased slightly since 2017, but **infant spaces in child care centers have declined by 30 percent** in the same timeframe. The percentage of children ages 0-5 who could be served by licensed child care spaces has increased, but this is more the result of the declining number of children in the County than a substantial increase in child care supply (Table 5). The **cost of full-time care in a licensed child care center has increased by approximately 30 percent for both infants and preschoolers in the last five years**, with costs increasing by an average of 14 percent in just the last two years. These data illustrate the challenges of finding and affording child care in the County (Table 6).

<b>Table 5: Licensed Child Care Supply in Napa County</b>			
<b>Licensed child care supply</b>	<b>2017</b>	<b>2019</b>	<b>2021</b>

<b>Center - Infant (0-23 months)</b>	247	200	174
<b>Center - Preschool (2-5 years)</b>	1,791	2,006	2,066
<b>Family home (not broken down by age)</b>	822	798	846
<b>TOTAL SPACES</b>	2,860	3,004	3,086
<b>Total children ages 0-5</b>	8,696	8,126	7,587
<b>% of children served by spaces</b>	33%	37%	41%

Source: California Child Care Resources & Referral Network and Kids Data

<b>Table 6: Annual Child Care Costs in Napa County</b>			
<b>Annual full-time cost of care at a licensed child care center</b>	<b>2017</b>	<b>2019</b>	<b>2021</b>
<b>Infant (0-23 months)</b>	\$14,839	\$16,659 (+12%)	\$19,140 (+14%)
<b>Preschool (2-5 years)</b>	\$10,016	\$11,705 (+17%)	\$13,056 (+12%)

Source: California Child Care Resources & Referral Network

### Strategic planning process overview

The strategic planning process began with a current state assessment in which the consultant team interviewed the organization’s four staff members, nine Commissioners, and four of 55 members of the First 5 Napa Network. The consultant team also reviewed key documents, including the previous strategic plan and recent evaluation reports and data. Through the current state assessment, the consultants documented the strengths and opportunities for improvement, as seen through the eyes of internal stakeholders.

For the strategic planning process, staff and the Commission sought to engage those in the community who, they knew from past work and data collection, often did not have the resources they needed to thrive as families in the County:

- Latine families
- Families who are monolingual speakers of Spanish and other non-English languages
- Families living in UpValley and American Canyon
- Families of children with special needs
- Direct service providers in general and informal child care providers specifically

The consultant team, Onside Partners and Somerville Consulting Firm, worked with five partner organizations of First 5 Napa County to design and implement an external stakeholder engagement process that would allow families in these priority populations to directly share with First 5 Napa County their needs. The consultant team designed a process with these characteristics:

- Prioritized ease of data collection for the partner organizations: The consultant team asked partner organizations what would be the easiest way to collect the data and gave them the resources and support that they needed to do so.
- Recognized the labor of partner organizations: All organizations that could accept a stipend received one and all staff who supported the data collection received a \$25 gift card, when allowed by the partner organization.
- Implemented by trusted messengers: With the assumption that families would feel more comfortable participating if invited by someone they know, partner organizations, rather than the consultant team, were intentionally set up to collect data.
- Respectful of families' time and wisdom: Every family who provided data received a \$25 gift card, recognizing that their time and the information they provided had great value.
- Strengths-based framing: The questions invited families to share their hopes for their children; what made it easier and harder to raise a family in the County; and what they needed to thrive in the community.

In addition to gathering input from families, the consultant team, Commission, and staff conducted interviews with community leaders who represented diverse sectors in Napa County to understand their perspectives on Napa County's assets, challenges, and future. In addition to contributing valuable perspectives to the strategic planning process, the interview process also allowed Commissioners and staff to begin and strengthen relationships with potential key partners in the County.

The consultant team analyzed the external stakeholder data and discussed it with Commissioners at a day-long Commission retreat in March 2023, where the Commissioners reflected on the data and used it as a tool to help set a direction for First 5 Napa County's next few years. Through several rounds of iteration, the consultant team worked with staff and Commissioners to refine the organization's vision and mission and to develop a theory of change, which formed the foundation of the strategic plan.

### What First 5 Napa County learned

Through the strategic planning process, First 5 Napa County heard more than 200 community members, including families, direct service providers, and community leaders. Collectively, they painted a picture of a beautiful, close-knit community in which to raise a family with abundant resources to support residents, excellent schools, a robust economy, and a small-town feel. At the same time, many saw a community that is hard to live in due to the high cost of living in general, with housing being the most significant challenge. Community leaders described the County as being at a crossroads. The County could follow one path toward a diverse and



inclusive future by addressing the high cost of living, lack of affordable housing, limited and expensive child care options, disaster preparedness, and other issues that affect livability for families. Or it could face a future with a declining workforce, fewer children and young families, and less diversity.

Below the themes from external stakeholder engagement are summarized. More detailed data is available on the First 5 Napa County website.

**Families overwhelmingly hope that their children get a good education.**

Two-thirds of families expressed a hope for a good education. In addition to education, families hope that their children grow up to be good people, achieve their potential, have a good quality of life and health, and gain the skills that they need to be independent.

**Families appreciate the sense of safety, tranquility, and abundant resources in the County.**

The good schools, natural beauty, and small-town feel also make Napa County a great place to raise a family, according to the families engaged in this process. Community leaders echo these sentiments, adding that the County's cultural diversity, a strong nonprofit sector that provides quality services, and a booming economy are also assets. Further, community leaders noted that there's a willingness to come together and solve problems.

**Economic factors, including the overall cost of living, the cost of housing, and inflation, primarily made life in Napa County harder for families.**

Besides these factors, some pointed to limited access to medical care, traffic congestion, and a general lack of housing as additional challenges. Community leaders similarly noted that the County faces challenges related to poverty, inequity, lack of affordable housing, lack of child care, and natural disasters (which are exacerbated by the climate crisis).

**Despite these challenges, approximately 70% of families see a future for themselves in the County.**

Ten percent of families did not see a future in the County, most citing affordability as the primary reason, and nearly 20 percent had mixed feelings about their future in the County, also citing economic factors as the driver of their uncertainty.

**Families want education for their children, good health, affordable and stable housing, and jobs.**

Notably many families, particularly those who responded to outreach in Spanish, specifically said that they wanted to own a home, which they likely see as a path to stability in the County.

[Where First 5 Napa County is headed](#)

Based on the challenges and needs identified by families and other community stakeholders, First 5 Napa County established the following priorities.

### Priority populations

For the next three fiscal years, First 5 Napa County plans to prioritize the following underrepresented populations who are also experiencing inequities as direct recipients of its work and impact:

- Latine families, a historically marginalized group in the County
- Families who are monolingual speakers of Spanish and other non-English languages, who often do not have access to resources and support in their primary language
- Families living in American Canyon and UpValley communities, who are often overlooked due to a disproportionate focus in Napa County on the city of Napa
- Families of children with special needs, who often do not have access to the full set of resources and support that they and their children may need
- Early childhood care and education providers, with particular focus on informal child care providers (unlicensed providers who are family members, friends, or neighbors), who are typically more susceptible to burnout, housing insecurity, and financial insecurity than those who work in higher-paid sectors.

### Needs of priority populations

Based on the data collected through the strategic planning process, as well as Commissioners' and Staff insights, the following needs were identified:

- ***Greater consideration by public and private sector decision-makers of families with limited resources who have children prenatal to age five***

Families and caregivers said that the cost of housing and overall cost of living made it hard for them to live in Napa County. They shared that due to the high cost of living, Napa County does not feel like a welcoming place to live and work for families with limited resources. Many feel that decision-makers prioritize tourist dollars to the exclusion of the workers with limited resources who are instrumental in generating tourist dollars. There is also a sense that decision-makers don't recognize the importance and value of early childhood care and education providers in supporting the workforce of the County. As the birth rate declines in Napa County and families relocate to more affordable communities, there is a greater need for decision-makers to recognize the value of having families living and working in Napa County.

- ***Full access to responsive care and education for children 0-5 whose families and caregivers have limited resources***

Overwhelmingly, families want their children to have a good education. Full access means that families have care and education that they can afford, in the location and for the hours that they need. Responsive means that the care and education addresses the individual needs of the families with limited resources and their children, including children with special education needs, preferred language, and other aspects of how families identify.

- ***Greater capacity of nonprofit and government organizations serving families and children prenatal to age five to address their complex needs***

The Commission and staff see a need for more organizations in the County to take family-centered, systems-based approaches to addressing the needs of families and children prenatal to age five. Organizations and their decision-makers need to recognize how the success of Napa County interconnects with addressing family needs, like affordable housing and affordable, high-quality early childhood care and education.

#### Long-term Organizational Goals

In response to the above needs, First 5 Napa County identified the following long-term goals for the organization to work towards:

- Families have access to high-quality, inclusive, responsive early care and education
- Families and providers are valued and included in Napa County
- Organizations that serve families and children prenatal to age five take an inclusive, systems-based approach to their work

#### 2023 – 2026 Strategic Priorities

In order to work towards these goals in the next three years, First 5 Napa County's strategic priorities will be to:

- Ensure that the needs of families, young children, and the providers who serve them are recognized and addressed by decision-makers throughout the County
- Support First 5 Napa County's network of partners in advocating for and meeting the needs of families, young children, and the providers who serve them
- Support individuals and organizations in using design thinking and systems change to center and meet the needs of families, young children, and the providers who serve them
- Develop an organizational structure that can carry out the strategic plan
- Create paths to more sustainable funding sources for the organization

#### How First 5 Napa County will get there

Based on the strengths and assets of First 5 Napa County and the needs and challenges identified by families and community leaders, the consultant team worked with the Commission and Staff to develop a theory of change. A theory of change is a simple diagram that shows how the core approaches of an organization lead to intended outcomes and ultimately to the organization's vision. Appendix 2 is a glossary that defines how First 5 Napa County uses key terms.

First 5 Napa County Theory of Change



## Sample metrics

A formal evaluation plan is an important guide to tracking impact. As an initial step towards having a full evaluation plan, below are sample metrics for tracking outputs of First 5 Napa County's three approaches and short-term outcomes during the three-year term of the strategic plan.<sup>2</sup> These metrics will be refined to align with planned activities. Metrics for medium- and long-term outcomes can be developed in a focused evaluation planning process.

Approaches	Sample output metrics
Advocate for the needs of young children, their families, and the providers who serve them.	<ul style="list-style-type: none"> <li>• # and types of meetings attended in which First 5 Napa County staff or Commissioners advocated</li> <li>• #, types, and intended audience of advocacy communications created by First 5 Napa County</li> <li>• Issues on which First 5 Napa County advocated (e.g., child care, housing, climate change)</li> </ul>
Convene and mobilize a multisector network of leaders and organizations to meet the needs of young children, their families, and the providers who serve them.	<ul style="list-style-type: none"> <li>• # of network members</li> <li>• # and types of sectors represented in network</li> <li>• # and types of actions taken by network members</li> <li>• # of new partnerships</li> </ul>
Build the capacity of individuals and organizations to center and meet the needs of young children, their families, and the providers who serve them.	<ul style="list-style-type: none"> <li>• # of individuals and organizations trained</li> <li>• Topics of capacity building events and programs</li> <li>• Programs that First 5 Napa County funds partners to implement</li> </ul>

Short-term outcomes	Sample outcome metrics
More decision-makers are aware of the importance of thriving families with young children and the current needs of families with young children.	<ul style="list-style-type: none"> <li>• # of decision-makers engaged through one-on-one meetings and educational events hosted by First 5 Napa County</li> <li>• % of decision-makers reporting awareness</li> </ul>

<sup>2</sup> Sample metrics drawn from Harvard Family Research Project. (2009). [A User's Guide to Advocacy Evaluation Planning](#).

<p>Leaders and organizations are collaborating more across sectors to meet and advocate for the needs of young children, their families, and the providers who serve them.</p>	<ul style="list-style-type: none"> <li>• # and sectors of collaborators of First 5 Napa County</li> <li>• Collaborative actions and associated results related to the needs of young children, families, and providers in partnership with First 5 Napa County and independent of First 5 Napa County</li> </ul>
<p>Leaders and organizations have greater capacity to center the needs of young children, their families, and their providers, and to take a systems-based approach to meet those needs.</p>	<ul style="list-style-type: none"> <li>• Knowledge of how to center the needs of young children, families, and providers and how to take a systems-based approach</li> <li>• Actions taken to center the needs of young children, families, and providers and use a systems-based approach</li> </ul>
<p>Community members have greater awareness of the importance of early childhood care and education (ECCE) professions and existence of career paths in ECCE.</p>	<ul style="list-style-type: none"> <li>• % of high school seniors in Napa County who are aware of ECCE career paths</li> <li>• Increased enrollment in Napa Valley College Child and Family Studies and Education program</li> </ul>
<p>Families and providers have greater access to resources and support for providing high-quality, inclusive care to young children.</p>	<ul style="list-style-type: none"> <li>• # of providers participating in Quality Counts for the first time</li> <li>• Knowledge about providing high-quality and inclusive care among family and providers</li> <li>• Confidence about providing high-quality and inclusive care among family and providers</li> </ul>

Appendix 1: First 5 Napa County Manifesto

<p><b>SYSTEMS LEVEL PREVENTION</b></p> <p>When children and families flourish, so do entire communities. We work with all systems (government, business, education, healthcare, etc.) to build supportive home and community environments for children living in Napa County.</p>	<p><b>EMPATHY</b></p> <p>Empathy is essential if we are to realize our interdependence and step into a different future together. We work to create spaces in Napa that prioritize human connection, truth telling, and learning from each other.</p>
<p><b>JUSTICE FOR ALL</b></p> <p>All families and children deserve equal economic, political and educational opportunities. We work to create just systems of care and rebuild better systems so that Black, Indigenous, Latine and LGBTQ children and families can thrive.</p>	<p><b>CREATIVITY</b></p> <p>Solving intractable community challenges demands and deserves bold ingenuity. We work to be innovative and unconventional while we lean into what is possible for our community.</p>
<p><b>EQUITY BY DESIGN</b></p> <p>Those most impacted by the inequities of systems must be on the frontline of redesigning them. We work to engage and amplify the voices of Black, Latine, BIPOC, and LGBTQ community members in an effort to make early childhood systems equitable for all Napa County families.</p>	<p><b>STRONG RELATIONSHIPS + COLLABORATION</b></p> <p>Strong relationships build trust and open the door to meaningful change. We are committed to building and growing strong relationships in Napa County across sectors, races, genders, life experience, sexual orientations, ages, and faiths.</p>
<p><b>EDUCATION</b></p> <p>Children who start kindergarten ready to learn thrive later in life. A successful start for ALL children requires access to quality early childhood education and strong family supports (beginning prenatally) – particularly for Black, Latine, and LGBTQ families.</p>	<p><b>EMPOWERED FAMILIES</b></p> <p>Parents/guardians and other caregivers are our children’s first teachers and advocates. We work to educate and empower families to support their children’s physical, social, and emotional development; to have conversations about inclusion and diversity; and to seek opportunities to advocate for their families with our community leaders.</p>

## Appendix 2: Theory of Change Glossary

**Decision-makers:** Individuals within organizations who make decisions that affect young children and families. This might be, for example, a business owner, a public agency manager, or an elected official.

**Families:** Anyone who is close to and cares for a young child, whether they are a biological or adoptive parent, step-parent, grandparent, or close family friend. Our definition also encompasses the concept of the caregiver.

**Leaders:** Someone who guides or directs an organization or group of people. A leader may also be an individual in a perceived leadership role, but who does not have formal authority, such as a respected person within a community.

**Organizations:** This is any formal or incorporated institution in any sector, such as a public agency, for-profit business, or non-profit organization.

**Provider:** People and organizations who provide services to young children and families, including informal and formal ECCE providers, healthcare providers, and other social service providers.

**Thrive:** This means that an individual or family has everything that they need to achieve their greatest potential. We will use the protective factors framework (attached) to further define what's needed to thrive.

**Young children:** Children from the prenatal stage to age five.



First 5 Napa County									
Budget Projection for FY 2023-24 through 2026-27									
(See detail in tab)									
	2020-21	2021-22	2022-23	2023-24	Notes	2024-25	2025-26	2026-27	
	Audited	Audited	Projected	Projected		Projected	Projected	Projected	
	Actuals	Actuals	Actuals	Budget		Budget	Budget	Budget	
<b>Revenues</b>									
45100 Interest Income	\$8,083	\$5,210	\$5,710	\$ 5,000	County estimate	\$5,000	\$5,000	\$5,000	
43605 State: Prop 10 - Children & Families First	663,284	668,435	621,051	706,007		706,007	679,230	685,731	
43790 State: Prop 56	199,928	224,173	196,382	-		-	-	-	
43790 State: Impact Grant	93,010	240,447	157,332	168,599	IMPACT includes Local \$283,199 Total 2 year allocation and \$54000 2 year allocation for Fiscal Lead Agency (FLA) role Funding from July 1, 2023-June 30, 2024	168599	168599	168599	
43790 State: QCC QRIS Grant	13,169	74,621	68,068	43,153	Grant ended Dec 2022	-	-	-	
43790 State  PDG-R Grant	-	17,625	7,589	-		-	-	-	
43790 State: ELO Grant	22,809	-	-	-		-	-	-	
43790 State: HV Coordination	-	88,573	-	56,926	\$134139 Total 2 year allocation. Local HV (RSG) and Regional Work	56,926	-	-	
43950 Other Governmental Agencies (HUB)	-	289,751	402,685	-	HUB Funds will be rolled into IMPACT	-	-	-	
45300 Rent - Bldg/Land	4,900	-	-	-		-	-	-	
47150 Other Grants	38,103	5,425	8,949	5,000	\$15000 Total 3 year allocation from NCOE for Floreecer	5,000	5,000	0	
47500 Donations and Contributions	11,044	3,535	-	-		-	-	-	
<b>Total Revenues</b>	<b>\$1,054,330</b>	<b>\$1,617,795</b>	<b>\$1,467,766</b>	<b>\$ 984,685</b>		<b>\$963,132</b>	<b>\$893,202</b>	<b>\$840,731</b>	
<b>Expenditures</b>									
51100 Salaries and Employee Benefits	\$427,660	\$421,932	\$380,997	\$ 515,422	Includes budget for 5 staff (3 new hires)	\$526,253	\$545,724	\$565,915	
52125 Accounting and Auditing Services	24,569	26,597	25,000	30,000		25,000	25,000	25,000	
52140 Legal Services	750	1,688	-	2,000		2,000	2,000	2,000	
52305 Training Services	-1,704	72,057	10,850	10,850	F5NN Training (Room rentals, food) Program; MSH; Hele/Kumu; L/Watson; NVC cohorts, Design work coaches	-	-	-	
52310 Consulting Services	76,385	341,751	323,360	100,000		100,000	100,000	100,000	
52320 Translation/Interpreting Services	4,777	4,820	500	5,000		5,000	5,000	5,000	
52345 Janitorial Services	3,425	3,600	3,900	3,600		3,600	3,600	3,600	
52490 Other Professional Services	19,732	176,169	168,000	30,000	IT; Camaleo (website redesign); Handyperson; Xtra help	25,000	25,000	25,000	
52600 Rents/Leases - Equipment	3,745	4,401	3,754	4,056	Kyocera and TIAA	4,000	4,000	4,000	
52605 Rents/Leases - Building & Improvements	49,693	53,843	55,478	57,778	1303 Jefferson plus storage unit	59,000	61,000	63,000	
52705 Insurance - Premiums	9,197	11,795	12,699	9,270		9,270	9,270	9,270	
52800 Communications	4,582	4,601	4,436	4,500	Comcast internet and Ring Central program marketing/recruit	4,500	4,500	4,500	
52810 Advertising/Marketing	154	320	2,000	2,000		300	300	300	
52830 Publications/Legal Notices	-	-	-	250		250	250	250	
52900 Training/Conference Expenses	826	3,600	8,500	5,000	All F5 Assoc/CA/F5LN conferences; staff training	10,000	10,000	10,000	
52905 Transportation & Travel	-	-	200	3,500		3,500	3,500	3,500	
53100 Office Expense	4,042	2,650	1,200	5,000	office supplies	2,000	2,000	2,000	
53105 Office Expenses-Furn & Fixture	3,033	1,223	500	2,000		500	500	500	
53110 Freight/Postage	-	39	100	250		100	100	100	
53115 Books/Media/Periodicals/Subscriptions	75	58	-	60		60	60	60	
53120 Memberships/Certifications	4,865	4,995	7,775	4,975	F5 Assoc member dues; policy work; NAEYC hardware replacement - New Computers	5,000	5,000	5,000	
53410 Computer Equipment/Accessories	-	614	-	5,000	renewals, software and platform purchases	1,000	1,000	1,000	
# 53415 Computer Software/Licensing	2,263	6,984	7,420	4,119	Supplies: Rainbow Kits, RFL.	4500	4500	4500	
53600 Special Department Expense	3,033	1,223	500	14,750		15000	15000	15000	
53635 Staff and Volunteer Relations	675	-	-	1,000		1,000	1,000	1,000	
53650 Business Related Meals & Supplies	814	4,298	2,000	3,000	53650 - Program food, not staff/travel	3,000	3,000	3,000	
54805 Prop 10 Grant	187,085	180,221	107,600	100,000	Community Grants, Event	100,000	100,000	100,000	
54805 IMPACT/QCC Grants	208,338	148,838	146,985	141,500	CRC - Local QC, IMPACT Work	135,000	135,000	135,000	
54805 HUB expenditures	-	-	141,722	-	Note: 54805 - Use for all pass through funds	0	0	0	
54805 HV Expenditures	-	-	-	75,000	COPE - Ready Set Grow	75000	-	-	
54810 Sponsorship Grants	\$1,000	-	-	-		-	-	-	
58100 Contingency	-	-	-	-		-	0	-	
<b>Total Expenditures</b>	<b>\$1,035,981</b>	<b>\$1,477,094</b>	<b>\$1,426,976</b>	<b>\$ 1,139,880</b>		<b>\$1,119,833</b>	<b>\$801,644</b>	<b>\$1,088,495</b>	
FY21 deferred revenues received in FY22	\$ -	\$ -	\$ 2,205	\$ -		\$ -	\$ -	\$ -	
<b>Net Surplus (Deficit)</b>	<b>\$18,349</b>	<b>\$140,701</b>	<b>\$42,996</b>	<b>\$ (155,195)</b>		<b>(\$156,701)</b>	<b>\$91,558</b>	<b>(\$247,764)</b>	
Beginning Fund Balance (Est)	\$746,860	\$765,209	\$905,910	\$ 948,906		\$810,395	\$ 745,694	\$ 837,252	
Surplus (Deficit)	18,349	140,701	42,996	(155,195)		-156,701	91,558	-247,764	
Ending Fund Balance	\$765,209	\$905,910	\$948,906	\$ 793,711	Prudent reserve should not go below \$150,000 based on Prop 10 guide, Napa County Auditor Controller Recommendation \$500,000	\$ 745,694	\$ 837,252	\$ 589,488	
					Fund balance includes \$285,000 safety net as First 5 California/Association explore sustainable revenue plan.				

**Projected Budget for FY 2023-24**

	Prop 10		Quality Counts			Total
	Prog/Eval 2023-24 Budget	Admin 2023-24 Budget	State Impact 2023-24 Budget	QCC Block Grt 2023-24 Budget	HUB Reimbursement 2023-24 Budget	2023-24 Budget
<b>Revenues</b>						
45100 Interest Income	\$ -	\$5,000	\$ -	\$ -	\$ -	\$5,000
43605 State: Prop 10 Children & Families First	551,422	154,585	-	-	-	706,007
43790 State: Prop 56	0	-	-	-	-	-
43790 State: Impact Grant	-	-	168,599	-	-	168,599
43790 State: QCC Block Grant	-	-	-	43,153	-	43,153
43790 State: PDG-R	-	-	-	0	-	0
43790 State: ELO Grant	-	-	-	-	-	0
43790 State: HV Coordination	-	-	-	56,926	-	56,926
47150 Other Governmental (HUB)	-	-	-	-	-	0
47150 Other Grants	-	-	8,949	-	5000	13,949
47500 Donations	-	-	-	-	-	-
<b>Total Revenues</b>	<b>\$551,422</b>	<b>\$159,585</b>	<b>\$186,497</b>	<b>\$100,079</b>	<b>5000</b>	<b>\$1,002,583</b>
<b>Expenditures</b>						
51100 Salaries/Benefits	\$345,333	\$170,089	\$ -	\$ -	\$ -	515,422.00
52125 Accounting and Auditing Services	-	30,000	-	-	-	30,000
52140 Legal Services	-	2,000	-	-	-	2,000
52305 Training Services	10,850	-	-	-	-	10,850
52310 Consulting Services	100,000	-	-	-	-	100,000
52320 Interpreting Services	5,000	-	-	-	-	5,000
52345 Janitorial Services	2,625	975	-	-	-	3,600
52490 Other Professional Services	26,000	4,000	-	-	-	30,000
52600 Rents/Leases - Equipment	2,817	1,239	-	-	-	4,056
52605 Rents/Leases - Building & Improvements	39,470	18,308	-	-	-	57,778
52705 Insurance - Premiums	5,079	4,191	-	-	-	9,270
52800 Communications	3,391	1,109	-	-	-	4,500
52810 Advertising/Marketing	1,780	220	-	-	-	2,000
52830 Publications/Legal Notices	250	-	-	-	-	250
52900 Training/Conference Expenses	5,000	1275	-	-	-	6,275
52905 Transportation & Travel	3,500	66	-	-	-	3,566
53100 Office Expense	4,250	750	-	-	-	5,000
53105 Office Expenses-Furn & Fixture	2,000	125	-	-	-	2,125
53110 Freight/Postage	217	33	-	-	-	250
53115 Books/Media/Periodicals/Subscriptions	60	-	-	-	-	60
53120 Memberships/Certifications	3,809	1,166	-	-	-	4,975
53410 Computer Equipment/Accessories	5,000	-	-	-	-	5,000
53415 Computer Software/Licensing	3,006	1,113	-	-	-	4,119
53635 Staff and Volunteer Relations	1,000	-	-	-	-	1,000
53650 Business Related Meals & Supplies	3,000	0	-	-	-	3,000
54805 Prop 10 Grant	100,000	-	-	-	-	100,000
54805 Quality Counts (Impact & QRIS) Grants	-	-	114,814	32,171	-	146,985
54805 HUB Expenditures	-	-	-	-	0	0
54805 HV Stipends	-	-	-	-	-	0
54810 Sponsorship Grants	-	-	-	-	-	0
58100 Contingency	-	-	-	-	-	-
Indirect Cost Allocation	-	-	-	-	-	0
<b>Total Expenditures</b>	<b>673,437.26</b>	<b>\$236,659</b>	<b>\$114,814</b>	<b>\$32,171</b>	<b>\$0 #</b>	<b>1,057,081.00</b>
<b>Net Surplus (Deficit)</b>	<b>(\$122,015)</b>	<b>(\$40,443)</b>	<b>\$71,683</b>	<b>\$67,908</b>	<b>\$5,000 #</b>	<b>(\$54,498)</b>
Beginning Fund Balance	\$749,636	\$199,270	0	0	0	\$948,906
Surplus/(Deficit) current Year	(\$122,015)	(\$40,443)	\$71,683	\$67,908	\$5,000	(\$54,498)
Ending Fund Balance	\$627,620	\$158,827	\$71,683	\$67,908	\$5,000	\$894,408
<b>Total Admin</b>	<b>236,659</b>					
<b>Total Expenditures</b>	<b>1,057,081</b>					
<b>Percentage of admin</b>	<b>22%</b>					

Account Code (Funding Source)	Type	Budget Roll Up Code	Project Code	Activity	Budgeted Amount	Notes	Total Project Budget	Revenue Notes
43790			Active Programs (F5AP)	Florecer	\$10,000	Florecer - Mentor Stipends - 10 Mentors// \$1000 each	<b>Florecer Mentorship Program</b>	<b>\$39532 from Prop 10</b>
43790		53650	Active Programs (F5AP)	Florecer	\$3,000	Florecer - Food Budget - 6 Convenings/\$500 each	<b>\$44,532</b>	<b>\$5000 from NCOE (OJJD Enhancing School Capacity to Address Youth Violence Grant)</b>
43790		53600	Active Programs (F5AP)	Florecer	\$2,000	Florecer - Supplies		
43790		52310	Active Programs (F5AP)	Florecer	\$19,688	Florecer - NVC Contract -Cohort 1 Courses - 2EA at \$9844 each		
43790		52310	Active Programs (F5AP)	Florecer	\$9,844	Florecer - NVC Contract - Cohort 2 Course - 1EA at \$9844		
43790		52310	Active Programs (F5AP)	RFL	\$15,500	RFL - Dr. Lori A Watson Contract	<b>Rainbow Family League</b>	<b>\$23,000 from IMPACT</b>
43790		53600	Active Programs (F5AP)	RFL	\$7,000	RFL - Books and Materials - 20 Families//\$350 each		
43790		52810	Active Programs (F5AP)	RFL	\$500	RFL - Marketing		
43790		53600	Active Programs (F5AP)	RBK	\$6,000	Rainbow Kit - Materials - 15 Kits//\$400 each (NVC to reimburse)	<b>Rainbow Kits</b>	<b>\$750 from Prop 10</b>
43790		53600	Active Programs (F5AP)	RBK	\$750	Rainbow Kit - Materials - 15 "Mini Kits"//\$50 each	<b>\$6,750</b>	<b>\$6000 from NVC reimbursement</b>
							<b>Pass through Funds</b>	
43790		54810			\$35,000	Community Connections Grants (Awards up to \$5000 for community members). Total of \$35,000 Available per year for Community Connections Grants	<b>Funding Opportunities \$100,000</b>	<b>\$100000 From Prop 10</b>
					\$65,000	Applications for Sponsorship (Awards for local events, trainings, and organizations that align with First 5 Napa funding philosophy). Total of \$65,000 Available per year for Sponsorship		
43790		54805	Quality Counts (QCIMPACT, QCBG)	QCPROG, QCEVAL, QCCONTRACTUAL	\$40,000	Quality Counts - (Contract with CRC)	<b>Quality Counts</b>	<b>Quality Counts \$40,000 REVENUE QCC BG</b>
43790		54805	IMPACT	IMPROG, IMEVAL, IMCONTRACTUAL	\$101,500	IMPACT Implementation - Local coaching and provider training (Contract with CRC)		<b>IMPACT \$101500 IMPACT Legacy</b>
43790		54805	Home Visitation (HVCG, HVPDGR)	HVEVAL, HVPROG, HVCONTRACTUAL	\$75,000	Home Visitation - Ready Set Grow (Contract with COPE)	<b>Home Visitation</b>	<b>Home Visitation \$56926 REVENUE HV \$18074 from Prop 10</b>
							<b>\$75,000</b>	
								<b>\$18074 from Prop 10</b>

As of 4/12/23

		2022-23	2022-23	2022-23
		Final Budget	Actual YTD (rounded)	Projected Year End Actuals
43605	State - Prop 10	808,323	368,057	621,051
43790	State-Other Funding			
	-prop 56	-	196,382	196,382
	-Impact	157,332	49,677	157,332
	-QCC Block Grant/QRIS	52,589	63,689	68,068
	-HV Coordination Grant	-	-	-
	-HUB reimbursement	402,685	110,891	402,685
	-PDGR Grant	-	7,589	7,589
45100	Interest	5,000	2,855	5,710
47150	Other Grants	8,600	8,949	8,949
47500	Donations and Contributions	-	-	-
47900	Miscellaneous	-	-	-
	<b>Total Revenues</b>	<b>1,434,529</b>	<b>808,089</b>	<b>1,467,766</b>
<b>Expenses</b>				
51100	Salaries and Wages	457,639	257,966	302,621
51105	Extended Hours	-	-	-
51110	Extra Help	-	1,116	1,116
51130	Vacation Payout	-	8,365	8,365
51200	401A Employer Contribution	-	1,000	1,000
51205	Cell Phone Allowance	-	3,345	4,320
51300	Medicare	-	4,311	5,065
51305	FICA	-	17,767	20,998
51400	Employee Insurance-Premiums	-	28,566	35,040
51405	Workers Compensation	-	1,581	1,851
	<b>Total for: Salaries and Benefits</b>	<b>457,639</b>	<b>324,483</b>	<b>380,997</b>
52125	Accounting/Auditing Services	25,000	19,879	25,000
52140	Legal Services	2,000	-	-
52305	Training Services	10,850	119	10,850
52310	Consulting Services	323,360	157,403	323,360
52320	Interpreting Services	4,200	56	500
52345	Janitorial Services	3,600	2,850	3,900
52490	Other Professional Services	168,000	73,000	168,000
52600	Rents and Leases - Equipment	4,056	2,820	3,754
52605	Rents and Leases - Bldg/Land	55,478	50,806	55,478
52705	Insurance - Premiums	9,270	12,699	12,699
52800	Communications/Telephone	4,500	4,084	4,436
52810	Advertising/Marketing	2,000	1,630	2,000
52830	Publications & Legal Notices	250	-	-
52900	Training/Conference Expenses	5,000	7,107	8,500
52905	Business Travel/Mileage	3,500	-	200
53100	Office Supplies	29,210	1,024	1,200
53105	Office Supplies-Furn & Fixture	2,000	57	500
53110	Freight/Postage	250	9	100
53115	Books/Media/Periodicals/Subscr	60	-	-
53120	Memberships/Certifications	4,975	7,775	7,775
53410	Computer Equipment/Accessories	2,000	-	-
53415	Computer Software/Licensing Fe	4,119	6,162	7,420
53600	Special Dept Expense	-	8,741	12,000
53635	Service Awards	1,000	-	-
53650	Business Related Meal/Supplies	2,000	712	2,000
	<b>Total for: Services and Supplies</b>	<b>666,678</b>	<b>356,933</b>	<b>649,672</b>
54805	Community Grants	-	-	-
	-prop10	107,600	59,184	107,600
	-Impact and QRIS	146,985	73,329	146,985
	-Hub	141,722	27,655	141,722
	-HV Stipends	-	-	-
54810	Sponsorship Grants	-	-	-
	<b>Total for: Other Expenses</b>	<b>396,307</b>	<b>160,168</b>	<b>396,307</b>
	FY22 deferred revenues received in FY23	-	2,205	2,205
	<b>Total Expenditures</b>	<b>1,520,624</b>	<b>841,584</b>	<b>1,426,976</b>
	<b>Net Surplus (Deficit)</b>	<b>-86,095</b>	<b>-31,290</b>	<b>42,996</b>
	<b>33100 - Available Fund Balance plus imprest cash</b>		<b>905,910</b>	<b>905,910</b>
	<b>Net Surplus (Deficit)</b>		<b>-31,290</b>	<b>42,996</b>



Notes		
Includes 4.2% COLA		
Includes 4.2% COLA previous year's wage		
Estimates for M-S		
Estimates for M-S		

First 5 Napa County is committed to establishing compensation that will attract and retain high performing employees at all levels.

First 5 Napa County has a salary range, or salary band, for each position. The salary range is set based on an annual review of comparable public agencies and other First 5s with similar roles using external salary data and will be reviewed each year. The salary band ranges from the 50th to the 75th percentile for similar jobs in similar organizations. We target the low end of the salary band (50th percentile) for employees new to their role and 75th percentile salaries for employees with more experience inside and outside the organization. The experience outside of the organization can also include time spent in academic institutions receiving knowledge and skills relevant for their position and relevant job experience in other organizations.

The Executive Director reviews all salary bands before the start of First 5 Napa County's fiscal year and adjusts the bands with Cost-of-Living Adjustments. The Executive Director then adjusts all individual salaries with this same Cost-of-Living Adjustment.

First 5 Napa County staff work with their reporting authority to set personal performance goals and with their department colleagues to set department goals at the beginning of each fiscal year. A staff member's reporting authority conducts evaluations of staff performance before the close of the fiscal year and submits evaluations to the Executive Director. The Executive Director may offer merit-based increases to staff who have met or exceeded their personal performance goals and contributed to department goals. Merit-based increases may range from 2-5% and, if determined to be appropriate, will be awarded after completion of the annual performance review process, as adopted into the next fiscal year budget, if appropriated in the budget as determined by the Commission. Reference the calendar below for performance review process details.

All salaries are set by the Executive Director, except for the Executive Director's, which the Commission sets. If there is room in the budget, merit based increases for the Executive Director will be determined by the Commission after the annual performance review process.

The reporting authority will communicate new salary amounts to the employee before they take effect, and notes about the rationale for the change will be placed in the employee's personnel file.

#### Annual Performance Review Process Monthly Calendar:

July – Individual and department goal setting is completed

November – Informal evaluation and goal review

April – Formal evaluations and goal review

May – Formal evaluations inform next FY budget, wage and compensation adjustments. Commission reviews draft budget proposal

June – Commission adopts next FY budget