



**FIRST 5 ALAMEDA COUNTY COMMISSION MEETING AGENDA**

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**Thursday, April 24, 2014**

**First 5 Alameda County  
1115 Atlantic Ave.  
Alameda, CA 94501  
Conference Room A**

9:00 AM – 11:30 PM

**Commissioners:** *Chair:* Pamela Simms-Mackey M.D., *Vice Chair:* Ricky Choi, M.D., Alex Briscoe, Wilma Chan, Renee Herzfeld, Lori Cox, Deborah Roderick Stark, Helen Mendel, CMD

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- 1. Closed Session**
- 2. Public Comment (for items not listed on the agenda) - Limited to 3 minutes per speaker**
- 3. Approval of Minutes from February 27, 2014**
- 4. Staff Announcements**

**CONSENT**

- 5. FY 2013-14 (3<sup>rd</sup> Quarter) Financial Report**
- 6. FY 2013-14 (3<sup>rd</sup> Quarter) Investment Report**
- 7. Financial Policies Revision Recommendation**

**INFRASTRUCTURE**

- 8. First reading of Long Range Financial Plan**
- 9. First reading of FY 2014-15 Budget**
- 10. Conflict of Interest Code Amendment**
- 11. Contract Authorizations**

**PROGRAM**

- 12. First Reading of FY 2014-15 Strategic Plan**
- 13. First 5 Alameda County Policy Agenda Discussion**
- 14. State Commission and Association Updates**
- 15. Legislation and Public Policy Updates**

## **MISCELLANEOUS**

### **16. Communication from Commissioners**

### **17. Adjournment**

#### **Information about the First 5 Conference Center**

- The First 5 Conference Center is wheelchair accessible. Please notify us 3 business days in advance if you need special assistance so we can make reasonable arrangements to ensure accessibility.
- Please refrain from wearing strongly scented products to the Conference Center in consideration of those who may experience chemical sensitivities.



**FIRST 5 ALAMEDA COUNTY COMMISSION MINUTES**

**Thursday, February 27, 2014**

**First 5 Alameda County  
1115 Atlantic Ave.  
Alameda, CA 94501  
Conference Room A**

10:00 AM – 11:30 PM

**Commissioners:** *Chair:* Pamela Simms-Mackey M.D., *Vice Chair:* Helen Mendel, CMD, Wilma Chan, Ricky Choi, M.D., Renee Herzfeld

**Commissioners Absent:** Deborah Stark, Lori Cox, Alex Briscoe

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Meeting called to order at 10:05 am.

**1. Public Comment (for items not listed on the agenda) - Limited to 3 minutes per speaker**

There was no public comment.

**2. Approval of Minutes from December 12, 2013**

Commission Action: The Commission approved the December 12, 2013 minutes upon motion by Commissioner Choi, seconded by Commissioner Herzfeld and unanimously carried (4 in favor, 0 opposed).

**3. Election of Officers**

Mark Friedman, CEO stated that at the beginning of each calendar year we have an election of officers.

Chair Simms-Mackey asked for nominations for the Chair and Vice Chair positions for Calendar Year 2013-14.

Commission Action: Vice Chair Helen Mendel nominated Dr. Pamela Simms-Mackey as Chair upon motion, seconded by Commissioner Herzfeld and unanimously carried (4 in favor, 0 opposed).

Commission Action: Vice Chair Helen Mendel nominated Dr. Ricky Choi as Vice Chair upon motion, seconded by Commissioner Chan and unanimously carried (4 in favor, 0 opposed).

## CONSENT

Chair Simms- Mackey stated that agenda items 4 through 6 were thoroughly discussed with the Executive Committee and therefore will not be reviewed by the full Commission unless any of the Commissioners has a question.

4. **FY 2013-14 (2<sup>nd</sup> Quarter) Financial Report**
5. **FY 2013-14 (2<sup>nd</sup> Quarter) Investment Report**
6. **FY 2013-14 Mid-Year Budget Modification**

Commission Action: The Commission approved the FY 2013-14 Budget Modification upon motion by Commissioner Chan, seconded by Commissioner Herzfeld and unanimously carried (4 in favor, 0 opposed).

## INFRASTRUCTURE

7. **Ethics Presentation-James Harrison, Remcho, Johansen & Purcell, LLP**

Mr. Friedman introduced James Harrison, legal counsel from Remcho, Johansen and Purcell to present the Ethics/Conflict of Interest training to the Commission.

8. **Contract Authorizations**

Janis Burger, Deputy Director presented the contract authorizations to the commission. She stated that the Commission is being asked to approve the following contracts:

- Through the Looking Glass
- Lotus Bloom Child and Family Resource Center
- First 5 San Mateo County
- Viva Strategy + Communications

Commission Action: The Commission approved the above FY 2013-14 Contract Authorizations upon motion by Commissioner Mendel, seconded by Vice Chair Choi and unanimously carried (5 in favor, 0 opposed).

- Children's Hospital & Research Center at Oakland

Commission Action: The Commission approved the above FY 2013-14 Contract Authorization upon motion by Commissioner Herzfeld, seconded by Commissioner Wang, with Chair Simms-Mackey and Vice Chair Choi abstaining from the vote and unanimously carried (3 in favor, 0 opposed, 2 abstentions).

## **PROGRAM**

### **9. First 5 Alameda County Annual Report**

Ms. Burger introduced Chris Hwang, Evaluation & Technology Administrator. Ms. Hwang presented the First 5 Alameda County 2012-13 Annual Report to the Commission. Ms. Hwang stated that this is the last report from the 2009-13 Strategic Plan.

Chair Simms-Mackey stated that she would encourage staff to continue to collect the data on self-regulation for young children because, self-regulation has a maturational implication and we should see those numbers get better as the children that are in the program get older. There are some people that suspect that there are implications of environmental, emotional stress or trauma that kids are undergoing at an early age that would impact self-regulation later and this would give you more things to address when looking at children at an earlier age instead of focusing on the older grades. Chris Hwang responded that we will continue to track this.

Commissioner Herzfeld stated that the self-regulation discussion stood out to her as well. She stated that when we look at systems change for the early childhood system we need to look at the kindergarten teacher's expectations and if they are appropriate for where children should be. She stated that we need to have more dialog with the teachers to make sure that they are not putting adult expectations on children. She stated that we need to have more dialog with the traditional early childhood educators who are not in the K-12 system but in the pre-k system.

### **10. A Conversation with Help Me Grow: "Will They Grow Out Of It?" Campaign and AlamedaKids.org Early Childhood Website**

Ms. Burger introduced Loren Farrar, Help Me Grow Coordinator and Julia Ackley, Help Me Grow Social Marketing Coordinator.

Ms. Ackley presented the Help Me Grow social marketing campaign and the [alamedakids.org](http://alamedakids.org) website to the Commission.

Commissioner Herzfeld asked about the future intentions. She stated that she is still unclear about the connection of the campaign and the website. She stated that the campaign seems more focused on certain issues while the website seems like a broader early childhood systems of care approach. Ms. Ackley responded that the website is broader and was developed separately from the campaign but we can use the campaign to drive families to the website. She stated that there is a broader system idea about how the website should operate. So it's not just a campaign website. Ms. Farrar added that we intentionally wanted to make it more child development focused.

Vice Chair Choi added that he had similar thoughts. He stated that when he looks at this campaign that says “Will she grow out of it,” then you go to the website and the information there is not going to help identify the answer to that question. He stated that the campaign message doesn’t necessarily match the website landing page.

Ms. Farrar stated that perhaps we should make the campaign information more prominent on the webpage.

Vice Chair Choi added that to help parents get over the fear of what happens when you call the number, you might add a friendly image of someone receiving the phone call. Mr. Friedman suggested adding a video recording of a call.

Commissioner Chan spoke in agreement with other commissioners; she stated that the campaign conveys more of a negative image with a message of a family in crisis. She stated that the negative messaging is not a bad thing but she doesn’t see that the connection with the information would be available on the website. Ms. Ackley responded that there were focus groups held to test the advertisement and with several options for advertisement, these were the ones selected as really compelling to families. She stated that positive ads do not always inspire action. We heard feedback that this advertisement is real.

Ms. Burger added that the social marketing campaign is relatively short term and the website is here to stay.

Commissioner Mendel stated that we should think about this as long term in phases and get media partners that would do pro bono work for this launch phase. She suggested that we look at different language stations like Telemundo and KTVU because they are Oakland based and are more agreeable to doing public service announcements. She suggested launching a Facebook page and having the campaign photograph, that’s so compelling, more prominent. She added that you need a few champions in the community that are media based like Rona Renner from Childhood Matters. She encouraged staff to put together a complete media plan that can be looked at long term and in phases so that people understand that this is the launch phase and what we are going to do in phase 2, this is where you include your op eds. She stated that she would be willing to help and give advice.

Chair Simms-Mackey suggested reaching out to the online world like the Parent’s Press. She added that having the champions like the Social Services Agency to go out and help with the promotion is very important. Commissioner Mendel added that we need to have a call to action.

Vice Chair Choi suggested marketing in consignment stores, malls, and Spanish newspapers. He stated that a lot of these families live in multigenerational homes so it’s important to think about grandparents, aunts and uncles as targets. He also stated that he challenges staff to think about adding other languages. Also to think about systems that we have now and if they can handle more kids that could potentially be referred from the website and campaign. He suggested adding the campaign link as a pop up on the landing page of the website.

Commissioner Mendel stated that this might be a great opportunity for our State First 5 to provide a grant to fund a test of the media campaign and the website to see if this is something at other First 5's might be interested in implementing. It's an opportunity to fund something like this as a pilot to test the campaign messaging.

Ms. Burger asked the Commission if they are aware of other efforts in Alameda County that we should be linking with. Commissioner Herzfeld stated that she thinks the website is addressing a void. She stated that the issue is the work with the partners that are listed to make sure that they have the capacity to serve the children that could flow from the website.

Chair Simms-Mackey raised concern for families who might contact providers directly without the proper referral. Ms. Farrar stated that services that require a referral were excluded.

Vice Chair Choi also suggested creating a more prominent provider tab in a lighter shade of blue so that it pops out.

#### **11. Approval of First 5 CA Annual Report**

Mr. Friedman stated that Proposition 10 legislation requires each county commission to conduct one public hearing on the First 5 California State Annual Report. He stated that the report is a compilation of data collected from counties that participate in statewide initiatives.

Commission Action: The Commission approved the above Approval of First 5 CA Annual Report upon motion by Commissioner Mendel, seconded by Vice Chair Choi and unanimously carried (5 in favor, 0 opposed).

#### **12. State Commission-Camille Maben, First 5 California**

Mr. Friedman introduced Camille Maben, Executive Director of First 5 California. Ms. Maben provided an overview on the role of the First 5 California and an update on their strategic plan.

She stated that one of the biggest roles of First 5 California is to work with county partners and figure out how we support each other in the work that we do and to meet with state agencies and legislatures to work on systems change at that level.

She stated that First 5 California, in partnership with other agencies is planning a conference in February 2015 in Sacramento on Child Development. She stated that the purpose of the conference is to look at the goals that we are all trying to get to.

Commissioner Mendel asked what First 5 California is doing about the franchise tax board and the increased amount of money they're taking.

Ms. Maben stated that they have started to testify at every hearing and are looking at what can be done. She stated that they are inquiring to find out if there is an audit that will show what we are getting for our money. She stated that a legislative fix may be the answer.

### **13. Legislation and Public Policy Updates**

Commission Action: The Commission approved the above Approval of SB 1000 upon motion by Commissioner Mendel, seconded by Vice Chair Choi and unanimously carried (4 in favor, 0 opposed).

SB837 discussion was tabled until the April Commission meeting.

### **MISCELLANEOUS**

#### **14. Staff Announcements**

No comments.

#### **15. Communication from Commissioners**

No comments.

#### **16. Adjournment**

Meeting adjourned at 12:15 pm.





**To:** First 5 Alameda County Commission

**From:** Mark R Rasiah, Financial Controller

**Date:** April 24, 2014

**Subject:** Third Quarter Financial Report for July 1 – March 31, 2014

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#### REQUESTED ACTION

To review the Financial Report for the first nine months of FY2013-14 and to provide any feedback or guidance.

#### BACKGROUND

This narrative and the attached statements report Revenues and Expenses for the period July 1 – March 31, 2014. With nine months of the fiscal year complete, it is reasonable to expect both revenues and expenses to be at 75% of the budget projection. However, due to timing lags, both revenue and expenses are at 60% of budget for this time of year.

#### Revenue

Total revenues for the first nine months through March 31, 2014 were \$11.7m, or 60% of the revenue projection for the year. Of this amount:

- Tobacco Tax receipts are at 67% of budget projections and include tax revenue through February. Tax revenues are usually received 2 months in arrears, but currently we are just one month behind - the revenue for March is in arrears and is estimated to be approximately \$1.0 million, which would bring up tobacco tax receipts to 75% of budget for the year.
- Inter-agency Income is budgeted at \$1.43 million, of which 56% has been received. The remainder is collected in the last quarter of the fiscal year.
- The Federal Grants Budget represents the reimbursable amount from the Race To The Top Early Learning Challenge Grant, from the CA Department of Education.
- A Private Grant from the Long Foundation to expand some school readiness sites was also budgeted, and all funds were received during the quarter. The Packard Foundation

awarded us \$50,000 during the second quarter to fund efforts to map resources and opportunities for ECE students, in conjunction with CSU EastBay.

- Revenues for Medi-Cal Administrative Activities (MAA) were budgeted at \$0.7m for FY 2013-14, in keeping with prior years. The reimbursement is based on expenditures incurred in FY 2012-13 and the invoice was submitted for reimbursement in February 2014. Funds are expected to be released in May.
- Investment revenue of nearly \$0.31m represents nearly 63% of budget projections.
- The budget for Miscellaneous Income consists of rental income from our tenants - First 5 Association. The rent was budgeted at \$17,000 for the fiscal year. However, actual receipts include rent received to-date, plus other un-foreseen sources such as property tax refunds, recycled water rebates and insurance claims, which account for the variance.
- Sustainability funds from the First 5 Alameda County Sustainability Fund reserve are used to bridge the gap between actual revenues and expenses at year-end, to the extent authorized by the Commission. We have not tapped into sustainability so far, but expect to do so in the last quarter of the fiscal year.

## Expenses

At \$11.7m, total Expenditure for the year was 60% of the revised budget amount of \$19.58m. This is a little higher than the amount spent during the corresponding period last year (54%), but still very much below 75% of budget, due to timing lags in payments to contractors.

Most line item expenditures are tracking well within 75% of budget, with the exception of Grant payments to Community Grantees. These payments are made according to a pre-set schedule of payments and 78% of scheduled payments had been made by the end of the third quarter.

Infrastructure costs are substantially lower than in previous years, primarily due to owning our own office building and not paying nearly \$60,000 per month in lease payments for the old office building. Infrastructure costs include agency-wide costs such as utilities, insurance, building maintenance, equipment leases, audit and banking fees, fees for legal services, phones, copying, printing and equipment and furniture purchases for the agency. These costs will be allocated to all programs at year-end and will reflect a more complete picture of program costs at that point.

**Summary**

Revenues and expenses are well within budget and will trend closer to budget as the year progresses.

**Fiscal Impact**

None.

**REQUESTED ACTION**

To review the Financial Report for the first nine months of FY2013-14 and to provide any feedback or guidance.

Submitted by:

Reviewed by:

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Mark R Rasiah ,  
Financial Controller

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Mark Friedman,  
Chief Executive Officer

**First 5 Alameda County**  
**Revenue and Available Funds**  
**For the Period July 1, 2013 - March 31, 2014**

Revenues	Revised Budget	Actual	Variance	Percentage Received
<b>Prop 10 Tobacco Tax</b>	<b>13,037,150</b>	<b>8,732,797</b>	<b>(4,304,353)</b>	<b>67%</b>
<b>Interagency Income</b>				
- ACBHCS Early Connections(SAMHSA)	278,000	224,961	(53,039)	81%
- ACPHD Project LAUNCH (SAMHSA)	608,237	303,513	(304,724)	50%
- ACPHD ECCHANGE Hosting & Mtce	86,674	32,589	(54,085)	38%
- SART Linkage Line	250,461	141,373	(109,088)	56%
- Hayward Promise Neighborhood	72,000	34,258	(37,742)	48%
- First 5 Contra Costa	139,072	68,212	(70,860)	49%
<b>Total Income from Alameda Co. Agencies</b>	<b>1,434,444</b>	<b>804,906</b>	<b>(629,538)</b>	<b>56%</b>
<b>Grants</b>				
Federal- Race To The Top	1,367,000	628,844	738,156	<b>46%</b>
State - CARES PLUS	300,000	24,812	(275,188)	8%
Private - Long Foundation	450,000	445,500	(4,500)	99%
- Packard Foundation	50,000	50,000	0	100%
<b>Total Grants</b>	<b>2,167,000</b>	<b>1,149,156</b>	<b>458,468</b>	<b>53%</b>
<b>Fiscal Leveraging</b>				
MAA	700,000	732,000	32,000	105%
<b>Total Fiscal Leveraging</b>	<b>700,000</b>	<b>732,000</b>	<b>32,000</b>	<b>105%</b>
Investment Revenue	500,000	316,914	(183,086)	63%
Misc.Income	17,000	28,661	11,661	169%
<b>TOTAL REVENUE</b>	<b>17,855,594</b>	<b>11,764,434</b>	<b>(4,614,848)</b>	<b>66%</b>
<b>Available Funds</b>				
<b>Sustainability Funds</b>	<b>1,731,406</b>		<b>(1,731,406)</b>	<b>0%</b>
<b>TOTAL REVENUES &amp; AVAILABLE FUNDS</b>	<b>19,587,000</b>	<b>11,764,434</b>	<b>(7,822,566)</b>	<b>60%</b>

**First 5 Alameda County**  
**Budget Vs Actual Expenses**  
**For the Period July 1, 2013 - March 31, 2014**

Expenditures	Revised Budget	Actuals	Variance Over/(Under) Expenditure	Percentage Spent
Personnel Costs	6,699,190	4,148,932	(2,550,258)	62%
Contracts	9,449,982	5,532,802	(3,917,180)	59%
Grants	2,012,500	1,567,422	(445,078)	78%
Professional Services Contracts	85,250	13,181	(72,069)	15%
Program Operating Costs	813,948	245,175	(568,773)	30%
Infrastructure Costs	526,130	256,922	(269,208)	49%
<b>TOTAL EXPENDITURES</b>	<b>19,587,000</b>	<b>11,764,434</b>	<b>(7,822,566)</b>	<b>60%</b>



**To:** First 5 Alameda County Commission

**From:** Mark R Rasiah, Financial Controller

**Date:** April 24, 2014

**Subject:** Third Quarter Investment Report, July 1 – March 31, 2014

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#### **REQUESTED ACTION**

To review the Investment Report for the first nine months of FY2013-14 and to provide any feedback or guidance.

#### **BACKGROUND OF ACTIVITIES**

The investment objectives of the First 5 Alameda County Agency are first, to provide safety of principal to ensure the preservation of capital in the overall portfolio; second, to provide sufficient liquidity to meet all requirements that may be reasonably anticipated; and third, to earn a commensurate rate of return consistent with the constraints imposed by the safety and liquidity objectives.

The performance objective of the First 5 Alameda County Agency portfolio is to earn a total rate of return that exceeds the total rate of return on a market benchmark index of 1-5 Year Government securities.

In 2005-06, First 5 Alameda County transferred \$34,000,000 from the Sustainability Fund held by the Alameda County Treasurer's investment pool to outside money managers. This report summarizes the activity and status of the investment portfolio as of March 31, 2014.

#### **PORTFOLIO HIGHLIGHTS**

The Investment Report shows the performance of funds that are invested in the Alameda County pool and with two fund managers, Cutwater Asset Management and Chandler Asset Management. At the end of the last fiscal year, the total market value of the funds with Cutwater and Chandler was \$30,029,093. In February this year, a sum of \$5 million was transferred out of both fund manager holdings to Philanthropic Ventures Foundation, to fund a strategic collaboration initiative as authorized by the Commission on 21<sup>st</sup> March, 2013. There were no other withdrawals during the first nine months of

FY 2013-14. The market value of the combined portfolios as of March 31<sup>st</sup> 2014 is \$30,280,314 at a cost of \$30,509,006.

According to the Bureau of Labor Statistics, non-farm payrolls increased by 192,000 for the month of March, slightly under analyst expectations of 200,000 jobs added. More people entered the labor force in March, which caused the unemployment rate to remain at 6.7%. January and February payroll numbers were revised upward, showing that the extreme winter weather had less of an effect on job creation than analysts originally forecast. Following the payroll additions in March, total private employment has reached 116.1 million, surpassing its pre-recession peak Of the 8.7 million jobs lost during the recession; all but 437,000 have been recovered.

Investors appear to be tactically allocating assets to the short maturity spectrum of the investment grade market in anticipation of the Federal Reserve tightening traditional monetary policy sometime in 2015 or later. The Federal Reserve commenced removing some of the extraordinary accommodation to help stimulate the US economy and is approximately 25% complete with the “tapering” of the asset purchase program. We expect the tapering process to be complete early in the 4th quarter of 2014.

The uncertainty regarding the change to traditional monetary policy is leading investors to gravitate to shorter maturity assets, resulting in higher yields for 5 to 10 year government securities. Despite these uncertainties, the portfolio managed to yield a little over 0.7 % on an annualized basis.

## **INVESTMENT REPORT**

### **Investment Income**

Investment income is primarily derived from interest or yield payments on securities held in the investment portfolio. Typically, interest income from each security is received semi-annually. The money managers buy, sell and exchange securities consistent with the First 5 Alameda County Investment Policy in order to optimize overall yields.

Net investment earnings for the nine months ended March 31, 2014 was \$316,914 and includes \$2,880 from the Alameda County Treasurer’s pool.

### **Investment Fees**

Fees include those levied by the money managers (Cutwater and Chandler) and the fees levied by the account custodian (Union Bank of California). The total fees paid during this period were \$31,088, slightly less than the \$33,101 paid last year.

**Investment Activity**

The Investment Activity shows all transactions affecting our portfolio. A purchase of securities increases the value of the portfolio whereas the sale of securities decreases the total portfolio value and may result in a gain or loss on the transaction.

**Market Value and Unrealized Gains and Losses**

There was an unrealized loss of \$228,692 at the end of March. This is determined by comparing the Cost and the Market Value of the portfolio on that date. It implies that a loss would have been realized, had the portfolio been liquidated on March 31st. Since the portfolio was not liquidated, this section is for informational purposes only. Government entities are legally required (GASB 31) to report unrealized gains and losses on investments.

**Yield Benchmarks**

Investment yields are compared to the Local Agency Investment Fund (LAIF) yields in order to benchmark investment manager performance. Cutwater and Chandler’s yields (0.32% and 0.30%, respectively) are higher than the LAIF benchmark (.23%) for the same period.

The Alameda County Treasury Investment Pool is net of fees and has yielded a 0.29% annualized cash basis rate of return for the month of February.

**FISCAL IMPACT**

The total realized investment earnings at the end of the 3rd quarter was \$348,003.

**REQUESTED ACTION**

To review the Investment report and to provide any feedback or guidance.

Submitted by:

Reviewed by:

\_\_\_\_\_  
Mark R Rasiah,  
Financial Controller

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Mark Friedman,  
Chief Executive Officer



**First 5 Alameda County  
Investment Report  
For the Period July 1, 2013 - March 31, 2014**

	<u>Union Bank</u>	<u>Cutwater Asset Management</u>	<u>Chandler Asset Management</u>	<u>Total</u>
<b>INVESTMENT INCOME:</b>				
Interest Received		168,180	176,943	345,123
Income from Alameda County Treasurer				2,880
Total Investment Earnings				<u>348,003</u>
Investment Fees Paid	(4,458)	(10,720)	(15,910)	(31,088)
Net Investment Income (Net of Fees)				<u>316,914</u>
		<u>Cutwater Asset Management</u>	<u>Philanthropic Ventures</u>	<u>Chandler Asset Management</u>
<b>INVESTMENT ACTIVITY:</b>				
Portfolios - Cost Basis at 7/1/2013		15,064,940		15,214,038
Purchases		13,453,437		8,877,745
Sales		(12,811,954)		(7,211,103)
Maturities		(535,100)		(1,542,997)
Cash Transfers		(2,500,000)	5,000,000	(2,500,000)
Portfolios - Cost Basis at 3/31/2014		<u>12,671,323</u>	<u>5,000,000</u>	<u>12,837,683</u>
				<u>30,509,006</u>
<b>COST VS. MARKET VALUE:</b>				
Portfolios at Market 03/31/2014		12,541,992	5,000,000	12,738,322
Portfolios at Cost 03/31/2014		12,671,323	5,000,000	12,837,683
Unrealized Gain (Loss) at 03/31/2014		<u>(129,331)</u>	<u>0</u>	<u>(99,361)</u>
<b>YIELD AND BENCHMARKS:</b>				
Cutwater Asset Management (current yield)				0.32%
Chandler Asset Management ( current yield)				0.30%
Local Agency Investment Fund (LAIF)				0.23%
Alameda County Treasurer's Pool				0.29%
1-5 Government Index (total rate of return)				0.36%

**First 5 Alameda County  
Combine Holdings Report  
As of March 31, 2014**

<u>Holder</u>	<u>Asset Name</u>	<u>Shares</u>	<u>Cost</u>	<u>Market Value</u>	<u>Investment Type</u>	<u>S &amp; P</u>	<u>Moody</u>
CUTWATER	FHLB	1,000,000	1,000,000	995,700	Other Fed Govt	AA+	Aaa
CUTWATER	FHLB	180,000	180,844	180,076	Other Fed Govt	AA+	Aaa
CUTWATER	FHLB	500,000	499,300	500,420	Other Fed Govt	AA+	Aaa
CUTWATER	FHLB	300,000	305,976	299,346	Other Fed Govt	AA+	Aaa
CUTWATER	FHLMC	325,000	325,618	324,860	Other Fed Govt	AA+	AAA
CUTWATER	FHLMC	500,000	498,375	489,740	Other Fed Govt	AA+	Aaa
CUTWATER	FNMA	1,000,000	1,015,845	1,014,070	Other Fed Govt	AA+	Aaa
CUTWATER	FNMA	1,000,000	1,015,845	1,014,070	Other Fed Govt	AA+	Aaa
CUTWATER	FNMA	1,000,000	1,002,910	993,530	Other Fed Govt	AA+	Aaa
CUTWATER	FNMA	1,000,000	1,002,910	993,530	Other Fed Govt	AA+	Aaa
CUTWATER	FNMA	500,000	501,455	496,765	Other Fed Govt	AA+	Aaa
CUTWATER	FNMA	1,250,000	1,250,025	1,249,263	Other Fed Govt	AA+	Aaa
CUTWATER	Colgate Palmolive NT	910,000	930,511	921,057	Corporate Bonds	AA-	Aa3
CUTWATER	Johnson & Johnson SR	791,000	833,168	816,241	Corporate Bonds	AAA	Aaa
CUTWATER	IBM	250,000	260,835	257,240	Corporate Bonds	AAA	Aaa
CUTWATER	Merck & Co Inc	720,000	797,918	750,694	Corporate Bonds	AAA	Aa1
CUTWATER	Oracle	500,000	497,610	496,070	Corporate Bonds	A1	A+
CUTWATER	Toyota Mtrs	500,000	516,090	513,235	Corporate Bonds	AA3	AA-
CUTWATER	Fed Govt MMKT	236,087	236,087	236,087	Money Market		
CHANDLER	FAMC	160,000	161,227	159,280	Other Fed Govt	Aaa	AAA
CHANDLER	FFCB BDS	160,000	160,000	157,848	Other Fed Govt	Aaa	AAA

**First 5 Alameda County  
 Combind Holdings Report  
 As of March 31, 2014**

<u>Holder</u>	<u>Asset Name</u>	<u>Shares</u>	<u>Cost</u>	<u>Market Value</u>	<u>Investment Type</u>	<u>S &amp; P</u>	<u>Moody</u>
CHANDLER	FFCB BDS	80,000	80,946	81,102	Other Fed Govt	Aaa	AAA
CHANDLER	FFCB BDS	460,000	458,882	461,412	Other Fed Govt	Aaa	AAA
CHANDLER	FFCB BDS	250,000	249,783	250,343	Other Fed Govt	Aaa	AAA
CHANDLER	FHLB Note	250,000	250,890	251,188	Other Fed Govt	Aaa	AA+
CHANDLER	FHLB Note	320,000	320,646	319,014	Other Fed Govt	Aaa	AA+
CHANDLER	FHLB Note	310,000	318,680	316,634	Other Fed Govt	Aaa	AA+
CHANDLER	FHLB Note	150,000	156,219	153,059	Other Fed Govt	Aaa	AA+
CHANDLER	FHLB Note	160,000	160,147	160,664	Other Fed Govt	Aaa	AA+
CHANDLER	FHLB Note	300,000	297,783	299,346	Other Fed Govt	Aaa	AA+
CHANDLER	FHLMC NTS	140,000	150,141	143,136	Other Fed Govt	Aaa	AA+
CHANDLER	FHLMC NTS	105,000	108,745	108,409	Other Fed Govt	Aaa	AA+
CHANDLER	FHLMC NTS	200,000	207,133	206,494	Other Fed Govt	Aaa	AA+
CHANDLER	FHLMC NTS	110,000	116,975	114,661	Other Fed Govt	Aaa	AA+
CHANDLER	FHLMC NTS	20,000	21,268	20,847	Other Fed Govt	Aaa	AA+
CHANDLER	FHLMC NTS	310,000	312,875	312,399	Other Fed Govt	Aaa	AA+
CHANDLER	FHLMC NTS	315,000	304,561	307,793	Other Fed Govt	Aaa	AA+
CHANDLER	FNMA	65,000	66,771	65,461	Other Fed Govt	Aaa	AAA
CHANDLER	FNMA NTS	150,000	150,130	148,367	Other Fed Govt	Aaa	AA+
CHANDLER	FNMA NTS	155,000	155,134	153,312	Other Fed Govt	Aaa	AA+
CHANDLER	FNMA NTS	310,000	306,984	304,808	Other Fed Govt	Aaa	AA+
CHANDLER	FNMA NTS	150,000	151,425	150,083	Other Fed Govt	Aaa	AA+
CHANDLER	FNMA NTS	315,000	305,597	306,476	Other Fed Govt	Aaa	AA+

**First 5 Alameda County  
 Combind Holdings Report  
 As of March 31, 2014**

<u>Holder</u>	<u>Asset Name</u>	<u>Shares</u>	<u>Cost</u>	<u>Market Value</u>	<u>Investment Type</u>	<u>S &amp; P</u>	<u>Moody</u>
CHANDLER	FNMA NTS	225,000	223,471	224,082	Other Fed Govt	Aaa	AA+
CHANDLER	FNMA NTS	250,000	250,513	250,790	Other Fed Govt	Aaa	AA+
CHANDLER	TVA BD	275,000	277,233	274,384	Other Fed Govt	Aaa	AA+
CHANDLER	Apple Inc Bonds	190,000	188,225	184,177	Corporate Bonds	Aa3	A+
CHANDLER	Bank of New York Mellon	110,000	122,385	114,734	Corporate Bonds	Aa3	A+
CHANDLER	Bank of New York Mellon	105,000	116,822	109,519	Corporate Bonds	Aa3	A
CHANDLER	Berkshire Hathaway Fin	220,000	220,663	225,416	Corporate Bonds	Aa2	AA+
CHANDLER	Berkshire Hathaway Fin	40,000	40,121	40,985	Corporate Bonds	Aa2	AA+
CHANDLER	Black Rocking NTS	110,000	114,897	112,367	Corporate Bonds	A1	A+
CHANDLER	Black Rocking NTS	50,000	52,226	51,076	Corporate Bonds	A1	A+
CHANDLER	CHAIT 212-A5 A5	165,000	165,000	165,243	Corporate Bonds	NR	AAA
CHANDLER	Chevron Corp	55,000	54,437	54,519	Corporate Bonds	Aa1	AA
CHANDLER	Chevron Corp	30,000	29,693	29,738	Corporate Bonds	Aa1	AA
CHANDLER	Chevron Corp	58,000	57,407	57,493	Corporate Bonds	Aa1	AA
CHANDLER	Chevron Corp	12,000	11,877	11,895	Corporate Bonds	Aa1	AA
CHANDLER	CISCO Sys Inc	60,000	60,285	59,732	Corporate Bonds	A1	AA-
CHANDLER	CISCO Sys Inc	60,000	60,285	59,732	Corporate Bonds	A1	AA-
CHANDLER	CISCO Sys Inc	60,000	60,285	59,732	Corporate Bonds	A1	AA-
CHANDLER	COCA-Colants	100,000	99,840	100,452	Corporate Bonds	Aa3	A+
CHANDLER	COCA-Colants	100,000	99,840	100,452	Corporate Bonds	Aa3	A+
CHANDLER	Ebay Inc	125,000	124,781	127,184	Corporate Bonds	A2	A
CHANDLER	GECC NTS	70,000	76,848	70,438	Corporate Bonds	Aa2	AA+

**First 5 Alameda County  
 Combind Holdings Report  
 As of March 31, 2014**

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CHANDLER	GECC NTS	165,000	181,141	166,031	Corporate Bonds	Aa2	AA+
CHANDLER	General Elec Cap Corp	55,000	60,380	55,344	Corporate Bonds	Aa2	AA+
CHANDLER	Google Inc	130,000	136,148	134,241	Corporate Bonds	Aa2	AA-
CHANDLER	HAROT	250,000	249,987	250,153	Corporate Bonds	Aa2	AA-
CHANDLER	IBM Corp	210,000	210,750	207,488	Corporate Bonds	Aa3	A+
CHANDLER	Intel Corp	190,000	190,566	188,714	Corporate Bonds	A1	A+
CHANDLER	John Deere	35,000	34,978	35,197	Corporate Bonds	A2	A
CHANDLER	John Deere	120,000	124,813	122,784	Corporate Bonds	A2	A
CHANDLER	JDOT ( John Deere ) Pass Through	155,000	154,995	155,073	Corporate Bonds	A2	A
CHANDLER	JDOT ( John Deere ) Pass Through	65,000	64,991	65,232	Corporate Bonds	A2	A
CHANDLER	JP Morgan Chase & Co	110,000	112,698	112,769	Corporate Bonds	Aa3	A+
CHANDLER	JP Morgan Chase & Co	120,000	122,943	123,020	Corporate Bonds	Aa3	A
CHANDLER	Occidental Petroleum	155,000	158,694	157,049	Corporate Bonds	A1	A
CHANDLER	Oracle Corp	210,000	207,764	208,349	Corporate Bonds	A1	A+
CHANDLER	Pfizer	190,000	187,004	187,312	Corporate Bonds	A2	A
CHANDLER	TAOT (Toyota Pass Thru )	155,000	154,985	155,078	Corporate Bonds	A2	A
CHANDLER	TAOT (Toyota Pass Thru )	110,000	109,980	110,160	Corporate Bonds	A2	A
CHANDLER	United Tech Corp	15,000	14,987	15,251	Corporate Bonds	Aa3	A+
CHANDLER	Walmart Stores Inc	110,000	109,899	107,840	Corporate Bonds	Aa2	AA
CHANDLER	Wells Fargo	175,000	182,674	181,358	Corporate Bonds	Aa3	AA-
CHANDLER	Wells Fargo	50,000	52,193	51,817	Corporate Bonds	A1	A+
CHANDLER	Bank of Tokyo Mitsubishi	305,000	304,769	304,896	Commercial Paper	P-1	A-1

**First 5 Alameda County  
 Combind Holdings Report  
 As of March 31, 2014**

<u>Holder</u>	<u>Asset Name</u>	<u>Shares</u>	<u>Cost</u>	<u>Market Value</u>	<u>Investment Type</u>	<u>S &amp; P</u>	<u>Moody</u>
CHANDLER	U.S. Treasury Notes	255,000	254,055	254,023	U.S. Treasury	Aaa	AA+
CHANDLER	U.S. Treasury Notes	100,000	104,739	102,984	U.S. Treasury	Aaa	AA+
CHANDLER	U.S. Treasury Notes	100,000	104,240	102,656	U.S. Treasury	Aaa	AA+
CHANDLER	U.S. Treasury Notes	205,000	213,691	210,445	U.S. Treasury	Aaa	AA+
CHANDLER	U.S. Treasury Notes	110,000	117,293	113,962	U.S. Treasury	TSY	TSY
CHANDLER	U.S. Treasury Notes	190,000	202,597	196,844	U.S. Treasury	Aaa	AA+
CHANDLER	U.S. Treasury Notes	320,000	322,626	320,400	U.S. Treasury	Aaa	AA+
CHANDLER	U.S. Treasury Notes	330,000	326,740	323,684	U.S. Treasury	Aaa	AA+
CHANDLER	U.S. Treasury Notes	310,000	305,036	302,321	U.S. Treasury	Aaa	AA+
CHANDLER	U.S. Treasury Notes	260,000	254,923	255,247	U.S. Treasury	Aaa	AA+
CHANDLER	Federated Govt Oblig	24,330	24,330	24,330	Money Market		
				25,509,006			
				25,280,314			
	Invested with Philanthropic Ventures		5,000,000	5,000,000			
	<b>Total Portfolio</b>		<b>30,509,006</b>	<b>30,280,314</b>			



**To:** First 5 Alameda County Commission

**From:** Christine Hom, Contracts and Grants Administrator

**Date:** April 24, 2014

**Subject:** Financial Policies Revision

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**ACTION REQUESTED**

To review the following revision to the Financial Policies.

**BACKGROUND**

First 5 Alameda County (F5AC) adopted Financial Policies in May 2004, which were subsequently amended in June 2006, May 2007 and September 2011. The Financial Policies are reviewed by staff on an annual basis and recommended changes are brought to the Commission for approval as needed.

**RECOMMENDATION**

This version of the Financial Policies remains substantially unchanged from that approved by the Commission in September 2011. The only proposed revision is to Section VII Purchasing and Contracting, H: adding an alternate Commissioner as designated to sign contracts of \$50,000 and above where the Chair and Vice-Chair have a conflict.

The recommendation is made in the attached document in track changes format for easy identification.

**FISCAL IMPACT**

There is no fiscal impact.

**RECOMMENDATION**

That the Executive Committee discuss and recommend the change to the Financial Policies.

Submitted by:

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Christine Hom  
Contracts and Grants Administrator

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Mark Friedman  
Chief Executive Officer

# FIRST 5



## First 5 Alameda County Financial Policies

Approved June 24, 2004

Revised June 22, 2006

Revised May 24, 2007

Revised September 22, 2011

Revised April 24, 2014

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**FIRST 5 ALAMEDA COUNTY**  
**FINANCIAL POLICIES**  
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- Appendix A: Financial Management, Accounting and Administrative Procedures**
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# **FIRST 5 ALAMEDA COUNTY FINANCIAL POLICIES**

First 5 Alameda County (F5AC) is a independent governmental organization dedicated to assuring that there is a comprehensive system of early intervention services for children 0 to 5 years of age and families in Alameda County. The California Children and Families First Act of 1998 (Proposition 10) created a program in the state for the purposes of promoting, supporting, and improving the early development of children from the prenatal stage to five years of age. The intent of this act is to enable counties to create and implement an integrated, comprehensive and collaborative system of information and services to enhance optimal early childhood development.

F5AC is governed by nine commissioners who are appointed by the Alameda County Board of Supervisors. F5AC's primary funding source is Proposition 10 tobacco taxes.

As a legally separate and fiscally independent agency, F5AC has the responsibility to establish and maintain sound financial policies that will assure F5AC's continuing ability to achieve its goal of improving health and developmental outcomes of children in Alameda County ages 0 to 5. The overriding fiscal policy of F5AC is to maintain programs at a high level through 2013 in the face of declining Proposition 10 revenue stream by strategically drawing from reserves.

The goal of establishing the fiscal policies as detailed herein is to provide F5AC management with appropriate guidance to facilitate management decisions and to document the Commission's delegation of decision making to management. Management will implement these policies through adoption of a Financial Management, Accounting and Administrative Procedures Manual.

## **I. ACCOUNTING, FINANCIAL REPORTING & AUDITING**

F5AC will establish and maintain the highest standard of accounting practices.

- A. A comprehensive accounting process will be maintained to provide complete and timely financial information necessary to effectively operate F5AC.
- B. Accounting procedures will be documented to guide employees in their tasks, to assure consistency in F5AC's accounting practices, and to assist during employee turnover (see Appendix A).
- C. F5AC will meet the financial reporting standards established by the Governmental Accounting Standards Commission.

- D. An annual audit will be performed by an independent certified public accountant in accordance with the requirements of California law, First 5 California, and in accordance with the contract with Alameda County.
- E. F5AC will prepare and issue timely quarterly financial reports to F5AC's management and staff, and will provide more frequent reports as requested. F5AC will issue the most recent financial report to the Commission at each meeting. It will also prepare and issue a six-month mid-year report for budget review purposes.
- F. To the extent possible, F5AC shall organize and assign work duties and responsibilities so that no single employee performs a complete accounting cycle. Employees with access to cash and other physical assets will not also have access to the accounting records. Established procedures shall require proper authorizations by designated persons for all significant actions taken.

## **II. FINANCIAL RESERVES AND GOALS**

Sufficient financial reserves in the Children's Sustainability Fund are critical to F5AC's ability to achieve its mission of improving health and developmental outcomes of children ages 0 to 5 in Alameda County.

- A. F5AC will maintain the Children's Sustainability Fund in accordance with the Long Range Financial Plan established by the Commission on March 25, 2004, and any subsequently approved Long Range Plans. Prudent use of reserves will enable F5AC to maintain programs at a high level through 2013 in the face of declining Proposition 10 revenues.
- B. F5AC will maintain specific reserves required by law and/or debt covenants and any general reserve requirements as may be set from time to time by the Commission.
- C. F5AC will maintain sufficient reserve to support the cost of reimbursement in the case of audit exception in federal fiscal leveraging.
- D. Unspent funds at year end will close to the Children's Sustainability Fund, unless roll over to the next year is approved by the Commission.

## **III. BUDGET ADOPTION AND AMENDMENT**

The budget is the central financial planning document that encompasses all revenue and expenditure decisions related to operations and to capital expenditures. It establishes the level of service to be provided by F5AC within the restriction of anticipated available funds.

- A. F5AC will adopt, by resolution, a budget by June 30 each year.
- B. The annual budget will be a balanced budget consisting of budgetary revenues, restricted carryover and, in accordance with the 10 -Year Financial Plan, augmentation from the Children’s Sustainability Fund.
- C. F5AC will maintain a budgetary control process to ensure compliance with the budget. The budget will be managed at the program level (i.e. program will not overspend its budget).
- D. The Commission will formally review F5AC’s fiscal condition, and amend the budget if necessary, approximately six months after the beginning of each fiscal year.
- E. Budget transfers between programs and budget adjustments that increase the authorized spending level of a program must be approved by the Commission.

**IV. REVENUE ACCOUNTING**

F5AC will maintain adequate control over revenues for accounting and reporting purposes. The accounting process will provide for timely and accurate recording and processing of revenue transactions as well as any specific reporting required.

- A. Revenue will be maximized by using Proposition 10 funds to match in accordance with F5AC’s Fiscal Leveraging Policy, adopted by the Commission on September 2000, and any subsequently approved policies.
- B. State and Federal funds, as well as private grants, may be utilized as long as F5AC determines that the total costs and requirements of accepting the funds are judged not to adversely impact general operations.
- C. Accounting for third party grants or contracts will allow for separate reporting of the activity as both a program of F5AC and in accordance with the requirements of the grant or contract.
- D. If more than one funding source is available for financing a project, the most restrictive sources will be used first.

**V. INVESTMENTS**

Adequate cash management and investment procedures can help ensure that sufficient funds are available to meet current expenditures.

- A. The Commission will annually review and approve the Investment Policy (see Appendix B) in accordance with the California Government Code section 53646.

- B. The investment policy shall require that idle cash is invested in accordance with the following order of priority: 1) Legality, 2) Safety, 3) Liquidity and 4) Yield.
- C. F5AC shall maintain a cash management process which includes receipt of Proposition 10 tax revenues from the County treasury, disbursement of funds and prudent investment of its available cash in accordance with Commission policy in order to provide adequate funds for current operating expenditures.
- D. F5AC will only invest in those investments authorized by the California Government Code section 53601.

## **VI. CASH COLLECTIONS AND DISBURSEMENTS**

A part of the overall maintenance of adequate accounting procedures is the ability to control cash collections and disbursements. Accounting procedures for these areas should be developed to ensure timely processing and recording.

- A. Disbursements whether in the form of checks, electronic transfers or other means will be approved by the Chief Executive Officer, Deputy Director or other designated alternate staff, adequately documented, and accurately recorded in the accounting records. A process for retaining and retrieving supporting disbursements documentation will be maintained.
- B. The processes for cash collections and disbursements will provide for segregation of duties to the greatest extent possible. Bank reconciliations will be performed on a timely basis and reviewed on a timely basis by the Controller, who shall not be involved in the cash collection or disbursement process.
- C. All cash collections whether in the form of checks or currency will be deposited in a timely manner, safeguarded until properly deposited, and accurately recorded in the accounting records.
- D. A receivables process will be maintained that identifies and bills all amounts due F5AC on a timely basis. The process will identify overdue receivables and provide timely collection notices.

## **VII. PURCHASING AND CONTRACTING**

F5AC will provide a system of controls over all purchasing and contracting activities. A purchasing process shall provide for the efficient purchasing for F5AC supplies, equipment and services. It shall prevent unnecessary purchases of materials and supplies, and provide compliance with budgetary requirements.

- A. To the extent possible, Alameda County vendors will be considered.
- B. In accordance with the requirements set forth in Government Code section 130140(d)(4)(B) and Public Contract Code section 3410, preference will be given to United States grown produce and United States processed foods, when there is a choice and when it is economically feasible to do so. In accordance with the statute, F5AC can make the determination of what is “economically feasible”, considering the total cost, quantity and quality of the food and the budget and policies of F5AC.
- C. In accordance with the requirements set forth in Government Code section 130140(d)(4)(B) and Public Contract Code sections 22150 to 22154, F5AC will purchase recycled products instead of non-recycled products whenever recycled products are available at the same or lesser total cost than non-recycled products. In addition, F5AC will require vendors of supplies to comply with the Government Code and Public Contract Code sections referenced above, which require that such businesses certify in writing the minimum, if not exact, percentage of postconsumer materials in the products and supplies offered or sold to F5AC. F5AC may waive this certification requirement if the percentage of postconsumer material can be verified in a written advertisement, such as a product label, catalog, or website.
- D. F5AC will obtain formal proposals through a request for proposal process or request a sole source for each purchase of supplies, equipment or services in an amount of \$25,000 or more. For purchases of supplies, equipment or services in dollar amounts greater than \$5,000 but less than \$25,000, F5AC shall obtain at least three documented quotes. The best proposal shall be determined based on the best combination of price and quality. Quotes may be obtained in writing or from published price lists. Purchases of supplies, equipment or services in dollar amounts less than \$5,000 may be made at purchaser’s discretion, keeping within budget guidelines.
- E. F5AC employees can purchase up to \$1,000 per transaction on behalf of F5AC and be reimbursed with appropriate documentation and approval of the Chief Executive Officer, Deputy Director or designated staff. All purchases must be within the approved budget.
- F. An F5AC credit card will be available for purchases that are over \$1,000 per transaction. It will be held by the Office Manager or designated staff.
- G. All purchases of services over \$5,000 shall be documented via a contract. Only the CEO and Deputy Director are authorized to sign contracts. Only the CEO and Deputy Director or designated alternates are authorized to sign checks.

- H. Contracts of \$50,000 and above require commission approval, and are signed by the chair or vice-chair of the Commission or an alternate Commissioner as designated. Contracts under \$50,000 may be signed by the Chief Executive Officer or Deputy Director. Ancillary payments to vendors (e.g. training costs, honorariums, advertisements) shall not exceed 10% or \$25,000, whichever is lower, be authorized by the CEO or Deputy Director and will not be attributed to the \$50,000 limit for Commission approval if budget funds are available.
- I. F5AC will pay invoices within 40 days of receipt. When discounts are offered, invoices will be paid within the discount period.
- J. For each request for proposal issued, F5AC will establish and communicate to the prospective vendors the bidding or application procedures and evaluation criteria in order to ensure a fair bid or application process and enable F5AC to determine the most cost effective proposals.
- K. F5AC will utilize standardized bidding and application procedures, requests for proposals, contracting provisions, and processes to ensure consistent and effective procurement of supplies, equipment and services.

## **VIII. ADMINISTRATIVE COST POLICY**

Per paragraph 5, subdivision d, Section 130140 of the Health and Safety Code, as amended in Assembly Bill 109, each county commission is required to adopt in a public hearing a limit on the percentage of the county commission's operating budget that may be spent on administrative functions. The guidelines for adoption must be consistent with the First 5 Financial Management Guide.

### **1. Definition of Administrative Costs**

The Guide requires a definition of administrative costs in each county. In Alameda County, administrative costs are defined as follows:

Costs incurred in support of the general management and administration of a First 5 commission, for a common or joint purpose that benefits more than one cost objective (other than evaluation activities) and/or those costs not readily assignable to a specifically benefited cost objective.

Administrative costs are distinguished from Program and Evaluation costs, which are defined as follows:

Program costs. Costs incurred by a First 5 commission readily assignable to a program or service provider (other than for evaluation activities) and/or in the execution of direct service provision.

Evaluation costs. Costs incurred by a First 5 commission in the evaluation of funded programs based on their accountability framework and data collection and evaluation for required reporting to the state and local stakeholders.

2. Allocation of Administrative Costs

First 5 Alameda County allocates administrative costs in the attached Schedule A. Indirect costs will be allocated to Programs using appropriate methods. Direct costs are not allocated to Programs.

3. Limit on Administrative Costs

The upper limit on to be spent on administrative costs is 10% of the operating budget.

4. Monitoring of Administrative Costs

The limit on administrative costs will be reviewed annually at the time of budget adoption. Administrative costs will be monitored throughout the year and will be reported on during the quarterly and year-end budget reports.

**Administrative Cost Policy - Schedule A**

<b><i>Expense</i></b>	<b><i>Cost Center</i></b>	<b><i>Allocable or Direct</i></b>	<b><i>Rationale/Allocation Method</i></b>
Communications	Admin	Direct and Allocable	Costs are direct when bills are linked to programs. Where bills are not linked to individuals, costs are allocable by head count.
Copying/Printing	Admin	Allocable	Head count
Equipment Leases, Rentals, Maintenance	Admin	Direct and Allocable	If the equipment is purchased for program use, it is direct. Equipment for general or shared use is allocable by head count.
Equipment Purchase	Admin	Allocable	Head count
Insurance	Admin	Allocable	Head count
Memberships, Dues	All	Direct	Charged directly to division
Postage	Admin	Direct and Allocable	When postage is for a specific program, it is direct. If shared, it is allocable by head count.
Professional Services	Admin	Allocable	Head count



Space Rental	All	Direct	Based on Square Footage
Supplies	Admin	Direct and Allocable	If employees order supplies for specific program use, it is direct; otherwise it is allocable by head count.
Travel	Admin	Direct	Charged directly to division
Depreciation	Admin	Allocable	Percentage of budget



**To:** First 5 Alameda County Commission  
**From:** Mark R Rasiah, Financial Controller  
**Date:** April 24, 2014  
**Subject:** 2014-2024 Long Range Financial Plan Recommendation

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**ACTION REQUESTED**

To review the attached 2014-24 Long Range Financial Plan and to give feedback for clarification or changes.

**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. Historical background information about the Long Range Financial Plan is provided in Appendix C.

The current Long Range Financial Plan (LRFP) was formally approved by the Commission in May 2013. An update to the LRFP is presented herewith (Appendix A) with underlying assumptions (Appendix B). The update largely reflects the Proposed Budget for FY 2014-2015 and the actual revenue and expenses for the two preceding years, FY 2011-13.

**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 since 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 under the Reduction in Workforce Policy (currently about \$500,000).

**FISCAL IMPACT**

There is no fiscal impact.

**RECOMMENDATION**

To review the Long Range Financial Plan presented in Appendix A, and to give feedback for clarification or changes.

Submitted by:

Reviewed by:

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Mark R Rasiah ,  
Financial Controller

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Mark Friedman,  
Chief Executive Officer



**APPENDIX B – ASSUMPTIONS FOR THE REVISED LONG RANGE FINANCIAL PLAN**

Presented below are the assumptions used to develop the Long Range Financial Plan contained in Appendix A.

**REVENUES**

2013-14 figures are from the revised budget approved in February 2014. For 2014-15 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 2013. These take into account the effects of the federal tobacco tax, other declines in state tobacco tax revenues (such as those due to general economic conditions), Prop 99 backfill amounts and other factors. The projections cover the 2014-2017 period.

The DoF projections for Alameda County show expected annual drops of 3% - 3.5% for the 2014-2017 period.

<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
<b>2013-2014:</b>	<b>\$13.0m</b>	<b>\$13.0m(est.)</b>
2014-2015:	\$12.6m	\$12.6m(est.)
2015-2016	\$12.1m	\$12.1m(est.)
2016-2017	\$11.7m	\$11.7m(est.)

For the purposes of this Long Range Financial Plan, the rate of decline has been maintained at 3.5% over the 2013-2017 time frame and at 2.5% thereafter. It is anticipated that tobacco tax collections will not continue to decline at a much steeper rate, but instead, “flatten out” over the following four years.

- **Fiscal Leveraging** – From FY 2009-10, fiscal leveraging revenues consist entirely of federal reimbursements under the Medi-Cal Administrative Activities (MAA) program. It is assumed that programs eligible for MAA claiming will be sustained throughout the 2013-17 strategic plan period and that these will be maintained at 2012-13 rates.

- **Other**– Private Grant Revenues from the Long foundation are expected to continue through the FY 2014-15 period. There was a one-time grant of \$50,000 from the Packard Foundation in January of 2013 and an annual \$100,000 grant from the Koshland Family Foundation for each of the three years 2014-2016. Other grant revenues in 2013-16 consist of the California Department of Education, Early Learning Challenge Grant for Race to the Top (ends 12/31/15). Interagency income represents:- SAMHSA federal awards for Project LAUNCH (ends 9/30/14) and Early Connections (ends 9/30/15); Reimbursement from Cal State University Eastbay for the Hayward Promise Neighborhood for ECE students and reimbursements from First 5 Contra Costa for hospital outreach coordinator services. The State grant is for CARES PLUS which is expected to continue through FY 2015-16. When new grants are awarded, the Long Range Financial Plan will be revised accordingly.
- **Investment Revenue** – The FY 2014-15 proposed budget estimates investment income to be earned at a rate of 1.5% of the beginning fund balance and 2% thereafter.

#### EXPENSES

2013-14 figures are from the revised budget approved in February 2014. For fiscal years 2017-24, total expenses have been reduced so as 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 well within the range of annual budgetary savings, and this is expected to continue in future years as well.

#### 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 under the Reduction in Workforce Policy (currently about \$500,000).

**APPENDIX C – 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 \$32 million at the end of the current fiscal year (2013-14) and was accumulated in a number of ways over the past twelve years. First, the Fund developed through the initial reserve that occurred when tax dollars were accumulated but funds could not be spent until a Strategic Plan was passed (Jan. 1999-Jan. 2000). In addition, contributions to the Sustainability Fund were budgeted over a number of years (2001-2004). Finally, budgeted funds that remained unspent were directed by the Commission to the Sustainability Fund rather than rolling to the subsequent year’s budget (2001-present).

It is important to note 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. However, changes to budgeting procedures were instituted for the 2009-10 budget to reduce over-budgeting of expense line items. These changes have resulted in draws from the Sustainability Fund since FY2009-10. The plan assumes that Sustainability Funds will continue to be used to maintain a balanced budget.

The following is the use of sustainability funds as indicated in the Long Range Financial Plan:

Fiscal Year	<u>Draw Down From Sustainability for Operations (\$millions)</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
2011-12	\$4.1m	\$0.8m
2012-13	\$9.0m	\$5.3m
<u>FY 2013-17 Strategic Plan</u>		
2013-14	\$1.7m	\$1.7m (est.)
2014-15	\$2.5m	-
2015-16	\$3.5m	-
2016-17	\$3.9m	-
<u>FY 2017-21 Strategic Plan</u>		
2017-18	\$2.0m	-
2018-19	\$2.9m	-
2019-20	\$3.2m	-
2020-21	\$3.6m	-

First 5 Alameda County:

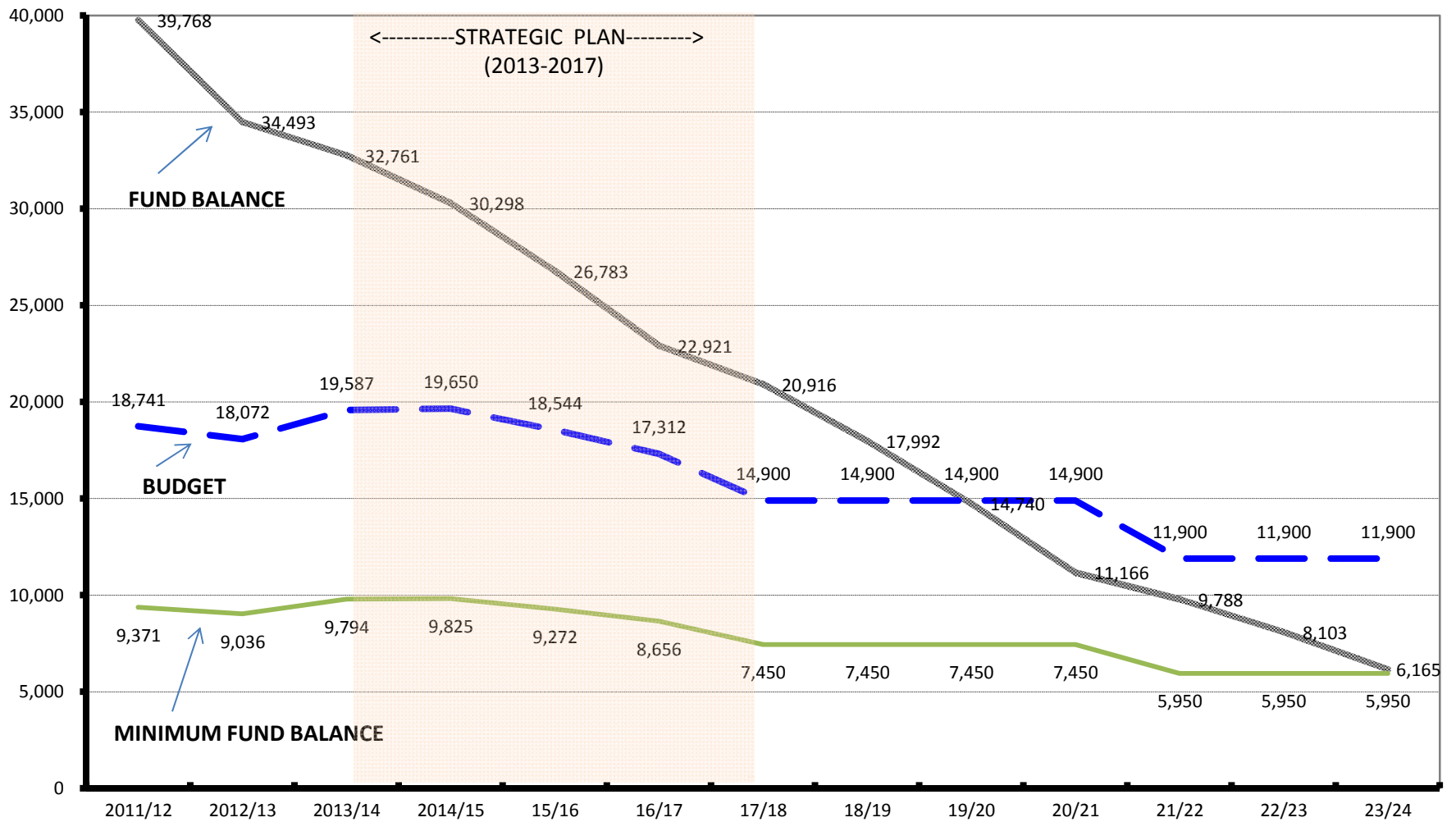
LONG RANGE FINANCIAL PLAN 2014-2024

VERSION DATE - 4/21/2014

Agenda Item 8

Dollars in Thousands	2009-13 Strategic Plan		2013 - 2017 Strategic Plan				2017 - 2021 Strategic Plan						
	Actual	Actual	REVISED BUDGET	PROPOSED BUDGET	Projections		Projections				Projections		
	2011/12	2012/13	2013/14	2014/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24
<b>Beginning Fund Balance</b>	40,517	39,768	34,493	32,761	30,298	26,783	22,921	20,916	17,992	14,740	11,166	9,788	8,103
<b>REVENUES</b>													
<b>Prop 10 Tobacco Tax</b>	14,572	13,647	13,037	12,581	12,140	11,715	11,423	11,137	10,859	10,587	10,322	10,064	9,813
<b>Interagency Income</b>													
- ACBHCS Early Connections(SAMHSA)	455	624	278	316	79								
- ACPHD Project LAUNCH (SAMHSA)	860	853	608	152									
- ACPHD ECCHANGE Hosting & Mtce	75	125	87	87	91	91	91						
- HMG Linkage Line	143	142	250	343	343	343	343						
- CSU Eastbay Foundation (HPN)			72	82	82	41							
- First 5 Contra Costa	119	139	139	139	139	139	139	139	139	139			
<b>Fiscal Leveraging</b>													
- MAA	737	705	700	700	500	500	500	300	300	300			
<b>Grants</b>													
Federal - SART Earmark #2	66	433											
- Race To The Top		588	1,367	1,418	760								
State - CARES PLUS	295	226	300	279	275								
Private - Long Foundation	327	396	450	470									
- Packard Foundation			50										
- Koshland Foundation				100	100	100							
<b>Investment Income</b>	304	104	500	500	500	500	400	400	350	300	200	150	150
<b>Miscellaneous Income</b>	39	88	17	20	20	20	20	20	20	20	20	20	20
<b>TOTAL REVENUES</b>	17,992	18,070	17,855	17,187	15,029	13,449	12,896	11,976	11,648	11,326	10,522	10,214	9,963
<b>EXPENSES</b>													
<b>9 Strategies &amp; Contracts Admin.</b>	15,552	15,278	17,214	17,363	16,257	15,025	13,000	13,000	13,000	13,000	10,000	10,000	10,000
<b>Finance/HR/Administration</b>	978	1,088	1,174	1,009	1,009	1,009	900	900	900	900	900	900	900
<b>Infrastructure(SIS/Overheads/Prof.Svc)</b>	2,211	1,706	1,199	1,278	1,278	1,278	1,000	1,000	1,000	1,000	1,000	1,000	1,000
<b>TOTAL BUDGETED EXPENSES</b>	18,741	18,072	19,587	19,650	18,544	17,312	14,900	14,900	14,900	14,900	11,900	11,900	11,900
<b>CASHFLOW</b>													
Building costs		5,273											
<b>Total Disbursements</b>	18,741	23,345	19,587	19,650	18,544	17,312	14,900	14,900	14,900	14,900	11,900	11,900	11,900
<b>Excess of Disbursements over Receipts</b>	(749)	(5,275)	(1,732)	(2,463)	(3,515)	(3,863)	(2,004)	(2,924)	(3,252)	(3,574)	(1,378)	(1,686)	(1,937)
<b>Ending Fund Balance</b>	39,768	34,493	32,761	30,298	26,783	22,921	20,916	17,992	14,740	11,166	9,788	8,103	6,165
<b>MINIMUM FUND BALANCE REQUIRED</b> (50% OR 6 Months of annual disbursement)	9,371	9,036	9,794	9,825	9,272	8,656	7,450	7,450	7,450	7,450	5,950	5,950	5,950
<b>Ending Fund Balance:</b>													
Committed for Stabilization	\$ 39,768	\$ 34,393	\$ 27,761	\$ 30,298	\$ 26,783	\$ 22,121	\$ 20,916	\$ 17,992	\$ 14,740	\$ 10,666	\$ 9,788	\$ 8,103	\$ 6,165
Transferred to PV Foundation			\$ 5,000										
Provision for Reduction in Workforce Policy	\$ -	\$ 100	\$ -	\$ -	\$ -	\$ 800	\$ -	\$ -	\$ -	\$ 500	\$ -	\$ -	\$ -
<b>Total Ending Fund Balance</b>	<u>\$ 39,768</u>	<u>\$ 34,493</u>	<u>\$ 32,761</u>	<u>\$ 30,298</u>	<u>\$ 26,783</u>	<u>\$ 22,921</u>	<u>\$ 20,916</u>	<u>\$ 17,992</u>	<u>\$ 14,740</u>	<u>\$ 11,166</u>	<u>\$ 9,788</u>	<u>\$ 8,103</u>	<u>\$ 6,165</u>

### LONG RANGE FINANCIAL PLAN - FORECASTED BUDGET, FUND BALANCE & MINIMUM FUND BALANCE RESERVE (\$000s)







**To:** First 5 Alameda County Commission

**From:** Mark Friedman, CEO  
Mark R Rasiah, Financial Controller

**Date:** April 24, 2014

**Subject:** 2014-15 Budget Proposal – First Reading

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**ACTION REQUESTED**

To review the following 2014-15 Budget Proposal and to give feedback for clarification or changes.

**BACKGROUND**

Each First 5 agency is required by statute to pass a Strategic Plan that outlines the use of the tobacco tax funds to serve children age 0-5 and their families. The First 5 Alameda County Commission has approved a four-year Strategic Plan for FY 2013-17. The Strategic Plan was prepared after extensive program and needs assessment and community and stakeholder input. This budget proposal covers the second year of that period, 2014-15, and includes the strategies and programs outlined in the Strategic Plan. This proposed budget covers the second year of a two-year budget for the 2013-2015 budget cycle, that was adopted by the commission in May 2013. Any revisions to the current budget proposal will be brought before the Commission in June 2014.

This presentation is the first reading of the 2014-15 budget proposal. Staff will prepare the second and final reading for the June Executive and Commission meetings, and will incorporate in the interim any changes directed by the Commission as well as new information, if any, related to the Tobacco tax and other revenue streams. 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 January 2015.

**CURRENT BUDGET PROPOSAL**

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

- First 5 staff salaries and benefits
- Grants, contracts, and stipends
- Professional Service costs
- Operating Costs
- Infrastructure costs

The following Revenue and Expense by strategy projections reflect the priorities of the 2013-2017 Strategic Plan that was approved by the Commission in December 2012. All Program areas are presented before the distribution of allocable administrative costs. Infrastructure costs (which include major items such as building maintenance costs, database hosting and computer network support) are presented in full, rather than as allocations. This was done in order to provide a comprehensive picture of the total indirect cost of supporting all programs.

**REVENUE AND AVAILABLE FUNDS 2014-15**

Prop 10 Tobacco Tax allocation and other Revenue for FY 2014-2015 is projected to be \$17.1 million and consistent with the Long Range Financial Plan. Funds from the Sustainability Fund amounting to \$2.4 million are budgeted to close the gap between decreasing Tobacco Tax revenue and projected expenses. Prop 10 Tobacco taxes are expected to decline by 3.5% or nearly half a million dollars next year.

LINE ITEM	2014-15 PROPOSED	RATIONALE/DETAILS
Prop 10 Tobacco Tax	\$12,580,850	The Tobacco tax revenue projection is based on an assessment of current year trend through February 2014 and First 5 California projections for county commissions.
Interagency Income	\$1,118,493	Interagency income includes: <ul style="list-style-type: none"> <li>▪ The SAMHSA (Substance Abuse Mental Health Services Administration) Project LAUNCH federal grant (ends 9/29/14), for a place-based strategy designed to promote the healthy development of young children within the targeted East Oakland community from Alameda County Public Health Department (PHD) was committed for \$152,000;</li> <li>▪ The SAMHSA Early Connections federal grant for a six-year project (ends 9/30/15) that creates an infrastructure for a system of care for children ages 0-5 and their families from Alameda County Behavioral Health Care Services (BHCS) was committed in the amount of \$315,842;</li> <li>▪ The Help Me Grow (HMG) Linkage Line (\$343,065) phone referral service; reimbursement from First 5 Contra Costa for a full-time staff person for hospital outreach to Contra Costa families at Alta Bates (\$139,072); CSU East Bay Foundation for Hayward Promise Neighborhood (\$81,840) for home visiting services in Hayward and reimbursement from ACPHD for database hosting and maintenance costs (\$86,674).</li> </ul>

LINE ITEM	2014-15 PROPOSED	RATIONALE/DETAILS
Grants	\$2,267,745	<p>This line item consists of: A federal award through the California Department of Education for the development of a Quality Rating and Improvement System funded by the Race to the Top Early Learning Challenge grant (\$1,418,378) including supplemental funding (ends 12/31/15).</p> <p>Other grants included are an award for Comprehensive Approaches to Raising Educational Standards (CARES) Phase II grant (\$279,117) from First 5 California, ending 6/30/16. The Private Foundation sources are: Long Foundation (\$470,250) to expand the Summer Pre-K School Readiness program and a grant from the Koshland Family Foundation (\$100,000) to train ECE providers on the Center on the Social and Emotional Foundations for Early Learning (CSEFEL) model.</p>
Fiscal Leveraging	\$700,000	Medi-Cal Administrative Activities (MAA), based on conservative estimates of actual invoices submitted for MAA in 2012-13.
Investment Revenue	\$ 500,000	To be conservative and to reflect the sustained low interest rates climate of recent years, investment revenue yield is estimated to be under 2%, and assumes a reduced fund balance due to the use of \$5.2 million for the purchase of the office building.
Miscellaneous Income	\$20,000	This item represents rental income from our First 5 Association tenants in the office building.
Sustainability Fund	\$2,462,912	This amount is consistent with the Long Range Financial Plan approved in May 2013, which allowed for up to \$2.6 million in Sustainability Funds to maintain programs in 2014-2015.
<b>Grand Total</b>	<b>\$19,650,000</b>	

## **EXPENDITURES 2014-15**

Under the 2013-2017 Strategic Plan program groups were categorized under nine major strategies. The following Expense proposal provides the cost of each of the nine strategies as envisaged in the Strategic Plan. Also provided are the cost of Contracts and Grants Administration and Agency wide Consolidated Operating Expenses. The Strategy expenditures presented below consist of Salaries and Benefits, Program related Contracts, Grants and Professional Services Costs and Direct Program Costs. They exclude shared or indirect Infrastructure costs which are shown separately. The budget will be approved at the Strategy level as shown below. The budget narrative provides some detail on each Strategy and is to be read in conjunction with the Strategic Plan.

Strategies are supported by facilities, infrastructure and data systems. These costs are shown separately as Infrastructure Costs in the proposed budget. The goals of this format of presentation are two-fold. Firstly, to disclose the full cost of each infrastructure component or fixed overhead cost in total rather than as an allocated cost. Secondly, in a declining funding environment keeping track of operating and overhead costs in one place can lead to better tracking, financial control and reporting.

Consistent with legislative requirements brought about by AB 109, expense costs continue to be separated into three cost 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 2014-2015, total salaries and benefits are projected to be \$6.5 million. Salaries are budgeted based on actual amounts. Benefits are budgeted at 50% of salaries. Consistent with direction from the Commission, the approved benefit package has remained mostly consistent with the Alameda County benefit package, including membership in the Alameda County Employee's Retirement Association (ACERA), health and dental benefits, life insurance and a flexible benefit of \$1,500 to offset health, life insurance or flexible spending account costs. The 50% allocation is based on actual cost estimates that are revised periodically as needed.

**Continuum of Care and Linkages for Children and Families (COCL)**

The total COCL budget proposal for 2014-15 is \$8,015,409 and consists of:

STRATEGY	2014-15 PROPOSAL	FUNDING SOURCES	COMMENTS
Home Visiting	\$4,076,985	Tobacco Tax, Medi-Cal Administrative Activities (MAA), Other Sources	Home-Based Family Support. Contractors leverage TCM with First 5 funding.
Help Me Grow	\$2,145,748	Tobacco Tax, Medi-Cal Administrative Activities (MAA)	Coordinated screening, assessments and referral
Early Connections	\$445,858	Behavioral Health Care Services (SAMHSA Federal Grant)	Early childhood mental health system of care.
School Readiness Includes Literacy, Kindergarten Readiness and Transition	\$807,136	Tobacco Tax, Long Foundation Private Grant	School-Based K Readiness and transition services.
Place Based	\$151,000	Tobacco Tax	Provides for an early childhood HUB Coordinator and Playgroups in East Oakland.
Place Based - Project LAUNCH	\$312,139	Public Health Department (SAMHSA Federal Grant)	Integration of early childhood mental health supports in East Oakland.
Place Based - Hayward Promise Neighborhood	\$76,543	CSU Eastbay Foundation	Provides for home visiting services in the Jackson triangle area of Hayward.
<b>Total Continuum of Care And Linkages</b>	<b>\$8,015,409</b>		

## Community and Provider Capacity Building (PCB) & Program Operations

The Provider Capacity Building (PCB) & Program Operations budget proposal for 2014-15 is \$7,255,121 and consists of:

STRATEGY	2014-15 PROPOSAL	FUNDING SOURCES	COMMENTS
Grants for Community Support	\$2,098,795	Tobacco tax	Programs funded in various strategy areas, dependent on funding priorities selected by the Commission
Quality ECE	\$3,199,979	Tobacco Tax, CARES Plus Phase II, Koshland Family Foundation, Packard Foundation	A variety of childcare quality improvement activities including: Site based technical assistance, Capital Grants, higher education and child developmental and behavioral support.
Quality Rating Improvement System (QRIS)	\$1,474,594	California Department of Education Race to the Top Early Learning Challenge grant, including supplemental funding.	Integrated Child Care Quality Support System. \$592k of supplemental funds used to offset tobacco tax funded QRIS costs in COCAL and PCB in FY 2014-15. These savings will be used to extend the program through the current strategic plan.
Training & Capacity Building	\$481,753	Tobacco Tax	Provider Capacity Building
<b>Total Provider Capacity Building</b>	<b>\$7,255,121</b>		

### Early Childhood Policy Advocacy and Communication (PAC)

The Policy Advocacy and Communications budget proposal for 2014-15 is \$562,922 and consists of:

PROGRAM	2014-15 PROPOSAL	FUNDING SOURCES	COMMENTS
Policy agenda, Systems Change & Sustainability and linking with health reform and other initiatives.	\$562,922	Tobacco Tax	Workgroup consists of leadership team staff from each of the strategy areas. Includes a provision of \$150,000 for communications and general policy initiatives.
<b>Total Policy Advocacy</b>	<b>\$562,922</b>		

### Evaluation and Technology

The Evaluation and Technology (E&T) budget proposal for 2014-15 is \$1,123,279 and consists of:

PROGRAM	2013-14 PROPOSAL	FUNDING SOURCES	COMMENTS
Evaluation, Database, Technical Assistance.	\$1,231,063	Tobacco Tax, Behavioral Health Care Services (SAMHSA Federal Grant), Long Foundation Private Grant. Medi-Cal Administrative Activities (MAA). Race To The Top (RTT) Early Learning Challenge grant	Includes: internal and external evaluation activities for First 5 funded programs; Database enhancements for ECC Online, ECChange and Pathways data systems, technical assistance to partners.
<b>Total Evaluation and Technology</b>	<b>\$1,123,279</b>		



**Awards Administration & Consolidated Operating Expenses**

The Awards Administration & Consolidated Operating Expenses Budget proposal for 2014-15 is \$405,494 and consists of:

FUNCTION	2014-15 PROPOSAL	FUNDING SOURCES	COMMENTS
Contracts & Grants Administration. Consolidated Operating Costs	\$405,494	Tobacco Tax, Medical Administrative Activities (MAA)	Program Operating Expenses such as Copying, Travel, Supplies and Hospitality have been consolidated within this program.
<b>Total Awards and Operating Expenses</b>	<b>\$405,494</b>		

**Administration**

The Administration budget proposal for 2014-15 is \$1,009,956.

FUNCTION	2014-15 PROPOSAL	FUNDING SOURCES	COMMENTS
Administration, Commission, Finance, Human Resources and Facilities Management	\$1,009,956	Tobacco Tax, Medical Administrative Activities (MAA)	Includes centralized agency wide staff development costs under HR.
<b>Total Administration</b>	<b>\$1,009,956</b>		

**Infrastructure**

The Infrastructure budget proposal for 2014-15 is \$1,277,819. This budget group consists of all fixed and overhead costs incurred by First 5 Alameda County, in providing services.

<b>FUNCTION</b>	<b>2014-15 PROPOSAL</b>	<b>FUNDING SOURCES</b>	<b>COMMENTS</b>
Program Overheads	\$1,277,819	Tobacco Tax, Medi-Cal Administrative Activities (MAA), Grants.	Agency wide Printing, Audit, Legal, Database Management, Network Support, Building maintenance, Equipment leases, Communications, Insurance, postage, Professional Services etc.
<b>Total Infrastructure</b>	<b>\$1,277,935</b>		
<b>Grand Total</b>	<b>\$19,650,000</b>		

**Administrative Cap**

As part of the agency Finance Policy and consistent with AB 109 and SB 35, First 5 Alameda County has set an administrative cost cap of 10%. Costs are segregated through the year into the Program, Evaluation and Administrative divisions 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' administrative costs do not exceed the cap. They are:

<b>2014-15 ADMINISTRATIVE CAP</b>	
Program	87.6%
Evaluation	5.7%
Administration & Awards	6.7%
<b>TOTAL</b>	<b>100.00%</b>

**Fiscal Impact**

The fiscal impact is \$19,650,000 in budgeted expenses, a major portion of which will be funded by a combination of Prop 10 and other revenue sources amounting to \$17,187,088. The balance is expected to be funded by the use of Sustainability funds in the amount of \$2,462,912 in FY 2014-15.

This amount is within the range set forth in the Long Range Financial Plan figures approved in May 2013. That plan projected up to \$2.4 million in Sustainability Funds to be used to maintain programs in 2014-15.

**RECOMMENDATION**

To review the following 2014-15 Budget Proposal and to give feedback for clarification or changes.

Submitted by:

Reviewed by:

\_\_\_\_\_  
 Mark R Rasiah  
 Financial Controller

\_\_\_\_\_  
 Mark Friedman  
 Chief Executive Officer

**First 5 Alameda County  
Proposed Revenue and Available Funds Budget  
For the Period July 1, 2014 - June 30, 2015**

Revenues	Actual* Revenue FY 2011-12	Actual* Revenue FY 2012-13	Revised Budget FY 2013-14	Proposed Budget FY 2014-15	Variance %	Notes
<b>Prop 10 Tobacco Tax</b>	<b>14,572,161</b>	<b>13,646,783</b>	<b>13,037,150</b>	<b>12,580,850</b>	-4%	1
<b>Interagency Income</b>						
- ACBHCS Early Connections(SAMHSA)	454,871	624,211	278,000	315,842	14%	
- ACPHD Project LAUNCH (SAMHSA)	859,630	853,233	608,237	152,000	-75%	2
- ACPHD ECCHANGE Hosting & Mtce	74,700	125,158	86,674	86,674	0%	
- HMG Linkage Line	142,524	142,524	250,461	343,065	37%	
- CSU Eastbay Foundation (HPN)			72,000	81,840	14%	
- First 5 Contra Costa	119,070	139,072	139,072	139,072	0%	
<b>Total Income from Alameda Co. Agencies</b>	<b>1,650,795</b>	<b>1,884,198</b>	<b>1,434,444</b>	<b>1,118,493</b>	-22%	
<b>Grants</b>						
Federal- SART Earmark #2	66,767	433,233				
- Race To The Top		588,000	1,367,000	1,418,378	4%	3
State - CARES PLUS	295,426	226,270	300,000	279,117	-7%	4
Private - Long Foundation	326,900	396,000	450,000	470,250	4%	
- Koshland Foundation				100,000		
- Packard Foundation			50,000			
<b>Total Grants</b>	<b>689,093</b>	<b>1,643,503</b>	<b>2,167,000</b>	<b>2,267,745</b>	5%	
<b>Fiscal Leveraging</b>						
MAA	737,148	705,623	700,000	700,000	0%	
<b>Total Fiscal Leveraging</b>	<b>737,148</b>	<b>705,623</b>	<b>700,000</b>	<b>700,000</b>	0%	
Investment Revenue	303,972	103,719	500,000	500,000	0%	
Misc.Income	39,527	87,948	17,000	20,000	18%	5
<b>TOTAL REVENUE</b>	<b>17,992,696</b>	<b>18,071,774</b>	<b>17,855,594</b>	<b>17,187,088</b>	-4%	
<b>Available Funds</b>						
<b>Sustainability Funds</b>	<b>775,721</b>	<b>5,273,781</b>	<b>1,731,406</b>	<b>2,462,912</b>	42%	
<b>TOTAL REVENUES &amp; AVAILABLE FUNDS</b>	<b>18,768,417</b>	<b>23,345,555</b>	<b>19,587,000</b>	<b>19,650,000</b>	0%	

**Notes:**

1. Prop 10 Tobacco tax revenues are projected to decline at an average of 3.5% per year.
2. Project LAUNCH funding ends Septemebr 2014. This amount represents 3 months of expenditures only.
3. Race to the top funds includes a recently approved supplemental amount. The funding ends December 2015.
4. CARES Plus funding ends June 2016.
5. Miscellaneous income from renting office space.

**First 5 Alameda County  
Proposed Expenditure Budget by Expenditure Category  
For the Period July 1, 2014 - June 30, 2015**

<b>Expenditures</b>	<b>Actual* Expenses FY 2011-12</b>	<b>Actual* Expenses FY 2012-13</b>	<b>Revised Budget FY 2013-14</b>	<b>Proposed Budget FY 2014-15</b>	<b>Variance %</b>
<b>Personnel Costs</b>	6,430,860	6,440,769	<b>6,699,190</b>	<b>6,497,689</b>	-3%
<b>Contracts</b>	8,670,665	7,999,231	<b>9,449,982</b>	<b>9,805,967</b>	4%
<b>Grants</b>	2,008,784	2,046,512	<b>2,012,500</b>	<b>1,990,700</b>	-1%
<b>Professional Services Contracts</b>	86,242	262,467	<b>225,250</b>	<b>229,950</b>	2%
<b>Program Operating Costs</b>	434,940	388,134	<b>673,948</b>	<b>535,680</b>	-21%
<b>Infrastructure Costs</b>	1,136,926	935,537	<b>526,130</b>	<b>590,014</b>	12%
<b>TOTAL EXPENDITURES</b>	<b>18,768,417</b>	<b>18,072,649</b>	<b>19,587,000</b>	<b>19,650,000</b>	0.3%

\* Source: Audited Financial Statements

**First 5 Alameda County  
Proposed Expenditure Budget By Strategy  
For the Period July 1, 2014 - June 30, 2015**

	<b>COCL</b>	<b>PCB</b>	<b>PAC</b>	<b>E &amp; T</b>	<b>AWARDS</b>	<b>ADMIN</b>	<b>INFRA</b>	<b>TOTAL</b>
	<b>Proposed FY 2014-15</b>	<b>Proposed FY 2014-15</b>	<b>Proposed FY 2014-15</b>	<b>Proposed FY 2014-15</b>	<b>Proposed FY 2014-15</b>	<b>Proposed FY 2014-15</b>	<b>Proposed FY 2014-15</b>	<b>Proposed FY 2014-15</b>
<b><u>Personnel Costs</u></b>								
Salaries & Benefits	2,354,250	1,662,788	385,922	863,279	306,494	924,956		6,497,689
<b><u>Program Contracts/Grants</u></b>								
Contracts	5,482,779	3,213,383	162,000	260,000			687,805	9,805,967
Grants & Stipends		1,990,700						1,990,700
Professional Services Contracts	66,200	163,750						229,950
<b>Total Contracts/Grants</b>	<b>5,548,979</b>	<b>5,367,833</b>	<b>162,000</b>	<b>260,000</b>	<b>0</b>	<b>0</b>	<b>687,805</b>	<b>12,026,617</b>
<b><u>Program Operating Costs</u></b>	112,180	224,500	15,000		99,000	85,000		535,680
<b>TOTAL DIRECT PROGRAM COSTS</b>	<b>8,015,409</b>	<b>7,255,121</b>	<b>562,922</b>	<b>1,123,279</b>	<b>405,494</b>	<b>1,009,956</b>	<b>687,805</b>	<b>19,059,986</b>

**INDIRECT COSTS**

Communications	30,000	30,000
Copying/Printing/Postage	40,000	40,000
Equipment Leases/Supplies	6,000	6,000
Equipment Purchase	30,000	30,000
Insurance	95,000	95,000
Membership and Dues	24,000	24,000
Professional Services	118,000	118,000
Building Maintenance	120,000	120,000
Depreciation	127,014	127,014
<b>Total Infrastructure</b>	<b>1,277,819</b>	<b>590,014</b>

COCL - Continuum of Care & Linkages  
 PCB - Provider Capacity Building  
 PAC - Policy Advocacy & Communications  
 E&T - Evaluation & Technology  
 AWARDS - External Awards Administration  
 ADMIN - Finance, HR & Administration  
 INFRA - Infrastructure Costs

Total Expenditure Budget

<b>19,650,000</b>
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**To:** First 5 Alameda County Commission

**From:** Mark Friedman, CEO

**Date:** April 24, 2014

**Subject:** Conflict of Interest Code Amendment

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**ACTION REQUESTED:**

To review and approve F5AC's revised conflict of interest disclosure categorizations for staff.

**BACKGROUND:**

In May 2006 First 5 Alameda County adopted conflict of interest policies to be in compliance with Government Code 87300. Conflict of interest disclosure must be undertaken by an individual in an organization who can authorize or recommend authorization of payment of funds. On an annual basis, Commissioners and designated staff are required to complete the Statement of Economic Interests Form 700 to disclose any financial conflicts.

First 5 Alameda County reviews its conflict of interest code and disclosure categorizations on an annual basis. The attached document contains updates including new positions, revisions of titles of existing positions and the deletion of positions that no longer exist or no longer make or participate in making financial related decisions.

Disclosure categories are as follows:

**Category 1**

All business positions, investments in, or income (including gifts and loans) received from any entities that provide services of the type which are eligible to receive Proposition 10 funding.

**Category 2**

All interests in real property within the jurisdiction. Real property shall be deemed to be within the jurisdiction if the property or any part of it is located within or not more than two miles outside the boundaries of the jurisdiction or within two miles of any land owned or used by the agencies.

**Category 3**

All business positions, investments in, or income (including gifts and loans) received from business entities that manufacture, provide or sell services or supplies of a type utilized by the agency and associated with the job assignment of designated position assigned to this disclosure category.

**Category 4**

Individuals who perform under contract the duties of any designated position shall be required to file statements of Economic Interests disclosing reportable interest in the categories assigned to that designated position.

In addition, individuals who, under contract, participate in decisions which affect financial interests by providing information, advice, recommendations or counsel to the agency which could affect financial interest shall be required to file Statements of Economic Interests, unless they fall within the Political Reform Act's exceptions to the definition of consultant. The level of disclosure shall be as determined by the chief executive officer (or head) of the agency.

**RECOMMENDATION:**

That the Commission approve the attached Conflict of Interest Disclosure Categorization for F5AC staff.

Submitted by:

Reviewed by:

\_\_\_\_\_  
Christine Hom  
Contracts & Grants Administrator

\_\_\_\_\_  
Mark Friedman  
Chief Executive Officer





CONFLICT OF INTEREST DISCLOSURE CATEGORIZATION CALENDAR YEAR 2013~~4~~

Title	Disclosure Category	Employee
<del>Budget and Contracts Manager</del>	<del>1, 2, 3</del>	<del>Gole</del>
Chief Executive Officer	1, 2, 3	Friedman
Community Grants Administrator	1, 2, 3	<del>Ramler</del> Edwards
<del>Community Grants Program Officer</del>	<del>1, 2, 3</del>	<del>Barnes</del>
<del>Community Grants Program Officer</del>	<del>1, 2, 3</del>	<del>Bremond</del>
<del>Community Grants Associate</del>	<del>3</del>	<del>Bremond, K</del>
<del>Communications and Marketing Coordinator</del>	<del>1, 2, 3</del>	<del>Ackley</del>
<del>Communications Specialist</del>	<del>3</del>	<del>Gillenkirk</del>
Contracts <del>and Grants</del> Administrator	1, 2, 3	Hom
Contracts Manager	1, 2, 3	Gregor
<del>Contracts Manager</del>	<del>1, 2, 3</del>	<del>Beaufort</del>
Deputy Director	1, 2, 3	Burger
<del>Early Childhood Mental Health Specialist</del>	<del>1, 2, 3</del>	<del>Bansal</del>
<del>Early Childhood Specialist</del>	<del>1, 2, 3</del>	<del>Otero</del>
<del>Early Childhood Specialist</del>	<del>1, 2, 3</del>	<del>Turner</del>
<del>Early Care &amp; Education Professional Development Programs Manager</del>	<del>1, 2, 3</del>	<del>Vacant</del>
<del>Early Care &amp; Education Specialist</del>	<del>1, 2, 3</del>	<del>Jerene</del>
<del>Early Connections Cultural &amp; Linguistic Responsiveness Coordinator</del>	<del>1, 2, 3</del>	<del>Chun</del>
<del>ECE Program Administrator (Quality Improvement)</del>	<del>1, 2, 3</del>	<del>Bansal</del>
Evaluation Specialist	1, 2, 3	Bernzweig
Evaluation Specialist	1, 2, 3	Wellenkamp
<del>Evaluation Specialist</del>	<del>1, 2, 3</del>	<del>Vacant</del>
Financial Controller	1, 2, 3	Rasiah
<del>Help Me Grow Administrator</del>	<del>1, 2, 3</del>	<del>Farrar</del>
<del>Help Me Grow/Early Connections Administrator</del>	<del>1, 2, 3</del>	<del>Turner</del>
<del>Help Me Grow Community Liaison</del>	<del>1, 2, 3</del>	<del>Turner</del>

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<u>Help Me Grow Prevention Coordinator</u>	<u>1, 2, 3</u>	<u>Toscano</u>
<u>Help Me Grow Services Program Coordinator</u>	<u>1, 2, 3</u>	<u>Hall</u>
Human Resources <del>Administrator</del> <u>Manager</u>	<u>1, 2, 3</u>	<u>Otero</u>
Information Systems Administrator	1, 2, 3	Basta
Office Manager	1, 2, 3	Allen
<del>Pediatric Strategies Associate</del>	1, 2, 3	Page
<u>Perinatal Program Services Administrator</u>	<u>3</u>	<u>Sanchez</u>
<u>Program Manager</u>	<u>1, 2, 3</u>	<u>Jones</u>
<del>Program Manager</del>	<u>1, 2, 3</u>	<u>Edwards</u>
<del>Program Manager</del>	<u>1, 2, 3</u>	<u>Witten</u>
<del>Program Manager</del>	<u>1, 2, 3</u>	<u>Sato</u>
<del>Program Manager</del>	<u>1, 2, 3</u>	<u>Jones</u>
<del>Program Manager</del>	<u>1, 2, 3</u>	<u>Toscano-Gutierrez</u>
<del>Program Manager</del>	<u>1, 2, 3</u>	<u>Jerene</u>
<del>Program Manager</del>	<u>1, 2, 3</u>	<u>Straubel</u>
<u>Program and Policy Coordinator</u>	<u>1, 2, 3</u>	<u>Erickson</u>
<del>Program Services Administrator</del>	<u>1, 2, 3</u>	<u>Chun</u>
<del>Program Services Administrator</del>	<u>1, 2, 3</u>	<u>Keener</u>
<del>Program Services Administrator</del>	<u>1, 2, 3</u>	<u>Freschi</u>
<del>Program Services Administrator</del>	<u>1, 2, 3</u>	<u>Hwang</u>
<del>Program Services Administrator</del>	<u>1, 2, 3</u>	<u>Farrar</u>
Program Services Administrator, <u>Training @ First 5</u>	<u>1, 2, 3</u>	<u>Erickson</u>
Quality Improvement <del>Specialist</del> <u>Coach</u>	1, 2, 3	Hoch
Quality Improvement <del>Specialist</del> <u>Coach</u>	3	Lara
<del>Senior Quality Improvement Specialist</del> <u>Coaching Manager</u>	3	Lo
<u>Quality Rating Improvement System Administrator</u>	3	Smith
<del>School Readiness Associate</del>	<u>1, 2, 3</u>	<u>Doan</u>
<u>School Readiness Program Manager</u>	<u>3</u>	<u>Barnes</u>
<u>Senior Administrator, Evaluation &amp; Technology</u>	<u>1, 2, 3</u>	<u>Mumby</u>
<u>Senior Administrator, Continuum of Care and Linkages</u>	<u>1, 2, 3</u>	<u>Hwang</u>
<u>Senior Administrator, Community &amp; Provider Capacity Building</u>	<u>1, 2, 3</u>	<u>Keener</u>
	<u>1, 2, 3</u>	<u>Ramler</u>



**To:** First 5 Alameda County Commission  
**From:** Janis Burger, Deputy Director  
**Date:** April 24, 2014  
**Subject:** Contract Authorizations

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**REQUESTED ACTION**

To review the following contract authorizations.

**BACKGROUND**

Per our Financial Policies, Section VII. Purchasing and Contracting, the Commission must approve contract/award amounts in excess of \$50,000. The following awards require specific authorization from the Commission.

**Alameda County Public Health Department - \$153,086**

First 5 Alameda County is requesting approval of a FY 2013-2015 contract with Alameda County Public Health Department to continue working with California State University, East Bay and Hayward Promise Neighborhood (HPN) to support the work of the HPN to address disparities in the Jackson Triangle and South Hayward. Funding will support a public health nurse through the end of the calendar year to provide culturally and linguistically responsive case management, outreach and care coordination for low-income, high-risk families, via various family support interventions and primarily through home visiting (2013-17 Strategic Plan, page 11). The nurse will visit up to 150 prenatal or postpartum mothers and link them to other HPN services and supports per year. The addition of this \$153,086 contract brings the FY 2013-2015 aggregate contract amount to \$7,730,927.34 for which Commission approval is needed.

\*ACPHD currently has a FY 2013-15 \$190,000 contract supporting Help Me Grow pediatric strategies in CHDP provider sites, a FY 2013-15 \$7,300,000 contract to integrate home visiting services into a countywide system of care, and a six month FY 2013-14 \$87,841.34 contract to integrate home visiting services for the Hayward Promise Neighborhood initiative.

Fiscal Impact: None. Funding will be included in the current FY 2013-14 budget and FY 2014-15 budget proposal (for the second 6 months of the calendar year). All funds will be received from the federal U.S. Department of Education Hayward Promise Neighborhood grant.

**Action requested: Approve an aggregate FY 2013-15 contract amount of \$7,730,927.34 for Alameda County Public Health Department.**

**Hayward Unified School District (HUSD) - \$9,000**

First 5 Alameda County is requesting a FY 2013-15 contract amendment with Hayward Unified School District to expand their 2014 Summer Pre K (SPK) program to serve an additional 3 classrooms (2013-17 Strategic Plan, page 10). HUSD has a current FY 2013-15 contract to serve 6 SPK classrooms for 5 weeks during 2014 and provide parent education at each school site. Additional funding will allow HUSD to pilot a three-week model of the SPK program at each site and serve a total of 9 SPK classrooms this summer. The addition of this \$9,000 amendment to their existing FY 2013-15 \$132,000 (\$66,000 per year) contract brings the total contract amount to \$141,000 for FY 2013-15 for which Commission approval is needed.

**Fiscal Impact:** None. All funds will be received through the current Thomas J. Long Foundation grant.

**Action requested:** Approve a FY 2013-2015 contract amount of \$141,000 for Hayward Unified School District.

**Oakland Unified School District (OUSD) - \$9,766**

First 5 Alameda County is requesting a FY 2013-15 contract amendment with Oakland Unified School District to expand their 2014 Summer Pre K (SPK) program to serve an additional classroom in East Oakland (2013-17 Strategic Plan, page 10). OUSD has a current FY 2013-15 contract to serve 5 SPK classrooms for 5 weeks during 2014 and provide parent education at each school site. Additional funding will allow OUSD to serve a total of 6 SPK classrooms this summer throughout Oakland. The addition of this \$9,766 amendment to their existing FY 2013-15 \$64,585 contract brings the total contract amount to \$74,351 for which Commission approval is needed.

**Fiscal Impact:** None. All funds will be received through the current Thomas J. Long Foundation grant.

**Action requested:** Approve a FY 2013-2015 contract amount of \$74,351 for Oakland Unified School District.

### **The Regents of the University of California (UC Regents) - \$50,000**

First 5 Alameda County is requesting approval of a FY 2013-15 \$50,000 contract with UC Regents to develop a new interdisciplinary Child Development Major at the University of California, Berkeley campus. This development will include mapping of current campus course offerings to the California Child Development Permit Matrix and Quality Rating and Improvement System Matrix, identifying needed courses that could be developed on campus in participating departments, creating a plan to develop a cohort model to support Child Development majors and exploring and developing fundraising opportunities for institutionalizing Child Development major course offerings (2013-17 Strategic Plan, page 9). The UC Regents/Lawrence Hall of Science currently have a \$119,968 FY 2013-15 targeted grant to offer developmentally appropriate play-based science experiences for at-risk families. The addition of this \$50,000 contract brings the FY 2013-15 aggregate contract amount to \$169,968 for which Commission approval is needed.

**Fiscal Impact:** None. Funding is budgeted.

**Action requested:** Approve an aggregate FY 2013-15 award amount of \$169,968 for UC Regents.

### **Mills College - \$50,000**

First 5 Alameda County is requesting approval of a FY 2013-15 \$50,000 contract with Mills College to map and align their Child Development Bachelor's degree to meet the standards of the California Child Development Permit Matrix, Early Childhood Educator Competencies and the Quality Rating and Improvement System Matrix (2013-17 Strategic Plan, page 9). First 5 funding will allow for Mills College to conduct a mapping of current courses to established standards, analyze findings, revise and strengthen current courses and field placements, and institutionalize the required changes. Additionally, Mills College will develop formal pathways for students transferring into the college's Child Development major from local community colleges.

Mills College currently has a \$17,000 FY 2013-14 contract to conduct comprehensive outreach for the EarlyOakland.com campaign. The addition of this \$50,000 contract brings the FY 2013-15 aggregate contract amount to \$67,000 for which Commission approval is needed.

**Fiscal Impact:** None. Funding is budgeted.

**Action requested:** Approve an aggregate FY 2013-15 award amount of \$67,000 for Mills College.

**RECOMMENDATION**

That the Commission approve the above contract authorizations.

Submitted by:

Reviewed by:

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Janis Burger,  
Deputy Director

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Mark Friedman,  
Chief Executive Officer



**To:** First 5 Alameda County Commission

**From:** Mark Friedman, Chief Executive Officer  
Janis Burger, Deputy Director

**Date:** April 24, 2014

**Subject:** FY 2014-15 Strategic Plan – First Reading

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**ACTION REQUESTED**

Review the FY 2014-15 Strategic Plan.

**BACKGROUND**

The FY 2013-17 First 5 Alameda County Strategic Plan must have an annual review by the Commission prior to the release of state funds for FY 2014-15. No substantial changes are being proposed to the Strategic Plan for FY 2014-15.

**FISCAL IMPACT:** The goal, as per the long range plan, is to keep the program funding level relatively constant for the entire four years of the plan.

**RECOMMENDATION:** That the Commission review the first draft of the FY 2014-15 Strategic Plan and suggest any modifications to be discussed and approved at the Commission meeting on June 26<sup>th</sup>.

Submitted by:

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Mark Friedman, Chief Executive Officer

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Janis Burger, Deputy Director

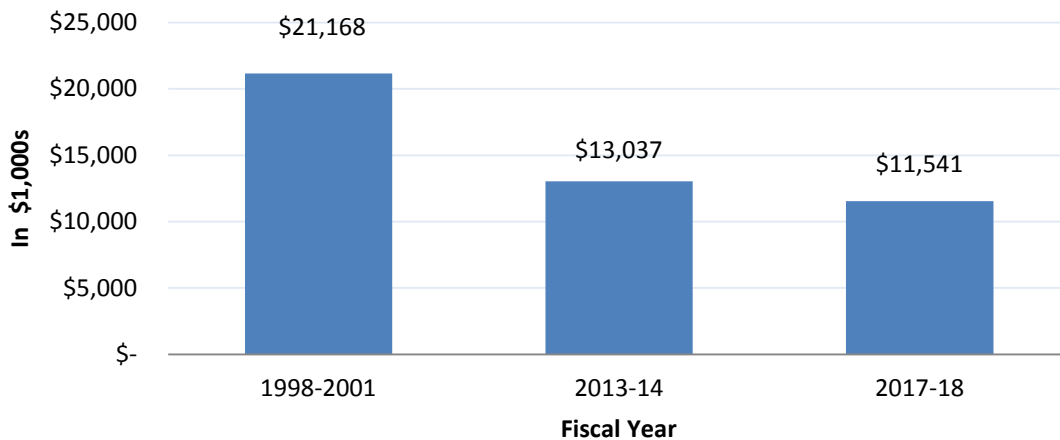


# Strategic Plan 2013-17

The First 5 Alameda County Strategic Plan covers the four years between July 2013 and June 2017. It reflects the fiscal reality of declining funding, while continuing to seek opportunities to build and sustain the capacity of public agencies and community partners who share our vision and mission. The plan is the result of significant community input, including a broad-based community survey of our F5AC partners (564 responses), key informant interviews, evaluation reports, literature reviews, and extensive input from F5AC Commissioners.

Tobacco tax revenues for Alameda County reached a high of \$21 million in 1998, but are projected to fall to \$11 million by 2017.

### First 5 Alameda County Funding History and Forecast of Prop 10 Revenue



The results, outcomes, and strategies described in this plan build upon many years of F5AC work, but also take us in new directions. The plan opens with our overall vision, mission, and guiding principles, tying these to the results and outcomes we hope to achieve. The plan then provides details about the specific strategies we believe will yield the results and outcomes, including descriptions of the strategies, what's new and different about each of them, the programs they encompass, and the many partners we rely upon to extend and leverage F5AC's investments. Finally, the plan describes F5AC's role in supporting a continuous prevention and early intervention system for our county's youngest children and how we invest our resources to make the plan's vision a reality.

## Our Vision

Every child in Alameda County will have optimal health, development and well-being from birth to 5 to reach his or her greatest potential.

## Our Mission

In partnership with the community, support a county-wide continuous prevention and early intervention system that promotes optimal health and development, narrows disparities and improves the lives of children 0 to 5 and their families.



## KEY ELEMENTS OF THE 2013-17 STRATEGIC PLAN

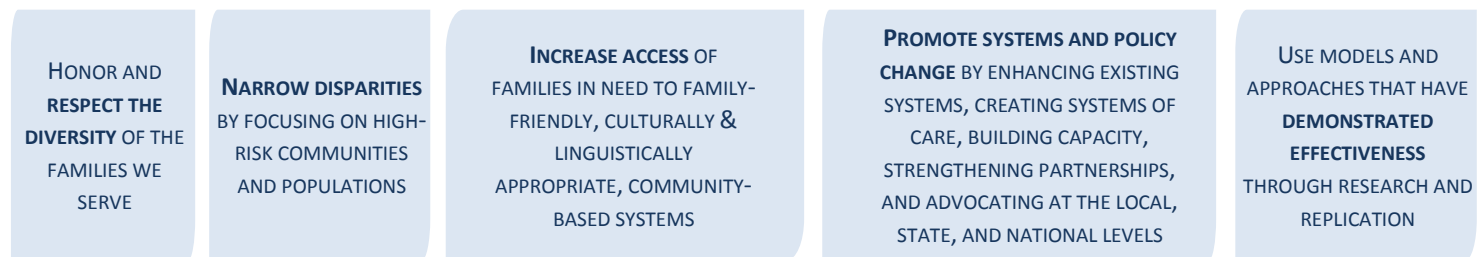
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# Vision, Mission, and Guiding Principles

**VISION** - Every child in Alameda County will have optimal health, development, and well-being from birth to 5 to reach his or her greatest potential.

**MISSION** - In partnership with the community, First 5 Alameda County supports a countywide continuous prevention and early intervention system that promotes optimal health and development, narrows disparities, and improves the lives of children 0 to 5 and their families.

## GUIDING PRINCIPLES



Our commitment to systems change and countywide impact focuses on **two major benchmarks**:

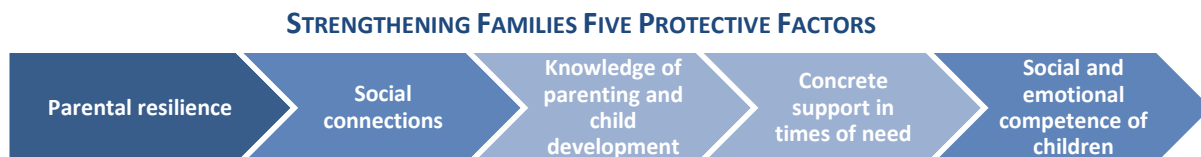
**Children are ready for kindergarten, and can later achieve success in the third grade;<sup>1</sup> and Children are free from abuse and neglect.**

In order to have a positive impact on these two population-based benchmarks, we will focus on achieving the following **four intermediate results** that contribute to the broader benchmarks:

1. Parents/Primary Caregivers provide stable, supportive, and nurturing environments for children
2. Children are prepared for school through quality early experiences
3. Children reach their optimal development outcomes
4. A comprehensive, coordinated early childhood system is in place in Alameda County

For each result, we have identified specific **outcomes** that will help us evaluate our success.

We have modeled our outcomes on the Strengthening Families Protective Factors, an evidence-based framework that we, along with many other agencies and states throughout the country, have adopted as a pathway to increasing resiliency and reducing abuse and neglect.



<sup>1</sup> F5AC focuses on the years 0 to 5, but we recognize a growing body of research and evidence that stretches the age window for the foundations of future success to third grade — or 0 to 8. Third grade success is a well-established benchmark that strongly predicts a child’s likelihood for long term wellbeing. Recent studies of children in the Bay Area show that the achievement gap is already perceptible by Kindergarten. And children who are behind in Kindergarten fare the worst by third grade. Our investments in the earliest years will have their greatest payoffs for children, families, and communities if they are bolstered in the early grades and beyond.

# Results and Outcomes – What We Plan to Achieve

RESULT 1: Parents / primary caregivers provide stable, supportive, and nurturing environments for children	RESULT 2: Children are prepared for school through quality early experiences	RESULT 3: Children reach their optimal developmental outcomes	RESULT 4: A comprehensive, coordinated early childhood system is in place in Alameda County	Impact on Benchmarks: Children are ready for kindergarten – 3 <sup>rd</sup> grade success. Children are free from abuse and neglect
<ul style="list-style-type: none"> <li>▪ <b>Outcome:</b> Improved family functioning                             <ul style="list-style-type: none"> <li>• Enhanced primary caregiver mental health</li> <li>• Improved parent-child attachment</li> <li>• Reduced parenting stress</li> </ul> </li> <li>▪ <b>Outcome:</b> Increased access to concrete basic needs and economic support</li> <li>▪ <b>Outcome:</b> Enhanced parent knowledge of child development and parent capacity to support their child's development</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Outcome:</b> Increased access to quality preschool and child care settings, and to other early learning experiences</li> <li>▪ <b>Outcome:</b> Smooth transition to Kindergarten</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Outcome:</b> Increased optimal breastfeeding/ nutrition and prenatal and postpartum health</li> <li>▪ <b>Outcome:</b> Increased early identification and linkages to supports for development and social and emotional, behavioral health</li> <li>▪ <b>Outcome:</b> Improved child developmental and social-emotional well-being</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Outcome:</b> Coordinated countywide children's outcomes and budget</li> <li>▪ <b>Outcome:</b> Enhanced coordination and linkages among providers of early childhood system of care</li> <li>▪ <b>Outcome:</b> Increased awareness and focus on early childhood</li> </ul>	

F5AC understands that in order for Alameda County's children to be ready for kindergarten and free from abuse and neglect, we must work strategically and collaboratively with our public agency and community-based partners. While F5AC focuses on children 0-5 years old, we depend on other county and community partners across multiple early childhood systems as well as those who support children from 5-8 years old. We strive to develop an integrated early childhood system that creates the conditions for families to succeed. No single agency or piece of the system can effectively support families in isolation. F5AC, therefore, positions itself as a catalyst for coordinated systems effort and the identification and pursuit of common outcomes across the entire early childhood system. We are active, engaged participants in multiple early childhood collaboratives that share our goals.

## EARLY CHILDHOOD COLLABORATIVES IN ALAMEDA COUNTY

- Alameda County 0-8 Convergence Group
- Alameda County Early Childhood Policy Committee – ACECPC
- Alameda County Interagency Children's Policy Council – ICPC
- Alameda County Public Health Best Baby Zone
- Alameda County Public Health Building Blocks
- Alameda County Committee on Children with Special Needs
- Bay Area Quality Rating Improvement System – BAQRISP
- Alameda County Child Care Planning Council
- Early Connections – Alameda County Behavioral Health
- East Oakland Building Healthy Communities – The California Endowment
- Help Me Grow Alameda County
- Early Childhood Professional Development and Education Collaborative – EPEC
- Federal Promise Neighborhoods
  - Hayward (funded)
  - Oakland (4 proposals submitted)
- Gateways – Cradle to Career Education and Workforce Partnership
- Oakland Reads 2020

# Strategies – What We Plan to Do

The FY 2013-2017 Strategic Plan highlights the F5AC Commission’s nine strategies. These strategies are the bridge between where we are now, in 2013, and where we would like to be in the near future: by 2017. Below is a description of each strategy, including **why we are working in this area**, what’s new from our previous work, major programs within each strategy, and key partners who help to implement the strategy. Individually and collectively, the nine strategies are designed to build on our work on behalf of young children, take advantage of emerging opportunities, and align our work with significant regional, state, and federal initiatives.

The nine strategies are:



## STRATEGY DESCRIPTIONS: AN OVERVIEW OF WHAT'S IN PLACE, WHAT'S NEW, PROGRAMS, AND PARTNERS

### 1. HOME VISITING / FAMILY SUPPORT

**Why This Strategy:** Home visiting focuses attention, support, and services on low-income families to provide information and support during pregnancy and throughout a child's first three years—a critical developmental period. By building relationships between home visitors and families, home visiting programs can intervene earlier and make referrals and connections for children and families to services that match their needs. By coordinating multiple home visiting programs, we can reach more families and help them minimize the impact of adverse social and health risks that isolation and poverty place in their paths.

**Description:** The Home Visiting initiative funds public and community agencies to provide prenatal and postpartum home visiting services targeting teen parents, high-risk families, and families whose babies have been in the neonatal intensive care unit. F5AC, in collaboration with Alameda County Public Health Department (ACPHD) and our community partners, is creating a more comprehensive home visiting/family support services system of care.

**What's New:** F5AC will contract with ACPHD to integrate all home visiting programs into a countywide system with coordinated points of entry, referrals, common standards, training and outcomes. ACPHD will oversee the contracts and systems development. F5AC will continue to provide training, data and evaluation supports, and infrastructure supports. An integrated home visiting system will provide better integration across multiple programs, assure better utilization, provide for quality standards, and pool community resources for families.

#### PROGRAMS/ACTIVITIES

- Outreach to prenatal and postpartum: teens, young adults and high-risk families
- Hospital based family enrollment, triage, coordination, and marketing
- Prenatal and postpartum home visiting of pregnant and parenting teens
- Postpartum home visiting of infants discharged from Neonatal Intensive Care Unit
- Prenatal and postpartum home visiting of high-risk families
- Trainings on core competencies
- Data systems, evaluation, and reporting support
- Countywide family support redesign
- Enhanced linkages for families exiting home visiting supports

#### PARTNERS (NOT A COMPLETE LIST)

- Alameda Alliance for Health
- Alameda County Public Health Department
- Alameda County Social Services Agency
- Birthing Hospitals
- Brighter Beginnings
- Children's Hospital Oakland
- City of Berkeley Public Health Department
- Early Head Start
- Native American Health Center
- Other Prenatal Clinics
- Through the Looking Glass
- Tiburcio Vasquez Health Center
- West Oakland Health Council
- Women, Infants & Children (WIC)

## 2. HEALTHY CHILD DEVELOPMENT INITIATIVE

**Why This Strategy:** Addressing developmental, social, emotional, and behavioral problems includes: screening to identify concerns as early as possible, and linkages to specific interventions once concerns are identified. First 5 Alameda County is replicating a national model, Help Me Grow, to implement this initiative. Help Me Grow does both by increasing awareness of early screening and intervention among parents and providers, and by streamlining the linkages to services so that they are far more accessible to everyone involved in caring for young children. Helping children get the supports they need prior to kindergarten entry will contribute to their success in school.

**Description:** Help Me Grow Alameda County is a streamlined system of early identification and referral that supports children ages 0-5 with developmental, behavioral, and/or social-emotional concerns and their families. Help Me Grow builds collaboration across sectors, including health care, early care and education, and family support to ensure better outcomes for children.

**What's New:** Help Me Grow Alameda County is one of three California counties (along with Orange and Fresno) participating in the Help Me Grow National Replication Project. The national affiliation will support sustainability, policy changes, and awareness of promising and best practices. Help Me Grow will focus on four core components: (1) community outreach, (2) child health care provider outreach, (3) a centralized phone access point, and (4) data collection and analysis. With the completion of the three-year pilot phase in October 2012, Help Me Grow is expanding its efforts locally. New efforts will include a community-based outreach strategy, a social marketing campaign, development of an Ages & Stages Questionnaire (ASQ) mail-in program, an early childhood resource guide, and broader access to the Early Childhood Linkage Line. F5AC will continue to function as the lead agency, with collaboration from multiple community partners.

## HEALTHY CHILD DEVELOPMENT INITIATIVE (CONTINUED)

### Programs/Activities

- Training and technical assistance to providers on early identification and systems
- Developmental Screening (e.g. Ages & Stages Questionnaires) training
- ASQ Developmental Monitoring Program (by mail or web-based)
- Early childhood referral and consultation phone line – Linkage Line
- Family navigation
- Web-based community resource guide
- Screening and child development promotion at community events
- Social marketing
- Parent-to-parent support
- Collaborative governance and operations
- Web-based data system

### Partners (not a complete list)

- Alameda County Behavioral Health Care Services - Early Connections
- Alameda County Child Care Planning Council
- Alameda County Medical Home Project
- Alameda County Public Health Department
- Alameda County Social Services Agency
- Center for the Vulnerable Child – Children’s Hospital Oakland
- Child Care Resource & Referral agencies
- City of Berkeley Public Health Department
- Early care and education providers
- Community-based Organizations
- Families (advisory committee, representation in governing bodies)
- Family Resource Network
- Fremont Human Services Department Family and Youth Services
- Pediatric /Health Care providers
- Better World Advertising
- Help Me Grow National Center
- Regional Center of the East Bay
- School Districts
- Special Education Local Plan Area
- Web and data systems developers

### 3. QUALITY EARLY CARE AND EDUCATION

**Why This Strategy:** High quality early care and education (ECE) programs lay a foundation for kindergarten readiness and future success. Yet it can be difficult for ECE providers to access coaching, mentoring, and professional development to enhance their knowledge, skills, and performance. Making these opportunities available, alongside resources to improve facilities and environments, helps to improve instructional practices and contributes to overall ECE quality

**Description:** F5AC works closely with community partners to promote access to quality early care and education in family child care and center-based settings. We do this by providing coaching, consultation, funding, and incentives for site based quality improvement, supporting access to professional development opportunities for the child care workforce, and developing and implementing an integrated regional child care quality rating and improvement system.

**What's New:** Alameda County is a participant in California's Race to the Top Early Learning Challenge (RTT-ELC), which is developing and implementing a Quality Rating and Improvement System (QRIS) with the goal of increasing access to quality early care and education for children with high need. Various components of the F5AC Quality Early Care and Education strategy and other related programs will be aligned to support child care quality improvement using common indicators and measures of quality determined through the state and regional RTT-ELC effort.

#### PROGRAMS/ACTIVITIES

- Quality Counts site-based quality improvement coaching and consultation that may include:
  - Early Childhood Mental Health Consultation
  - Facilities and classroom environment improvement grants & consultation
  - Business and Fiscal Consultation
- Developmental Screening in Early Care & Education (ECE) settings (a component of Help Me Grow)
- Teacher Pathways/Associate of Arts Cohorts
- CARES Plus (My Teaching Partner, Classroom Learning Assessment SS training, Looking at Classrooms, formal education support)
- Community Based Professional Development Services (Advising, Training, Incentives)

#### PARTNERS (NOT A COMPLETE LIST)

- Alameda County Child Care Planning Council
- Bay Area Quality Rating Improvement System Partnership (Alameda, San Francisco, Santa Clara, Contra Costa and Santa Cruz Counties)
- California Department of Education
- Child Care Resource & Referral agencies
- Child Development Training Consortium
- Faculty Initiative Project
- Jewish Family and Children Services
- Low Income Investment Fund
- Packard Foundation
- Two and four-year institutions of higher education



## 4. SCHOOL READINESS INITIATIVE

**Why This Strategy:** Readiness for school starts long before the first day of kindergarten. Gaps in achievement can and should be narrowed with earlier investments. When children are developmentally, socially, and cognitively ready for school, they have a foundation that prepares them for future school success. But when children are not as ready as they could be, they're more likely to fall behind in school. Just as we want to invest in helping children be as ready as possible for school, we also want schools to be ready for children, ensuring that smooth transitions are in place from preschool to kindergarten and beyond.

**Description:** To prepare children for their elementary school experience, the F5AC School Readiness Initiative addresses key areas that research shows are instrumental in promoting early development and learning. School readiness will continue to support summer pre-kindergarten programs and school transition efforts, working closely with school districts to integrate F5AC-funded services with Transitional Kindergarten and other initiatives such as Full Services School efforts.

**What's New:** F5AC will support school districts in being more responsive and "ready hubs" for promoting and ensuring a smooth transition to kindergarten for both children and parents. This strategy builds on our existing efforts and will be designed with more intentional — and specific — deliverables to help strengthen a school district's capacity to engage families and children and offer smoother continuity to kindergarten. We do this by providing social supports for children and families in the community, connecting to preschool children and families, making visits to kindergarten, promoting home learning, sponsoring informational meetings, disseminating information, and facilitating early registration.

### PROGRAMS/ACTIVITIES

- Summer Pre-Kindergarten
- Year-round school transition supports and coordination

### PARTNERS (NOT A COMPLETE LIST)

- Alameda County Interagency Children's Policy Council
- Hayward Promise Neighborhood
- K to College
- Oakland Fund for Children and Youth
- Pre School California
- Rogers Family Foundation
- School Districts, individual schools
- Thomas J. Long Foundation

## 5. PLACE-BASED INITIATIVES

**Why This Strategy:** Place matters. All too often, zip codes determine a variety of health and economic outcomes, no matter what else is happening in a child’s and family’s life. Federal Promise Neighborhoods are place based approaches that along with other similar efforts can more effectively target resources to make a difference in a community. Project LAUNCH (Linking Assets for Unmet Needs in Children’s Health) is an example of how investing in a particular place — in this case, neighborhoods in East Oakland — can help change the trajectory for children and families.

**Description:** Project LAUNCH (Linking Actions for Unmet Needs in Children’s Health) is one of 24 sites across the country funded by a grant from the Substance Abuse and Mental Health Services Administration (SAMHSA) through 2014. Project LAUNCH is a collaboration among F5AC; Alameda County Maternal, Paternal, Adolescent and Child Health (a division of Alameda County Public Health Department); and the California Department of Maternal and Child Health.

Project LAUNCH targets resources in high-risk communities of East Oakland and links with other East Oakland initiatives to build community supports for families with young children. Project LAUNCH also offers opportunities to address the needs of 5- to 8-year-olds, which has made it possible to pilot new approaches for school transitions and Kindergarten-3<sup>rd</sup> grade school-based supports. Project LAUNCH is dedicated to:

- Expanding knowledge of healthy child development;
- Improving collaboration among child-serving organizations; and
- Integrating physical and mental health services and supports for children and their families.

**What’s New:** Based on the success of Project LAUNCH, the ongoing needs and resource gaps in East Oakland, and the potential for additional external resources, F5AC will continue to focus on place-based initiatives. In addition to continuing to integrate mental health consultation into home visiting, early care and K-3 education setting, F5AC is supporting the concept of a “home base” or “hub” for early childhood. In addition, F5AC is partnering with other place-based initiatives, including the Hayward Promise Neighborhood implementation grant

### PROGRAMS/ACTIVITIES

- Hayward Promise Neighborhood
- Project LAUNCH
- Potential Oakland Promise Neighborhood Sites

### PARTNERS (NOT A COMPLETE LIST)

- Alameda County Public Health- Best Baby Zone
- Children's Hospital & Research Center Oakland
- City of Oakland Neighborhood Services
- East Oakland 0-8 Early Childhood Providers
- Hayward Promise Neighborhood
- Lifelong Medical Care – Howard Daniel Clinic
- Oakland Housing Authority
- Oakland Parents Together
- Oakland Unified School District
- SAMHSA
- Youth Uprising

## 6. TRAINING

**Why This Strategy:** Best practices evolve continuously. To help the community of providers serving families with young children keep current and to promote quality and best practices, F5AC invests in training and capacity building that is aligned with credentialing and other requirements. Providing accessible training opportunities for providers who interact with young children and their families builds our entire community's capacity to respond more effectively to the needs of young children, wherever they are cared for and nurtured.

**Description:** As an organization with declining revenue, F5AC has always understood that we are most valuable when our work has staying power — when it leads to sustainable change in knowledge and skills to help partners effectively serve families with children ages 0-5. We will continue to provide training, coaching, consultation, and capacity-building opportunities for our partner agencies and the workforce serving families with young children. The types of training we offer varies by audience; training and capacity building are integrated into each of the F5AC strategies.

**What's New:** We will continue to be a catalyst for the local adoption of nationally recognized evidence-based practice (Touchpoints, Strengthening Families, Teaching Pyramid, etc.). Whenever possible, we will align Training @ First 5 offerings with recognized professional competencies in early care and education, early childhood mental health, and early intervention so that our audiences can map training provided by F5AC to fulfillment of their professional development pathways.

### PROGRAMS/ACTIVITIES

- Training @ First 5-Core Topics (e.g., Child Development, Maternal Depression, Cultural and Linguistic Responsiveness, ASQ and ASQ – Social Emotional, etc.)
- Training @ First 5 - Emerging Topics (e.g., Health Care Reform, Supporting Home Language, etc.)
- Culturally Specific Learning Communities (Community Consultation Groups)
- Practice Specific Learning Communities (e.g., Shelter Learning Community, ECMH Supervisors, etc.)
- Special Training Initiatives (e.g., Touchpoints, Home Visiting, etc.)
- Harris Early Childhood Mental Health Training

### PARTNERS (NOT A COMPLETE LIST)

- Alameda County Behavioral Health Care Services
- Alameda County Public Health
- Asian Community Mental Health Services
- Brazelton Touchpoints Center
- Children's Hospital Oakland

## 7. GRANTS FOR COMMUNITY SUPPORTS

**Why This Strategy:** Grants for Community Supports keep F5AC closely connected to the many organizations and individuals who share our goals for young children and their families. Participation in the grants program enables funded partners to respond to unmet needs, foster networking and resource-sharing across organizations, promote the adoption of best practices, and learn about creative and innovative approaches underway in different settings.

**Description:** Grants for Community Supports will continue to foster innovative, community-based approaches to supporting parents and children aged 0-5. Grantmaking encourages established community-based agencies to fill gaps in services and encourage new partners to expand and enhance their focus on families with young children. Our grantmaking approach funds direct services as well as training and technical assistance to promote and sustain the use of promising practices.

**What's New:** Grant priorities will align with and provide community supports for the F5AC strategies in order to encourage a broad-based focus on shared outcomes.

### PROGRAMS/ACTIVITIES

- Community Support grants to seed innovative practices and build capacity
- Targeted grants to enable community-based organizations (CBOs) to fill gaps in the service system
- Partnership grants to increase the use of specific best practices

### PARTNERS (NOT A COMPLETE LIST)

- CBO's and public agencies

## 8. EVALUATION & TECHNOLOGY

**Why This Strategy:** Scarce and declining resources demand that we use funds wisely, investing in practices with a high likelihood of achieving better outcomes for children and families while remaining open to innovative ideas. Evaluation and technology help us track progress, continuously learning what works, what doesn't, and how we can improve.

**Description:** Assuring accountability for funds and documenting F5AC's impact have been core to our work over the past 14 years. In addition to offering technical assistance on developing useful evaluation tools, Evaluation & Technology will help to develop countywide baselines of key indicators such as children's readiness for kindergarten, their trajectory towards third grade success, and possibly rates of expulsion from ECE classrooms. Technology supports include connecting data across public data systems; facilitating the certification of county home visiting models as promising practices; streamlining information sharing, encouraging the use of best practices and promoting efficient delivery of services. We develop research and data to communicate the impact of programs and initiatives on children and families outcomes.

**What's New:** Evaluation will play a critical and expanded role to support sustainability efforts by documenting the impact of funding, and by encouraging countywide alignment of funding towards prevention and early intervention. The movement in Alameda County towards common outcomes for children 0-8 years old and their families, integrated services, and the creation of a countywide early childhood system of care must be supported by strong monitoring and evaluation. F5AC will expand its evaluation activities to work with other public and community agencies to support the focus on shared county outcomes.

### PROGRAMS/ACTIVITIES

- Evaluation services: Design and development of data collection tools, research and analysis, communication
- Evaluation technical assistance, consultation

### PARTNERS (NOT A COMPLETE LIST)

- 0-8 Convergence
- Abt Associates
- Alameda County Public Health
- Alameda County Behavioral Health Care Services –Early Connections
- Alameda County Public Health – Community Assessment Planning Evaluation & Education Unit
- Applied Survey Research
- Interagency Children's Policy Council
- Other Evaluation Firms
- SAMHSA
- Web and Data systems developers

## 9. POLICY, ADVOCACY, AND COMMUNICATION

### **Why This Strategy:**

Our work in Alameda County is strongly influenced by what happens at the state, regional, and national levels. Staying current, looking ahead, and participating in policy, advocacy, and communications initiatives are essential to all of our work. These activities help us to take advantage of emerging opportunities (such as health care reform, Race To The Top etc.), to support common agendas so we can speak with a stronger and more cohesive voice about children's issues, and to build and sustain systems that support a variety of programs. We want to ensure that policy makers make informed decisions that put the interests of children and families where they belong: at the front of the line.

**Description:** At a time of shrinking public and private funding, advocating for policies and programs that promote the health and well-being of children during their most critical years of development is key to F5AC. We monitor key legislative and budget issues affecting early childhood systems and participate in local, state, and national policy efforts to promote our work and to learn from other innovative initiatives. F5AC and our partners will build on these opportunities to ensure that early childhood supports become essential parts of the community fabric and a valued, shared investment for every sector of our community.

**What's New:** This is the first strategic plan that identifies the overlapping trio of policy, advocacy, and communication work as an intentional initiative. F5AC has always worked in these areas, but the declining tax revenues makes these linked activities even more essential to the long-term sustainability of F5AC-funded initiatives. Communication on the importance of the first five years is essential to address and ultimately influence many social issues, including health care costs, educational achievement, workforce productivity, and criminal justice inequalities.

### **PROGRAMS/ACTIVITIES**

- Development of countywide children's outcomes
- Sustainability for F5AC funded programs
- Development of an Early Childhood System
- Advocacy at local, state and national levels

### **PARTNERS (NOT A COMPLETE LIST)**

- Alameda County 0-8 Convergence
- Alameda County Behavioral Health Care Services –Early Connections
- Alameda County Early Childhood Policy Council (ACEPC)
- Interagency Children's Policy Council
- Nemours Children's Outcome Project
- SAMHSA
- Special Needs Committee
- The Finance Project

# F5AC’s Roles – Ways That We Work

## KEY F5AC ROLES

Our roles are informed by lessons learned, input from the community, and our focus on sustainability of First 5 investments. These lessons help us define how we relate to community partners and other stakeholders to raise awareness of the importance of the years 0-5 and build a unified system of early childhood supports that will prepare children for success in school and to reach their full potential. No agency can do this alone. While F5AC will remain a leader in that pursuit, we will continue to work together with other systems, agencies and communities to reach our common outcomes. We intend to lead this effort by serving as a catalyst, collaborator, funder, and capacity builder — in whatever combination is required to advance our mission.

### CATALYST

Sparking grassroots and countywide efforts that support F5AC goals and using research and data to support policy, practice and system changes

### COLLABORATOR

Working with public systems and community partners to advance services for young children and their families, advocating for funding and policy and system changes

### FUNDER OF DIRECT SERVICES TO CHILDREN

Funding community-based and public agency programs that serve children and families and funding F5AC staff working in the community

### CAPACITY BUILDER

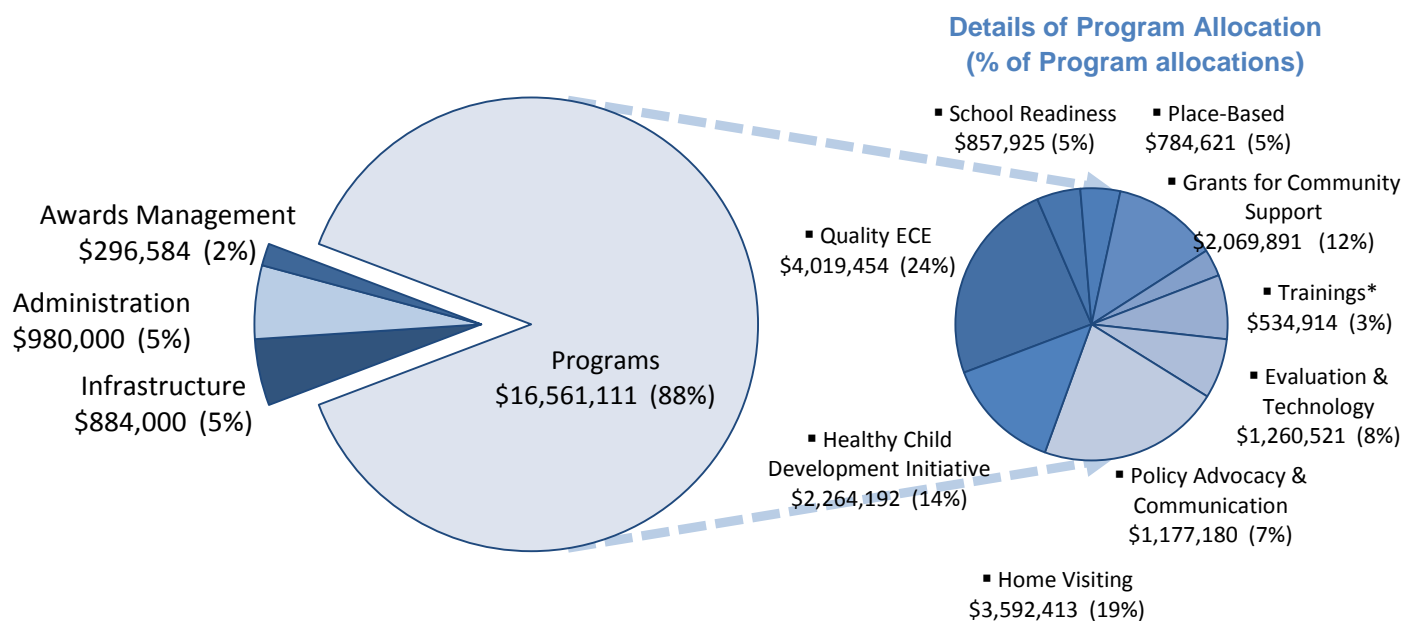
Working to increase capacity of our partners through training, technical assistance, coaching and consultation and supporting evaluation and technology infrastructure

STRATEGIES	CATALYST	COLLABORATOR	FUNDER OF DIRECT SERVICES	CAPACITY BUILDER
County Home Visiting and Family Support		X	X	X
Healthy Child Development Initiative	X	X	X	X
Quality Early Care and Education	X	X		X
School Readiness	X	X	X	X
Place-Based Initiatives	X	X	X	X
Grants for Community Support			X	X
Training		X		X
Evaluation & Technology	X	X		X
Policy Advocacy & Communication	X	X		

# Funding – How We Invest Our Resources

The funding allocations for each strategy are for FY 13-14. It is our intent (for the most part), that the funding allocations will remain stable for the four years of the plan. However in some cases, external funding will end and adjustments will be made to the funding levels. These funding figures are broad and will guide the Commission’s development of the budget each year. Each fiscal year’s budget will be developed and voted on by the Commission in the spring prior to the July start of each fiscal year. These are fully loaded costs and include contracts, F5AC staff, and infrastructure support.

## FY 2013-14 Budget Allocation (\$18.7 million)

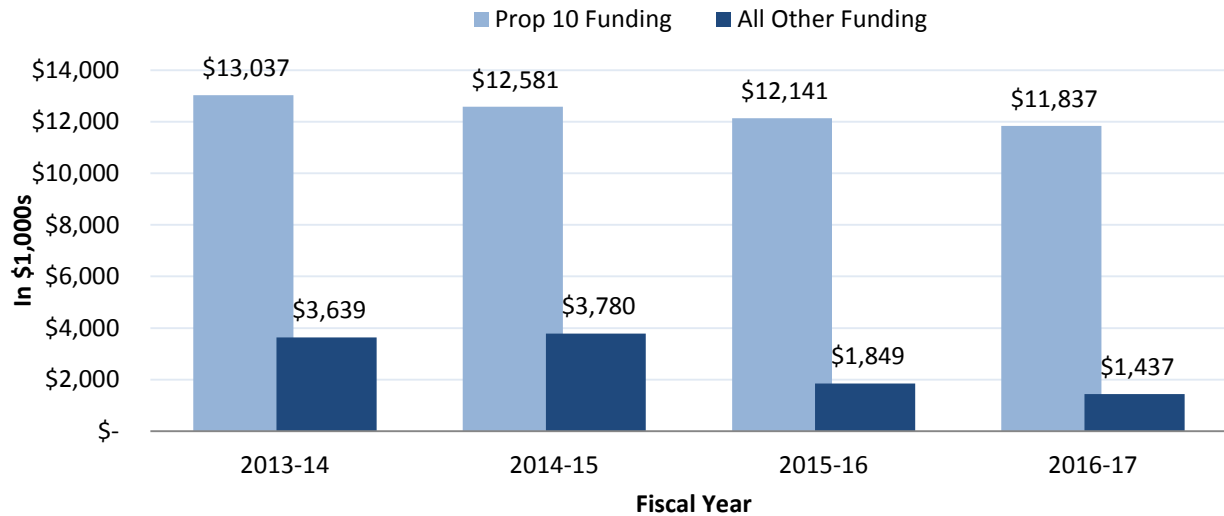


\*Total training allocations are integrated across all strategies and NOT limited to 3% of program allocations identified for training. F5AC allocates approximately \$4.8 million (29% of program allocations) to support capacity building across strategies.



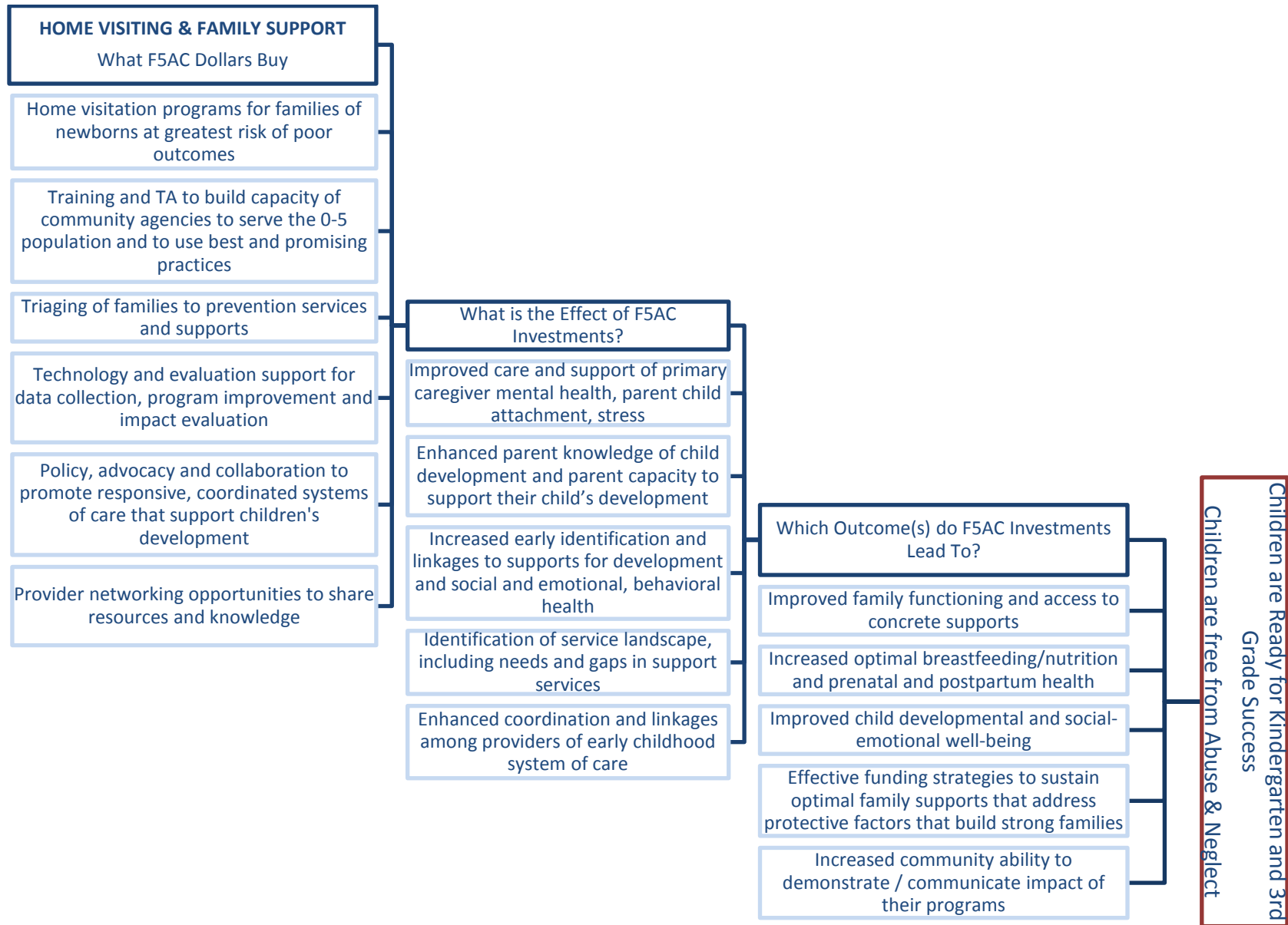
While F5AC receives the majority of its funding from tobacco tax revenue, it also receives funding from federal grants and private foundations. As F5AC tobacco tax allocations decline, additional revenue sources will be even more important to help us accomplish the goals of our nine initiatives.

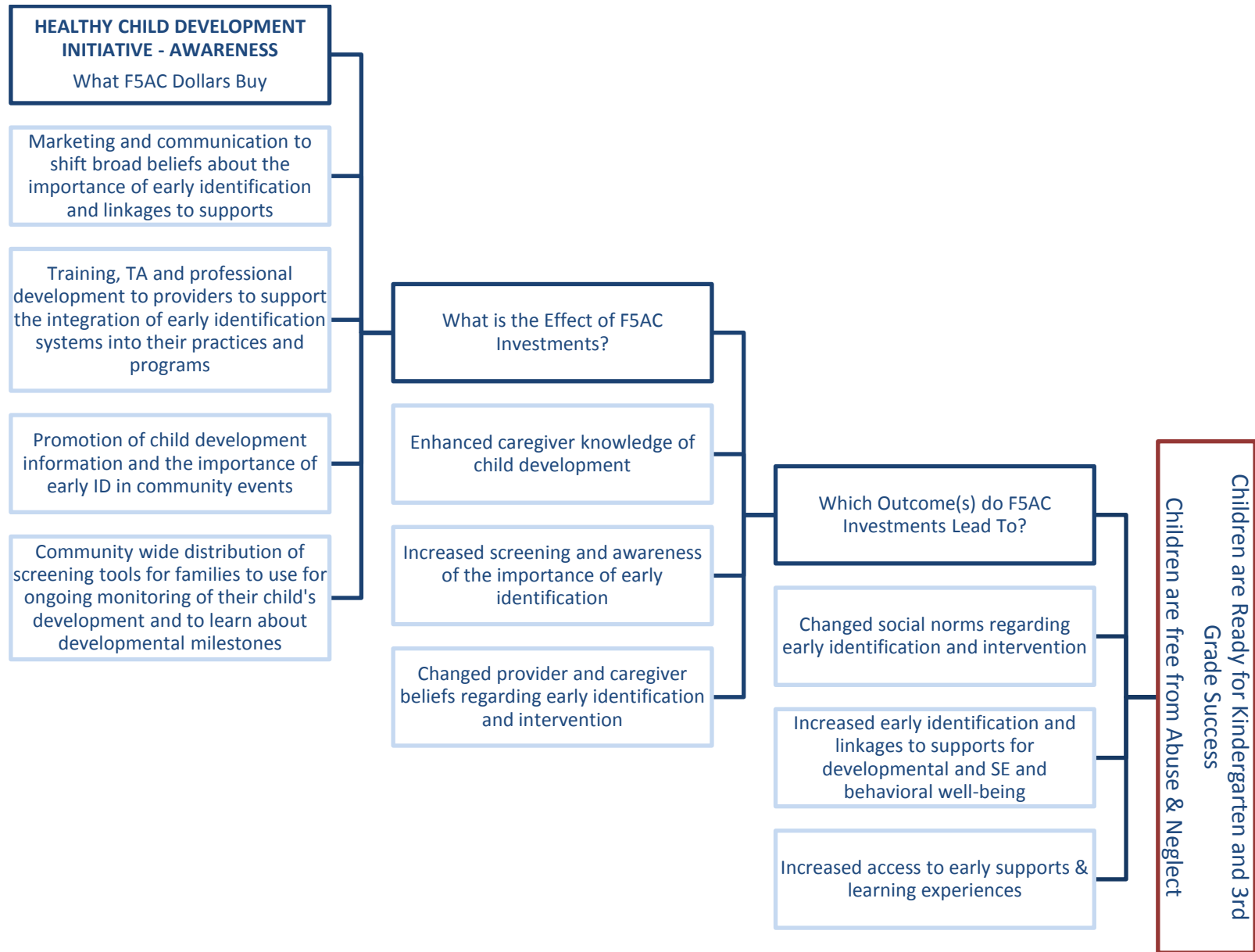
### 2013-17 Strategic Plan Projected Revenue Sources

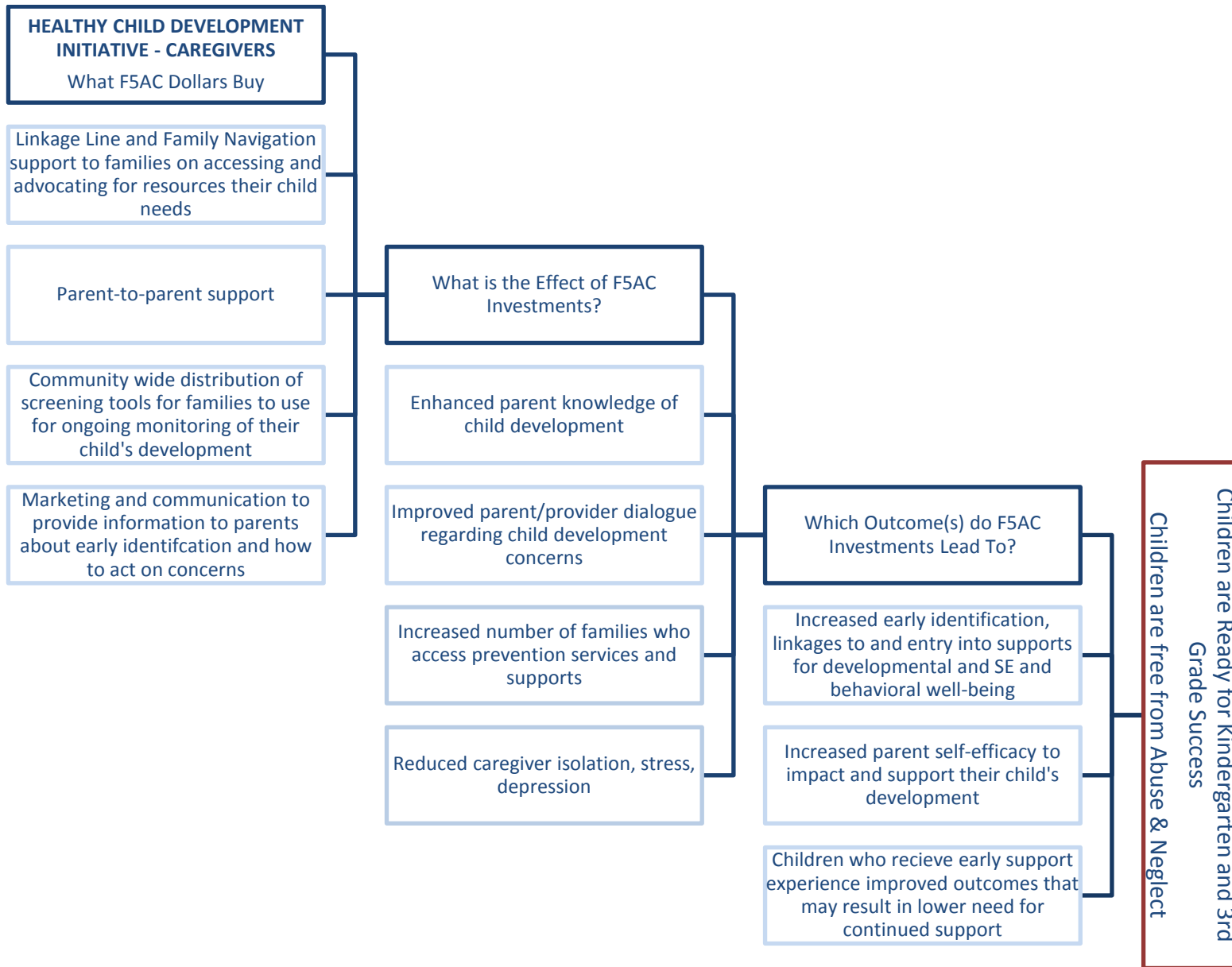


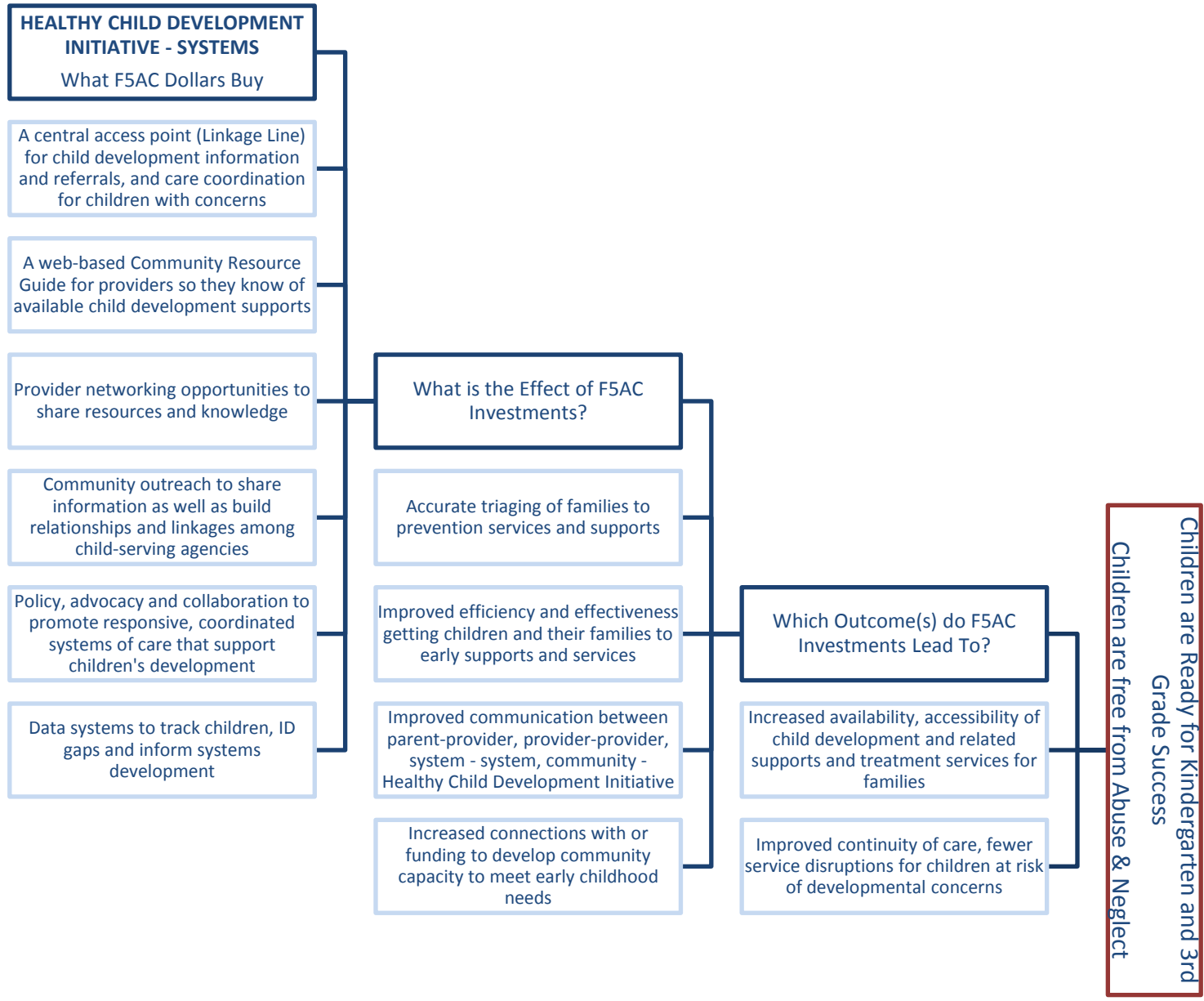
# Supporting Documents: Logic Models by Strategy

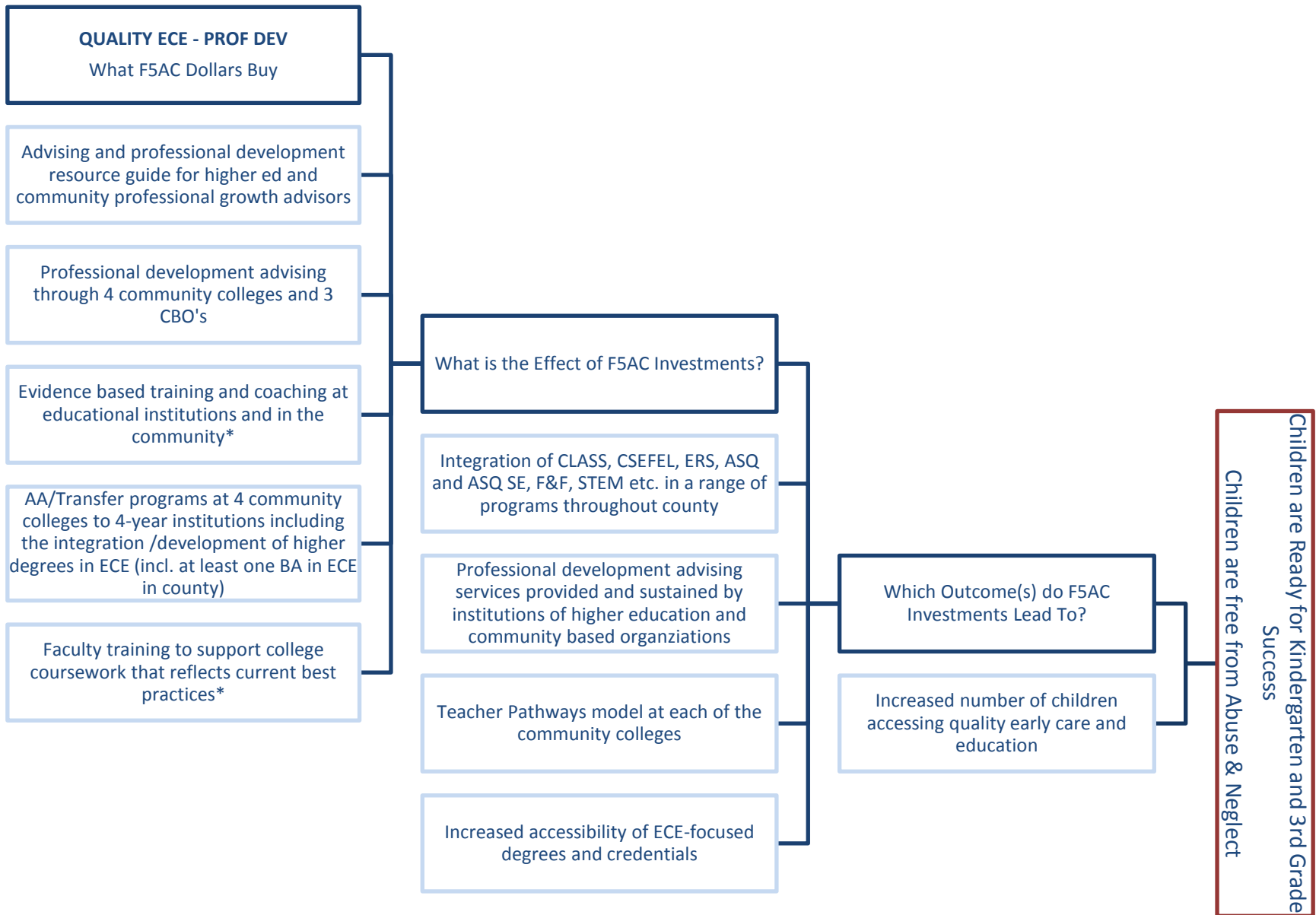
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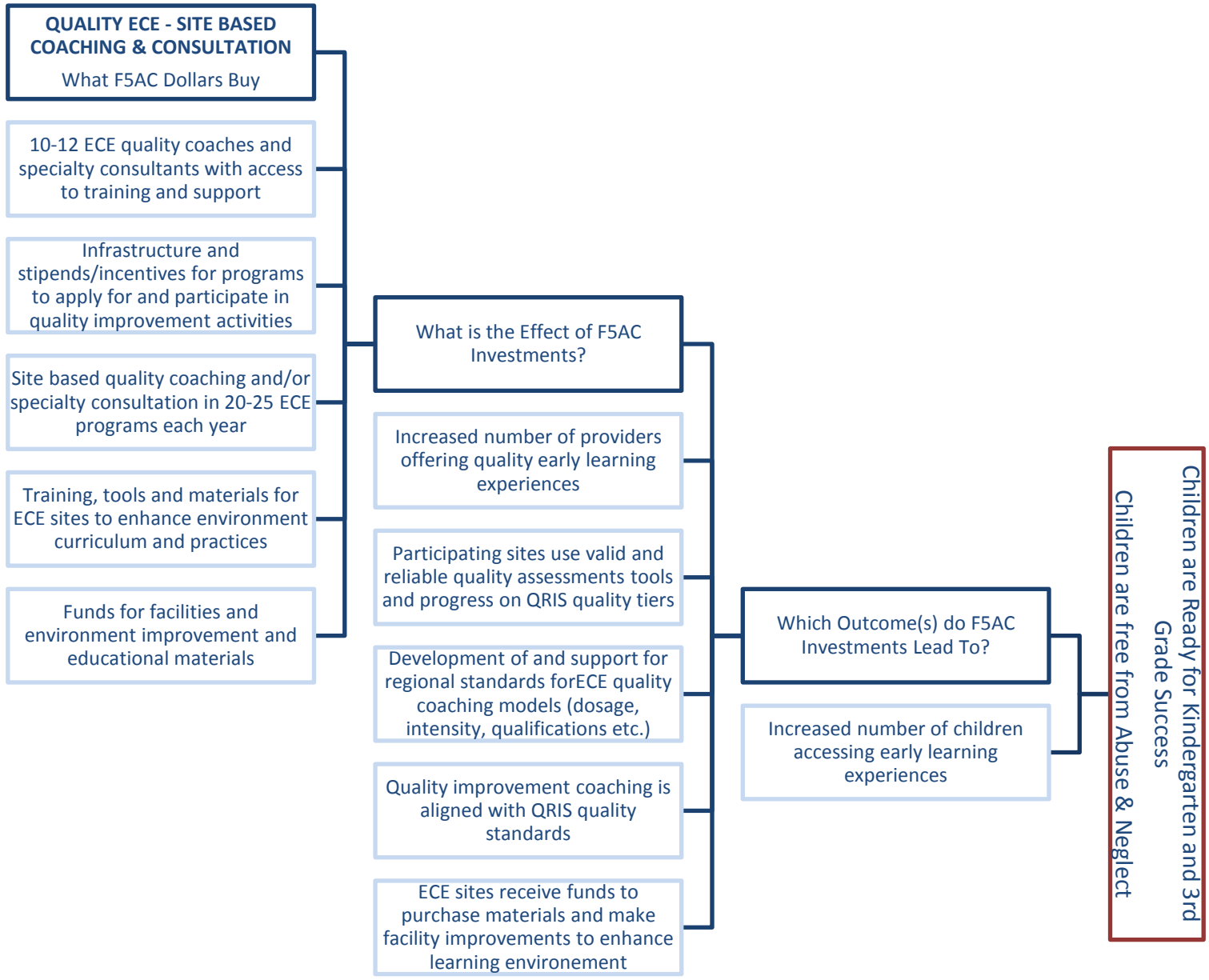




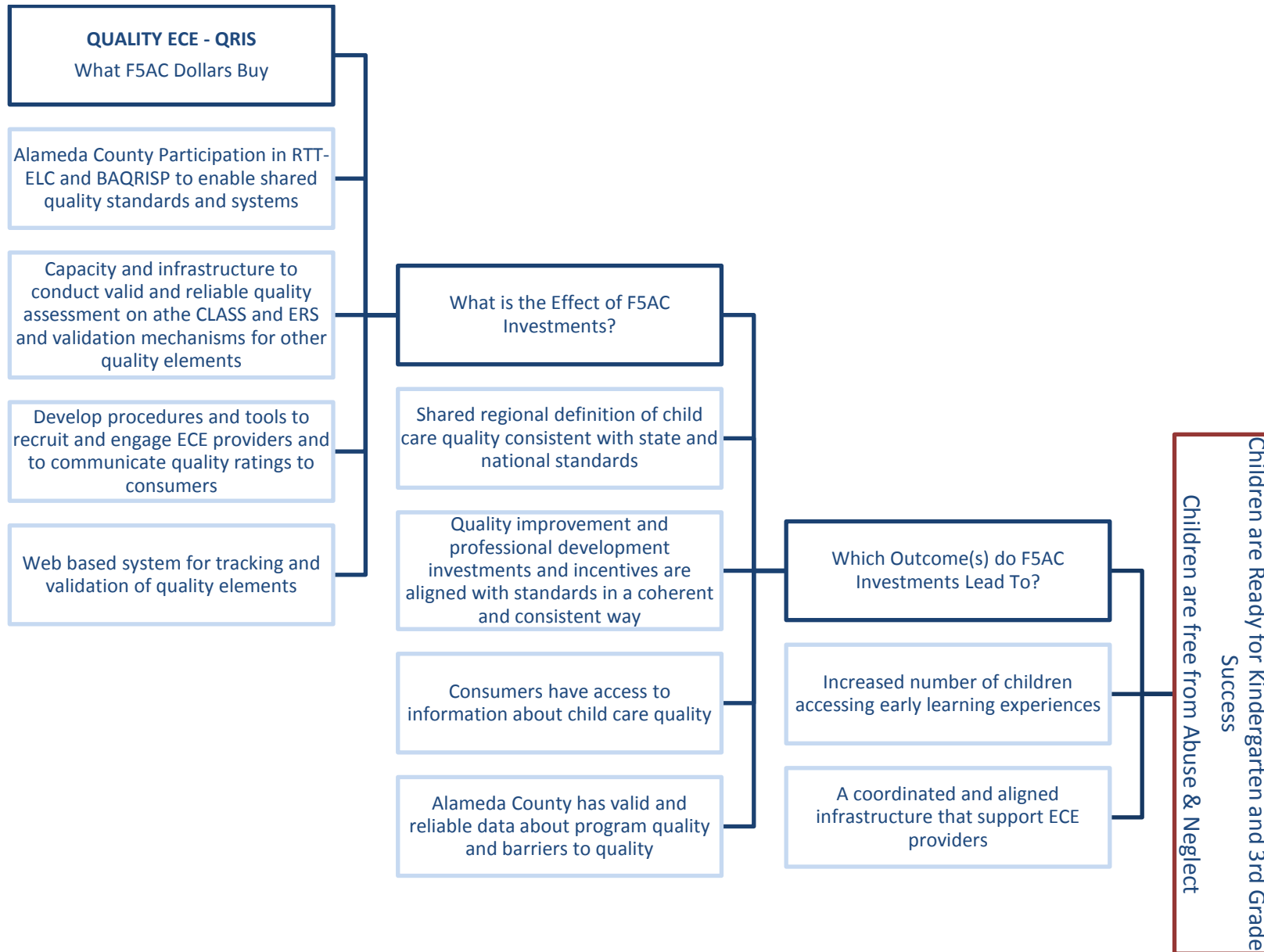


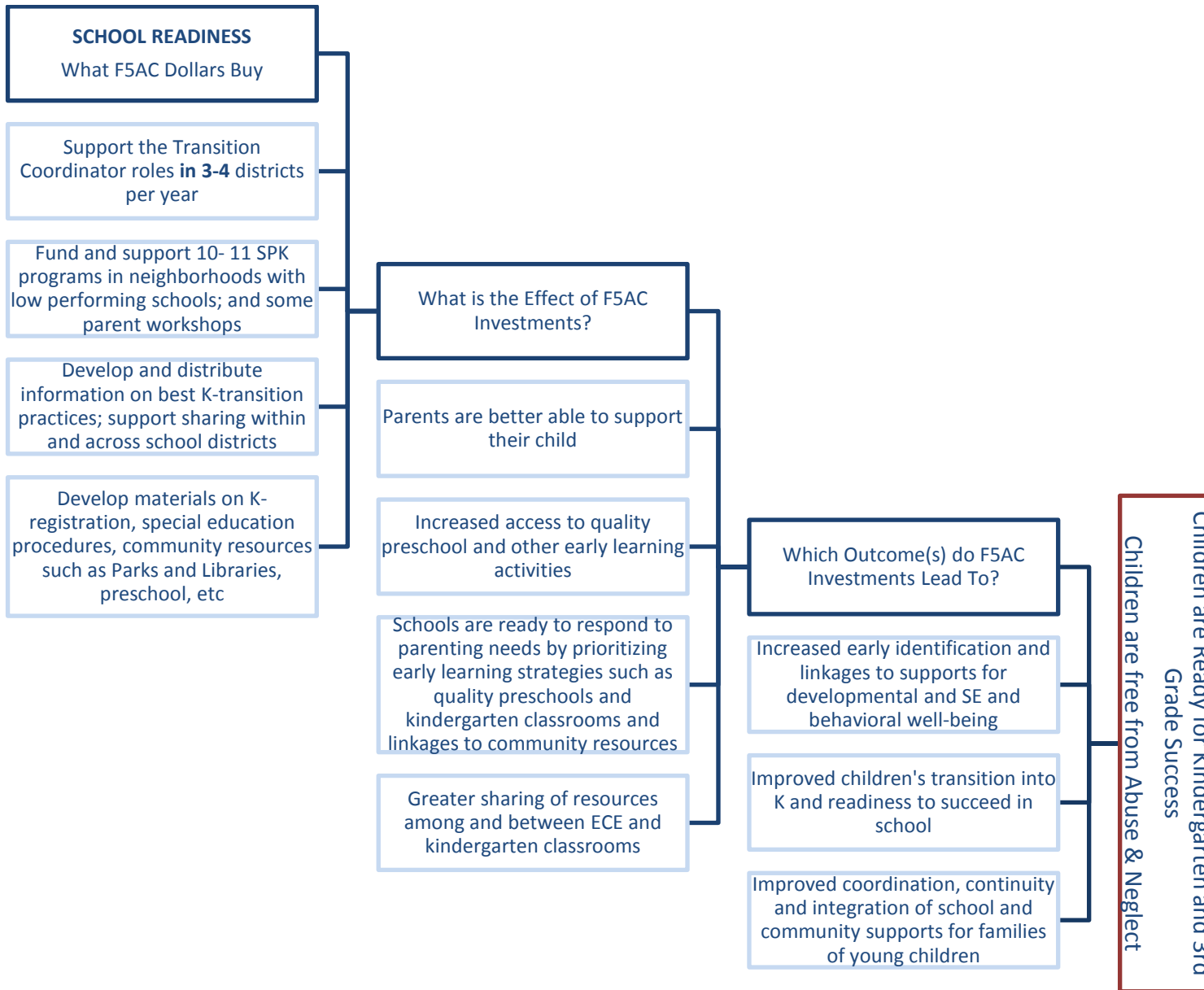


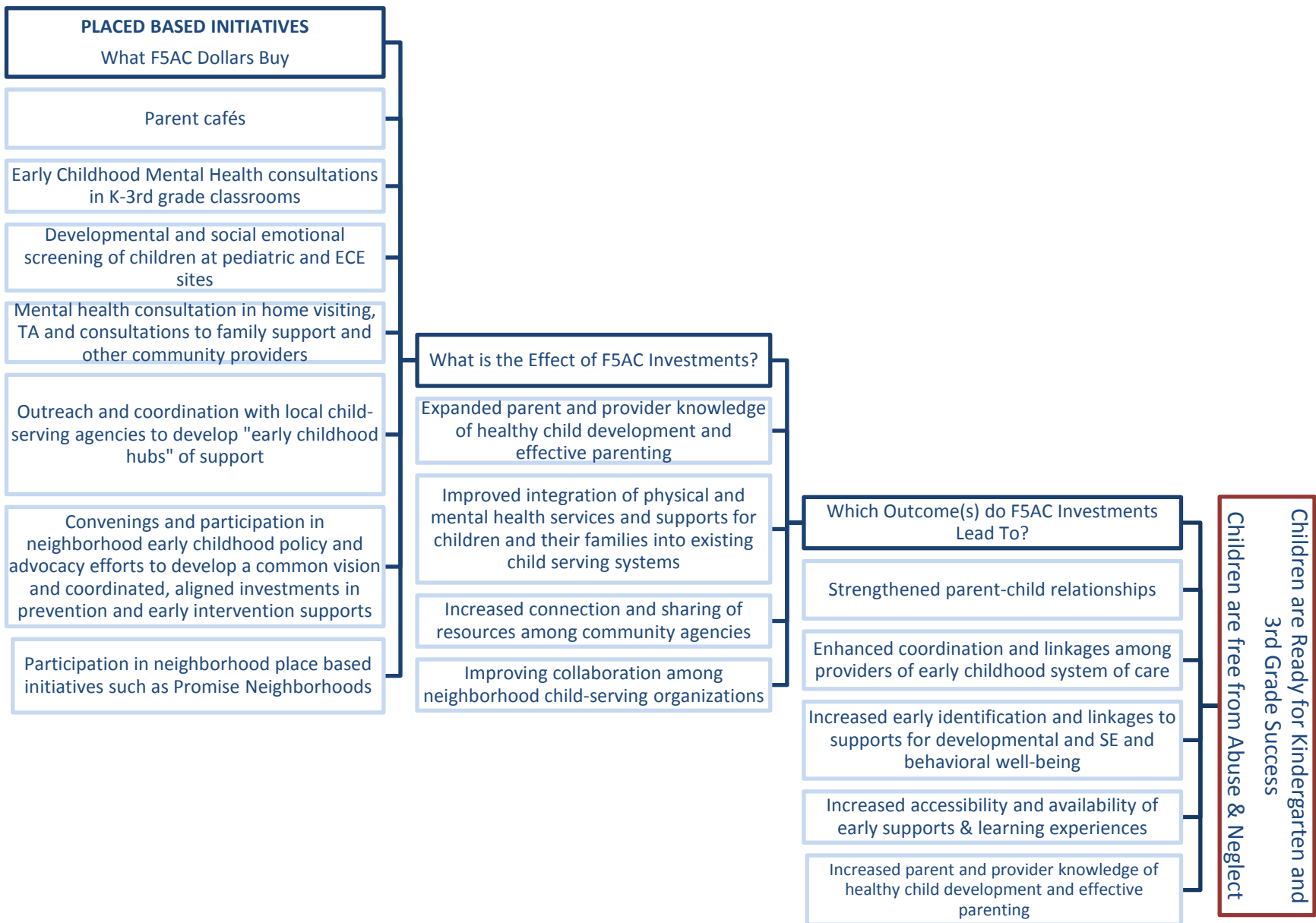


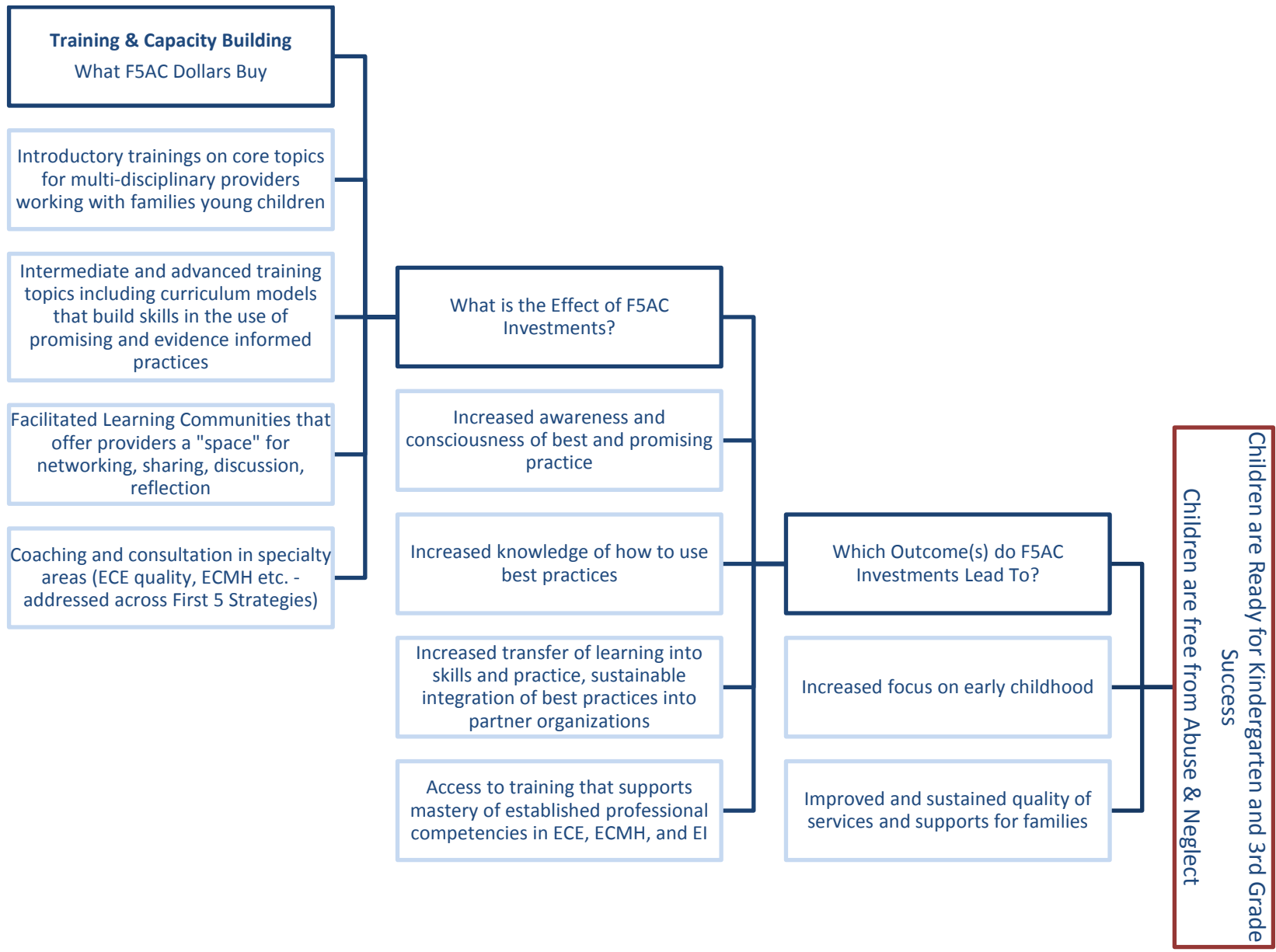


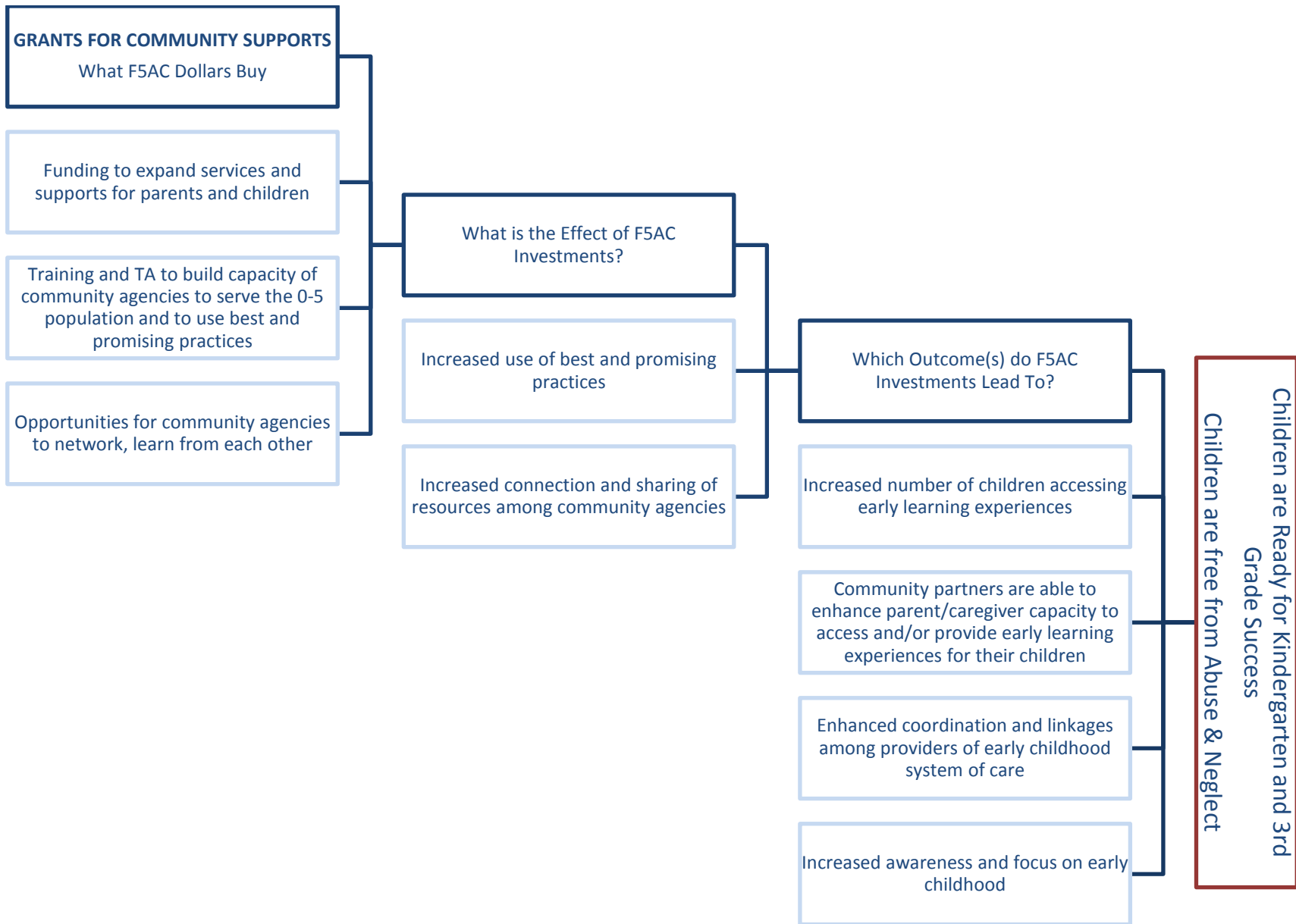


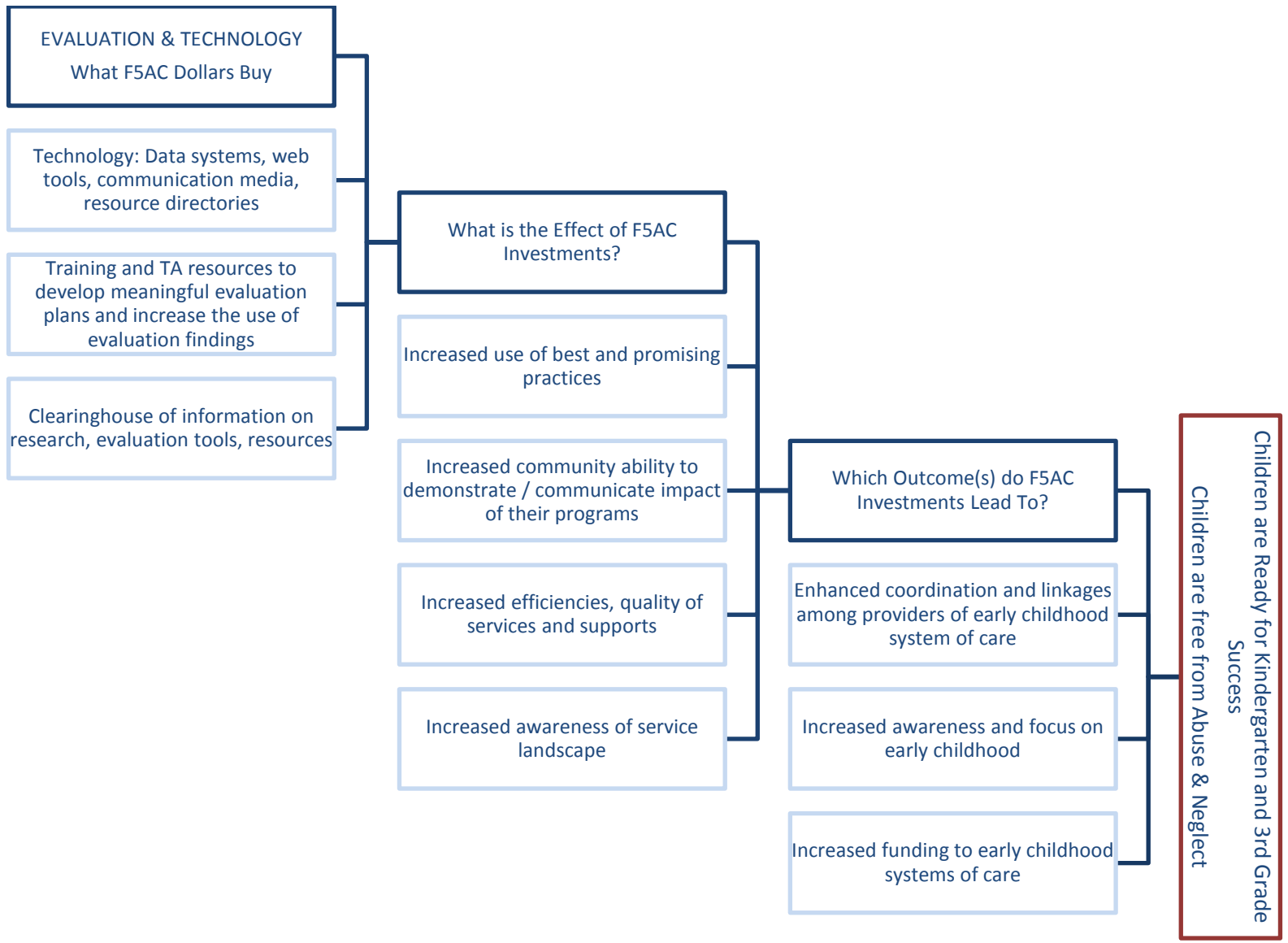


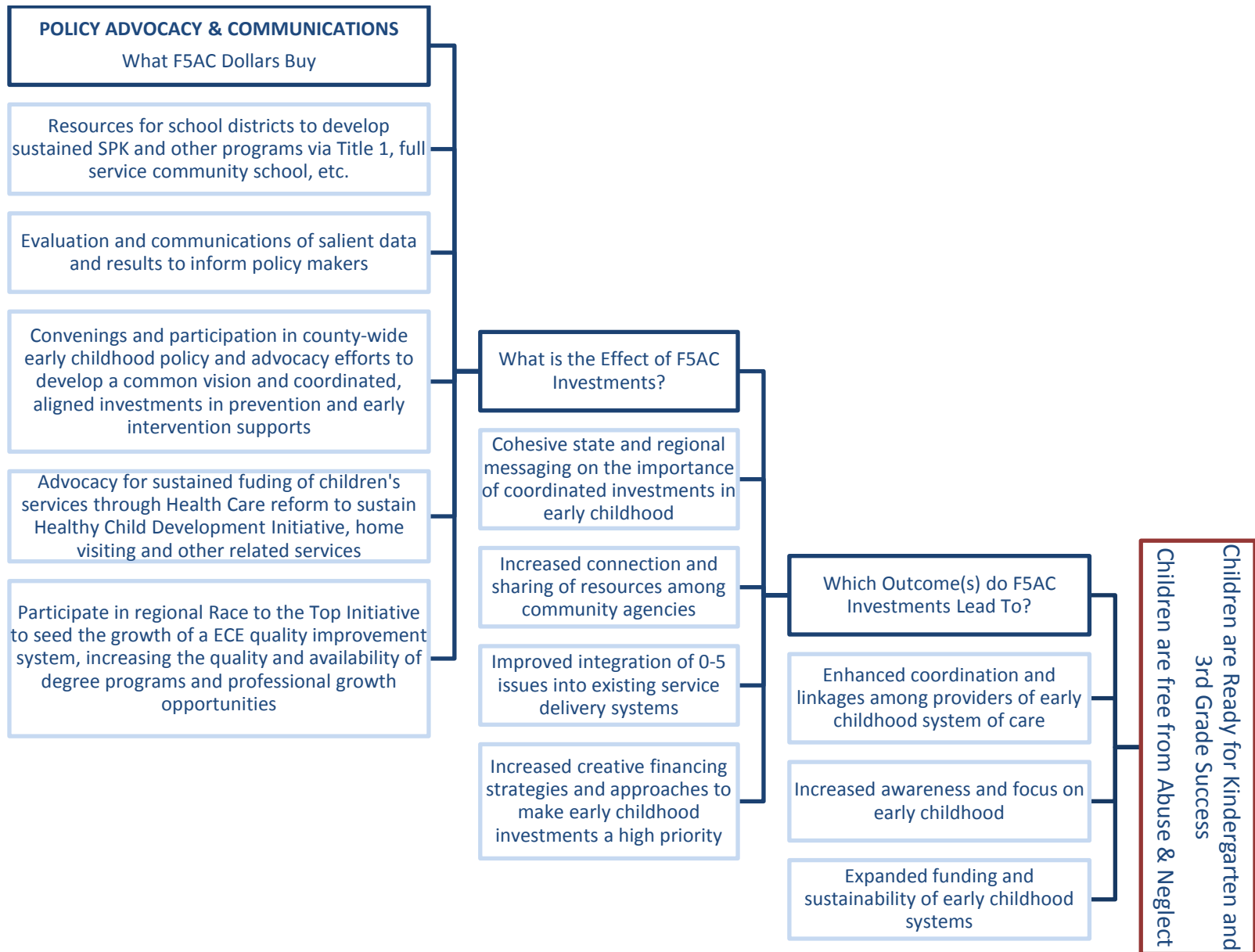












### HOW DOES FIRST 5 ALAMEDA COUNTY DEFINE POLICY?

Advocating for policies and programs that promote the health and well-being of children during their most critical years of development.

- Supporting an early childhood system of care
- Monitoring key legislative and budget issues
- Participating in local, state and national policy initiatives

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### POLICY FOCUS AT FIRST 5

Policy has always been a focus, but now there is a workgroup and staff dedicated to coordinate efforts

Declining revenue stream makes sustainability a bigger priority

More data and knowledge = stronger advocacy for sustainability and expansion of effective programs



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### POLICY CHART



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graph LR; A[Data Evaluation/Technology] --> B[Communicating What Works]; B --> C[Influence Policy]
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## POLICY PARTNERS

- Alameda County Early Care and Education Planning Council
- Alameda County Interagency Children’s Policy Council
- Alameda County Birth to Eight Initiative
- Children with Special Needs Committee
- Children Now
- Birth to Eight Subcommittee of the Oakland Education Cabinet

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## FIRST 5 ALAMEDA COUNTY POLICY PLATFORM

- Developed by the PAC Committee
- Designed by Karin Richey
- Criteria used to determine goals: **alignment and impact**
- Includes work plan outlining **strategies to address policy goals**




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## FIRST 5 AC POLICY GOALS: FAMILIES

Increased access and availability of mental health services for families

### Examples of Strategies:

- CMS Regulatory Changes
- Disseminate Policy Brief on Mental Health Supports in Home Visiting




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**FIRST 5 AC POLICY GOALS:**  
**FAMILIES**



**Hospitals and community based programs have lactation friendly policies and programs**

**Examples of Strategies:**

- Supported SB 402 a bill to support lactation friendly hospitals
- Working with ACPH to support lactation friendly policies in community clinics
- Supported HCH Baby Friendly Hospital work

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**FIRST 5 AC POLICY GOALS:**  
**CHILDREN**

**Children transition successfully from ECE to Kindergarten**



**Examples of Strategies:**

- Participate in the Alameda County Birth to Eight Initiative to develop and promote County-wide strategies
- Develop a Policy Brief to support school readiness

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**FIRST 5 AC POLICY GOALS:**  
**CHILDREN**



**Expanded Access to quality ECE programs starting at birth**

**Examples of Strategies:**

- Integrate **quality standards** through the development of a QRIS system
- Explore **incorporating ECE** as a priority into the new Local Control Funding Formula (LCFF)
- Monitor the Early Edge proposals: **Pre-K for All** and **California Strong Start**

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## FIRST 5 AC POLICY GOALS: CHILDREN

All Children receive developmental screening to increase early identification and linkages to supports

**Examples of Strategies:**

- Explore ways to incentivize and support developmental screening within the QRIS system
- Partner with Children Now and the First 5 Association on developmental screening advocacy efforts.



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## FIRST 5 AC POLICY GOALS: SYSTEMS

Coordinated Alameda County early childhood system of care that includes countywide children's outcomes and budget

**Examples of strategies:**

- Participate in the Alameda County Birth to Eight Initiative and ICPC
- Develop data sharing systems and agreements across county agencies



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## DISCUSSION QUESTIONS

What policy issues are you working on that align with our work?

How might we work together to support our common policy efforts?

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NEXT STEPS...

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