



## FIRST 5 ALAMEDA COUNTY COMMISSION MEETING AGENDA

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**Thursday, June 22, 2023**

**9:00 AM – 11:30 AM**

**First 5 Alameda County**

**1115 Atlantic Avenue**

**Alameda, CA 94501**

**Conference Room A**

Members of the public may access the meeting  
via Zoom Meeting ID: 830 0919 0584 Passcode: 484379

**Commissioners:**

Chair: Renee Herzfeld, Vice Chair: Cecilia Oregón, Clarissa Doutherd, Andrea Ford,  
Tomás A. Magaña M.D., Karina Moreno, Lena Tam, Kimi Watkins-Tartt

**Alternates:** George Ayala, Anissa Basoco-Villarreal, Serena Chen

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**1. Call to Order**

Commission Chairperson Renee Herzfeld will call this meeting to order at 9:00 AM.

**2. Public Comment**

This portion of the meeting is reserved for persons desiring to address the Commission on any matter not on the agenda. Speakers are limited to three minutes except as otherwise ordered by the Chairperson.

**3. Consent Calendar**

The consent calendar may be voted on in one motion. Commissioners may pull any consent item for discussion or separate vote.

- a. Approval of Commission Meeting Minutes from April 27, 2023
- b. Approve the GASB 54 Fund Balance Commitment
- c. Approve the Resolution to Fund the FY 2023-2024 ACERA 401(h) Account Authorization

**4. Communication from Commissioners**

**5. Receive June 15, 2023 Executive Committee Report**

**6. Receive Staff Announcements**

- a. Receive General Staff Report

**7. Approve FY 2022-23 Contract Authorizations**

Recommended Actions: Approve the following FY 2022-23 contracts:

- a. Oakland Children's Initiative FY 2022-23 Oakland Unified School District
- b. Oakland Children's Initiative FY 2022-23 Oakland Head Start
- c. RedCar IT

**8. Approve First 5 Alameda County Revised FY 2022-27 Strategic Plan, FY 2023-25 Proposed Budget – Final Reading, FY 2023-32 Proposed Long Range Financial Plan – Final Reading, and FY 2023-24 and FY 2023-25 Contract Authorizations**

Recommended Actions: Approve the following:

- a. First 5 Alameda County Revised FY 2022-27 Strategic Plan
- b. FY 2023-25 Proposed Budget – Final Reading
- c. FY 2023-32 Proposed Long Range Financial Plan – Final Reading
- d. FY 2023-24 and FY 2023-25 Contract Authorizations

**9. Guest Speaker: Dr. Manuel Pastor, Distinguished Professor of Sociology and American Studies & Ethnicity, Turpanjian Chair in Civil Society and Social Change, and Director of the Equity Research Institute at the University of Southern California**

**10. Receive First 5 California Commission and First 5 Association Updates (Written Update)**

**11. Receive Legislation and Public Policy Updates (Written Update)**

**12. Adjournment**

Information about access:

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



**First 5 Alameda County Commission Meeting**  
**April 27, 2023, 9:00 AM – 11:30 AM**  
**Zoom Webinar Meeting ID: 853 0819 9894**

Commissioners Present: Chair: Renee Herzfeld, Vice Chair: Cecilia Oregón, Scott Coffin, Clarissa Doutherd, Tomás A. Magaña, MD, MA, FAAP, Karina Moreno, Kimi Watkins-Tartt  
 Alternates Present: Anissa Basoco-Villarreal, Serena Chen  
 Not present: Andrea Ford, Lena Tam  
 First 5 Staff Present: Kristin Spanos, Christine Hom, Vanessa Cedeño, Lisa Forti, Detra Teal, Charla Black-Edwards, Julia Otani  
 Guest Presenter: Avo Makdessian

| AGENDA ITEM<br>SPEAKER  | DISCUSSION HIGHLIGHTS   | ACTION  | FOLLOW UP |
|---|---|---|-----------|
| <b>1. CALL TO ORDER AND ROLL CALL</b>                                   |   |   |           |
| R. Herzfeld   | The Commission meeting was called to order by Chair Herzfeld who gaveled in at 9:04 AM. Chair Herzfeld shared that the meeting was being recorded and conducted roll call. Commissioners Herzfeld, Oregón, Coffin, Magaña, Moreno and Alternates Basoco-Villarreal, Chen stated their names to indicate that they were present for the meeting.   | Commissioner Magaña arrived at 9:06 AM.   | None      |
| <b>2. PUBLIC COMMENT</b>  |   |   |           |
| R. Herzfeld   | There was no Public Comment.  | Commissioner Watkins-Tartt arrived at 9:08 AM.  | None      |
| <b>3. APPROVAL OF COMMISSION MEETING MINUTES FROM FEBRUARY 23, 2023</b> |   |   |           |
| R. Herzfeld   | <a href="#">[Attachment]</a><br>Chair Herzfeld asked if there was any public comment before taking a vote to approve. Chair Herzfeld facilitated the vote to approve the Commission Meeting Minutes from February 23, 2023.   | Motion: Cecilia Oregón<br>Second: Scott Coffin<br>Abstained: Kimi Watkins-Tartt<br>Motion passed. | None      |
| <b>4. COMMUNICATION FROM COMMISSIONERS</b>                              |   |   |           |
| R. Herzfeld   | Chair Herzfeld welcomed new Alternate Serena Chen to the Commission and acknowledged that this was Commissioner Coffin's last Commission meeting . On behalf of the Commissioners, she thanked Commissioner Coffin for his nearly 7 years of service on the Commission and wished him well in his retirement.   | None  | None      |
| <b>5. RECEIVE EXECUTIVE COMMITTEE REPORT</b>                            |   |   |           |
| C. Oregón   | Vice Chair Oregón reported that the Executive Committee met on April 20, 2023. The Committee approved the February 16, 2023 Meeting Minutes, reviewed and recommended the Commission's approval of the FY 2022-23 Second Proposed Budget Modifications, approved two contract authorizations: Olson Remcho contract amendment for \$100,000 and Community Health Center Network contract for \$183,000, received the first readings of the FY 2023-25 Proposed Budget and FY 2023-32 Proposed Long Range Financial Plan. The Committee also met in Closed Session to conduct the CEO performance evaluation and approved a salary increase for the CEO, effective February 5, 2023. | None  | None      |

| AGENDA ITEM<br>SPEAKER  | DISCUSSION HIGHLIGHTS   | ACTION   | FOLLOW UP |
|---|---|--|-----------|
| <b>6. STAFF ANNOUNCEMENTS</b>   |   |  |           |
| K. Spanos   | <p>Ms. Spanos presented the Staff Announcements. The CEO Contract Authorizations Report was provided as a written update.</p> <p>a. Receive General Staff Report</p> <p>Ms. Spanos provided an overview of the Staff Update slides.</p>   | Commissioner Doutherd arrived at 9:13 AM   |           |
| <b>7. FY 2022-23 SECOND PROPOSED BUDGET MODIFICATIONS</b>                                       |   |  |           |
| C. Hom  | <p><a href="#">[Attachment]</a></p> <p>Ms. Hom presented the FY 2022-23 Second Proposed Budget Modifications.</p> <p>Chair Herzfeld asked if there was any public comment before taking a vote to approve.</p> <p>Chair Herzfeld facilitated the vote to approve the FY 2022-23 Second Proposed Budget Modifications.</p> | <p>Motion: Kimi Watkins-Tartt</p> <p>Second: Tomas Magaña</p> <p>No Abstentions.</p> <p>Motion passed.</p>   | None      |
| <b>8. FY 2022-23 CONTRACT AUTHORIZATION</b>   |   |  |           |
| C. Hom  | <p><a href="#">[Attachment]</a></p> <p>Ms. Hom presented FY 2022-23 Contract Authorization.</p> <p>Chair Herzfeld asked if there was any public comment before taking a vote to approve.</p> <p>Chair Herzfeld facilitated the vote to approve the FY 2022-23 Contract Authorization.</p>                                 | <p>Motion: Cecilia Oregon</p> <p>Second: Kimi Watkins-Tartt</p> <p>No Abstentions.</p> <p>Motion passed.</p> | None      |
| <b>9. FY 2023-25 PROPOSED BUDGET - FIRST READING</b>  |   |  |           |
| C. Hom  | <p><a href="#">[Attachment]</a></p> <p>Ms. Hom presented the FY 2023-25 Proposed Budget – First Reading.</p>  | None   | None      |
| <b>10. FY 2023-32 PROPOSED LONG RANGE FINANCIAL PLAN - FIRST READING</b>                        |   |  |           |
| C. Hom  | <p><a href="#">[Attachment]</a></p> <p>Ms. Hom presented the FY 2023-32 Proposed Long Range Financial Plan – First Reading.</p>   | None   | None      |
| <b>11. FIRST 5 CALIFORNIA FY 2021-22 ANNUAL REPORT</b>  |   |  |           |
| L. Forti  | <p><a href="#">[Attachment]</a></p> <p>Ms. Forti presented the First 5 California FY 2021-22 Annual Report.</p> <p>Chair Herzfeld asked if there was any public comment before taking a vote to approve.</p> <p>Chair Herzfeld facilitated the vote to approve the First 5 California FY 2021-22 Annual Report.</p>       | <p>Motion: Tomas Magaña</p> <p>Second: Clarissa Doutherd</p> <p>No Abstentions.</p> <p>Motion passed.</p>    | None      |
| <b>12. GUEST SPEAKER: AVO MAKDESSIAN, EXECUTIVE DIRECTOR, FIRST 5 ASSOCIATION OF CALIFORNIA</b> |   |  |           |
| A. Makdessian   | <p><a href="#">[Attachment]</a></p> <p>Ms. Spanos introduced Avo Makdessian to present on First 5 Association of California.</p> <p>Mr. Makdessian presented an overview of the First 5 Association, walked through the presentation slides, and answered Commissioners' questions.</p>                                   | Commissioner Watkins-Tartt left at 10:49 AM.   | None      |

| AGENDA ITEM<br>SPEAKER   | DISCUSSION HIGHLIGHTS   | ACTION | FOLLOW UP |
|--|---|--------|-----------|
| <b>13. RECEIVE FIRST 5 CALIFORNIA COMMISSION AND FIRST 5 ASSOCIATION UPDATES</b> |   |        |           |
| K. Spanos  | <a href="#">[Attachment]</a><br>Ms. Spanos presented the First 5 California Commission and First 5 Association Updates. | None   | None      |
| <b>14. RECEIVE LEGISLATION AND PUBLIC POLICY UPDATES</b>                         |   |        |           |
| V. Cedeño  | <a href="#">[Attachment]</a><br>Ms. Cedeño presented the Legislation and Public Policy Updates.                         | None   | None      |
| <b>15. ADJOURNMENT</b>   |   |        |           |
| R. Herzfeld  | Chair Herzfeld adjourned the meeting and gavelled out at 11:34 AM.  | None   | None      |

Respectfully Submitted By: Julia Otani, Executive Assistant



**To:** First 5 Alameda County Commission

**From:** Maria Canteros, Finance Administrator

**Date:** June 22, 2023

**Subject:** GASB 54 Fund Balance Commitment

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#### REQUESTED ACTION

To review the classification of the fund balance.

#### BACKGROUND

There is no single number in governmental accounting and financial reporting that attracts more interest and discussion than *fund balance*. Fund balance, also referred to as net assets, is the difference between asset and liabilities in the governmental funds balance sheet.

The Governmental Accounting Standards Board (GASB) adopted Statement No. 54, Fund Balance Reporting and Governmental Fund Type Definitions. The planned use of net assets is required to be reported in various categories depending on the constraints imposed on the use of resources. The categories in which governments are required to categorize fund balance are (in order of most to least constrained): Nonspendable, Restricted, Committed, Assigned and Unassigned. The more constrained the resources, the less likely they can be redeployed to other uses.

#### GASB 54

A hierarchy of fund balance classifications has been created by the Governmental Accounting Standards Board (GASB), based primarily on the extent to which governments are bound by constraints on resources reported in the funds. This approach which is referred to as GASB 54 is intended to provide users more consistent and understandable information about a fund's net resources. GASB 54 went into effect in FY 2010-2011, and for the first time F5AC's fund balance was presented accordingly in the financial statements for the fiscal year which ended on June 30, 2011. In summary, the hierarchy of five possible classifications of fund balance is:

**Nonspendable Fund Balance**

- Amounts that cannot be spent due to form; for example, inventories and prepaid amounts. Also, long-term loan and notes receivables, and property held for resale would be reported here.
- Amounts that must be maintained intact legally or contractually.

**Restricted Fund Balance**

- Amounts constrained for a specific purpose by external parties, constitutional provision or enabling legislation.

**Committed Fund Balance**

- Amounts constrained for a specific purpose by a government using its highest level of decision-making authority. It would require action by the same group to remove or change the constraints placed on the resources.
- Action to constrain resources must occur prior to year-end; however, the amount can be determined in the subsequent period.

**Assigned Fund Balance**

- For any remaining amounts not classified in Special Revenue Funds as any of the above or amounts constrained for the intent to be used for a specific purpose by a governing board or a body or official that has been delegated authority to assign amounts.

**Unassigned Fund Balance**

- For any remaining amounts not classified as any of the above.

F5AC's General Sustainability Fund or stabilization fund currently meets the definition of "Assigned" as defined in GASB 54. At the end of the current fiscal year, it is projected that F5AC will have approximately \$26.6 million in the General Fund Balance which will be reported in the audited financial statements as previously approved by the Commission in June 2022 to be in compliance the requirements of GASB 54. In the current FY 2022-23, we have also designated a Special Revenue Fund for the City of Oakland's Measure AA Parcel Tax revenue. The projected Special Revenue Fund balance is \$12.9 million.

**PROPOSED ACTION TO DESIGNATE FUND BALANCE**

1. To accept Staff's recommendation to designate a portion of the General Fund balance not to exceed \$10.9 million of net assets as of June 30, 2023, as "Committed" to be used for Contracts and Grants, in accordance with the FY 2023-24 budget that is up for adoption by the Commission on June 22, 2023.
2. To accept Staff's recommendation to "Assign" a portion of ending General Fund balance not to exceed \$15.7 million of net assets as of June 30, 2023, for budget stabilization (balancing the budget), in accordance with the Long Range Financial Plan to be adopted by the Commission on June 22, 2023. Funds committed to budget stabilization shall only be used to maintain F5AC services as long as possible during anticipated funding declines in accordance with the Long Range Financial Plan. They can only be committed to other uses by a majority vote of the Commission. These funds are not anticipated to be replenished after they are used for budget stabilization.

- To accept Staff’s recommendation to designate the projected balance of \$12.9 million of net assets in the Special Revenue Fund as of June 30, 2023, as “Committed” to be used for Contracts and Grants, in accordance with the FY 2023-24 budget that is up for adoption by the Commission on June 22, 2023.

**FISCAL IMPACT**

This action is for classification purposes only. There is no fiscal impact.

| Use of General Fund Balance                      | Maximum Amount | GASB 54 Classification |
|--|----------------|------------------------|
| FY 2023-24 budgeted Contracts and Grants         | \$10.9 million | Committed Fund Balance |
| Budget stabilization - Long Range Financial Plan | \$15.7 million | Assigned Fund Balance  |

| Use of Special Revenue Fund Balance      | Maximum Amount | GASB 54 Classification |
|--|----------------|------------------------|
| FY 2023-24 budgeted Contracts and Grants | \$12.9 million | Committed Fund Balance |


**RECOMMENDATION:**

That the Commission approve the classification of fund balance as outlined above.

Submitted by:

DocuSigned by:  
  
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 Maria Canteros  
 Finance Administrator

Reviewed by:

DocuSigned by:  
  
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 Kristin Spanos  
 Chief Executive Officer

Reviewed by:

DocuSigned by:  
  
 5659DF0B756A46A...  
 Christine Hom  
 Chief Operating Officer





**To:** First 5 Alameda County Commission

**From:** Maria Canteros, Finance Administrator

**Date:** June 22, 2023

**Subject:** FY 2023-2024 ACERA 401(h) Account Authorization

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#### **ACTION REQUESTED**

That the Commission review the resolution to fund the FY 2023-2024 ACERA 401(h) account with the purpose of providing tax free health benefits to retirees.

#### **BACKGROUND**

In order for the Alameda County Employees Retirement Association (ACERA) to provide tax-free health benefits to its retirees, it is required that participating agencies such as First 5 Alameda County establish and pay post-retirement benefits through a 401(h) account. In 2007-08, the Commission authorized the establishment of such an account.

The 401(h) account, also called the Advance Reserve Account, is funded by a portion of regular First 5 retirement contributions. First 5 contributions are then supplemented by the Supplemental Retiree Benefits Reserve (SRBR) in the amount of the 401(h) contribution. The effect is a no-cost transaction.

For FY 2023-2024 (and every year), it is required that the participating member agencies of ACERA authorize the required contributions to the account. The required contribution is determined by ACERA's actuary, Segal Consulting. Based on the actuarial analysis, First 5's contribution for FY 2023-2024 is \$92,703.29. The contribution per pay period is \$3,565.51 beginning with pay period 23-14.

#### **FISCAL IMPACT**

There is no fiscal impact.

**RECOMMENDATION**

That the Commission approve the resolution to fund the FY 2023-2024 ACERA 401(h) account authorization.

Submitted by:

DocuSigned by:  
*Maria Canteros*  
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\_\_\_\_\_  
Maria Canteros  
Finance Administrator

Reviewed by:

DocuSigned by:  
*Kristin Spanos*  
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Kristin Spanos  
Chief Executive Officer

Reviewed by:

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*Christine Hom*  
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Christine Hom  
Chief Operating Officer

**RESOLUTION****FIRST 5 ALAMEDA COUNTY RESOLUTION  
APPROVING 401(H) ACCOUNT PURSUANT  
TO SECTION 31592**

**WHEREAS**, in 1996, the Alameda County Employees' Retirement Association ("ACERA") Board of Retirement informed the Board of Supervisors that by adoption of Resolution No. 96-111, the Board of Retirement had established a health benefits account intended to satisfy the requirements of Internal Revenue Code ("IRC") Section 401(h) and the regulations thereunder ("401(h) Account") in order to provide non-vested, tax-free health benefits to eligible County and Participating Employer retirees (collectively, the "Retirees"); and

**WHEREAS**, in 1996, this Board of Supervisors adopted Resolution No. R-96-634, which provided that ACERA could offer such non-taxable benefits if the County designated a portion of its contribution to ACERA for a fiscal year as a contribution to the 401(h) Account, and

**WHEREAS**, under Section 31592.4 and Article 5.5 of the County Employees Retirement Law of 1937 ("CERL"), assets in the Supplemental Retiree Benefit Reserve ("SRBR") at the end of a fiscal year of ACERA may, in the immediately succeeding fiscal year, be transferred to the Employer Advance Reserve account of the Participating Employers, and treated as a contribution to ACERA by the County and as applicable by other Participating Employers to the extent that in the immediately succeeding fiscal year the County and other Participating Employers make contributions to ACERA's 401(h) Account in order to pay for retiree health benefits; and

**WHEREAS**, Section 31592.4 and Article 5.5 of the CERL thus permit the Participating Employers to contribute to a 401(h) Account and pay for retiree health benefits for a fiscal year without increasing the First 5 Alameda County's total contributions to ACERA for that fiscal year; and

**WHEREAS**, commencing with the 1996-1997 fiscal year, and for each fiscal year thereafter, the County has directed that a specified portion of its fiscal year contribution to ACERA for that year be contributed to the 401(h) Account; and

**WHEREAS**, in 2007 First 5 Alameda County authorized ACERA to establish and manage a 401(h) sub-account on its behalf to provide tax free health benefits for its retirees.

**NOW THEREFORE, IT IS RESOLVED AS FOLLOWS:**

1. In fiscal year July 1, 2023 - June 30, 2024, First 5 Alameda County shall contribute to ACERA \$92,703.29 to be used only for the payment of retiree health benefits. This contribution shall be made on the terms and conditions set forth in the Agreement between First 5 Alameda County and ACERA concerning such contributions, executed on June 28, 2007.
2. This contribution shall be designated, in writing, as being only for First 5 Alameda County's IRC § 401(h) Account and such designation shall be made at the time of the contribution.

3. Such contribution is contingent on the Board of Retirement immediately transferring, in accordance with Government Code §31592.4, an amount equal to such contribution from ACERA's SRBR account to First 5 Alameda County's Advance Reserve account. Such amount shall be treated as a contribution for pension and therefore shall be applied to reduce the pension contribution otherwise required by First 5 Alameda County for the fiscal year beginning July 1, 2023.
4. No party, including any existing or future First 5 Alameda County employee, retiree, spouse or dependent, shall have any vested rights, contractual rights or other rights in or to any retiree health benefits or payment or subsidy for any such benefits nor shall any such person or ACERA have any such rights to have First 5 Alameda County contribute towards paying or subsidizing the cost of any retiree health benefits provided by ACERA under the 401(h) Account or otherwise. First 5 Alameda County may modify or terminate, at any time and without any limitation, its decision to contribute to First 5 Alameda County's 401(h) Account. This modification or termination may occur even if it may affect any employee first hired prior to the date of such modification, any person who retired prior to such date, and/or any person who became a spouse or dependent of an employee or retiree prior to such date.
5. All contributions by First 5 Alameda County to its 401(h) sub-account shall be governed by requirements of the IRC and all administrative and other applicable rules established by ACERA governing such sub-account and ACERA's 401(h) Account.



## FIRST 5 ALAMEDA COUNTY EXECUTIVE COMMITTEE MEETING AGENDA

Thursday, June 15, 2023

Members of the public may access this meeting via:

Zoom Meeting: <https://zoom.us/j/81273174172>

Meeting ID: 812 7317 4172

11:00 AM – 12:30 PM

Commissioners:

*Chair:* Renee Herzfeld, *Vice Chair:* Cecilia Oregón, Tomas Magaña

1. **Public Comment**
2. **Staff Announcements**
  - a. General Staff Announcements
  - b. CEO Contract Authorizations
3. **Approval of Minutes from April 20, 2023**  
Recommended Action: Approve Minutes from April 20, 2023.
4. **Approve Revisions to Governance Policies**  
Recommended Action: Executive Committee approve revisions to the following existing policies:
  - a. Financial Policies
  - b. Conflict of Interest Policy and Code
5. **Review FY 2023-25 Proposed Budget and FY 2023-32 Proposed Long Range Financial Plan – Final Readings**  
Recommended Actions: Executive Committee recommends that the Commission approve the following:
  - a. FY 2023-25 Proposed Budget
  - b. FY 2023-32 Proposed Long Range Financial Plan
6. **Review GASB 54 Fund Balance Commitment**  
Recommended Action: Executive Committee recommends that the Commission approve the GASB 54 Fund Balance Commitment.
7. **Review FY 2023-24 ACERA 401(h) Account Authorization**  
Recommended Action: Executive Committee recommends that the Commission approve the FY 2023-24 ACERA 401(h) Account Authorization.
8. **Adjournment**

**Information about access:**

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



FY 2022-23 CEO-Approved Contracts List  
 CEO Contract Authorizations and Amendments

| Original Award, approved by Commission (June 2, 2022-April 20, 2023) |                     |                                 |                     |                   |  |              | New Contracts or Augmentations, approved by CEO (4/21/2023-6/15/23) |                           |  |   | Contractor Aggregate Amount             |                                |
|--|---------------------|---------------------------------|---------------------|-------------------|--|--------------|---|---------------------------|--|---|---|--------------------------------|
| Strategy   | Award Number        | Contractor                      | Contract Start Date | Contract End Date | Original Description of Scope of Work  | Amount       | New Award, Amendment or Ancillary Amount                            | New Total Contract Amount | Funding to support COVID-19 activities | Description of New Contract or Added Scope of Work  | Executive Committee Approval >\$150,000 | Commission Approval >\$300,000 |
| Early Identification, Screening & Care Coordination                  | PS-EID-2223-188/189 | Community Health Center Network | 6/1/2023            | 6/30/2023         | Funding to support development and associated costs related to Help Me Grow (HMG) referral automation in Electronic Health Record (EHR) systems. | \$ 83,000.00 | \$ 41,000.00  | \$ 124,000.00             | No                                     | Funding to support development and associated costs related to ASQ automation in Arabic and Vietnamese for the CHCN Electronic Health Record (EHR) referral system. | n/a                                     | n/a                            |
|  |                     |                                 |                     |                   |  | \$ 83,000.00 | \$ 41,000.00  | \$ 124,000.00             |  | CEO Authorizations 4/21/2023-6/15/23  |   |                                |

Only include CEO-approved contracts exceeding \$100,000



**First 5 Alameda County Executive Committee Meeting**

**April 20, 2023, 11:00 AM - 12:30 PM**

**Zoom Webinar Meeting ID: 869 5946 3269**

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

First 5 Staff Present: Kristin Spanos, Christine Hom, Vanessa Cedeño, Detra Teal, Julia Otani, Charla Black-Edwards

| AGENDA ITEM<br>SPEAKER                                    | DISCUSSION HIGHLIGHTS  | ACTION  | FOLLOW UP   |
|---|--|---|---|
| <b>CALL TO ORDER AND ROLL CALL</b>                        |  |   |   |
| C. Oregón   | The meeting was called to order by Vice Chair Oregón who gavelled in at 11:02 AM and stated that the meeting was being recorded. Commissioners Herzfeld, Oregón and Coffin stated their names to indicate they were present for the meeting.   | None  | None  |
| <b>1. PUBLIC COMMENT</b>                                  |  |   |   |
| C. Oregón   | There was no Public Comment.   | None  | None  |
| <b>2. STAFF ANNOUNCEMENTS</b>                             |  |   |   |
| K. Spanos   | <a href="#">[Attachment]</a><br>Ms. Spanos presented the Staff Announcements and the CEO Contract Authorizations.<br>a. General Staff Announcements<br>b. CEO Contract Authorizations  | None  | None  |
| <b>3. APPROVAL OF MINUTES FROM FEBRUARY 16, 2023</b>      |  |   |   |
| C. Oregón   | <a href="#">[Attachment]</a><br>Vice Chair Oregón asked if there was any public comment before taking a vote to approve the minutes.<br>Vice Chair Oregón facilitated the vote to approve the February 16, 2023 Executive Committee Meeting minutes.   | Motion: Renee Herzfeld<br>Second: Scott Coffin<br>No Abstentions.<br>Motion passed. | None  |
| <b>4. FY 2022-23 SECOND PROPOSED BUDGET MODIFICATIONS</b> |  |   |   |
| C. Hom  | <a href="#">[Attachment]</a><br>Ms. Hom presented the FY 2022-23 Second Proposed Budget Modifications.<br>Vice Chair Oregón asked if there was any public comment before taking a vote to recommend.<br>Vice Chair Oregón facilitated the vote to recommend the FY 2022-23 Second Proposed Budget Modifications be brought to the full Commission for final review and approval. | Motion: Renee Herzfeld<br>Second: Scott Coffin<br>No Abstentions.<br>Motion passed. | The FY 2022-23 Second Proposed Budget Modifications will be brought to the full Commission for final review and approval. |

| AGENDA ITEM<br>SPEAKER  | DISCUSSION HIGHLIGHTS  | ACTION  | FOLLOW UP |
|---|--|---|-----------|
| <b>5. FY 2022-23 CONTRACT AUTHORIZATIONS</b>  |  |   |           |
| C.Hom   | <a href="#">[Attachment]</a><br>Ms. Hom presented the FY 2022-23 Contract Authorizations.<br>Vice Chair Oregon asked if there was any public comment before taking a vote to approve.<br>Vice Chair Oregon facilitated the vote to approve the FY 2022-23 Contract Authorizations: Olson Remcho contract amendment for \$100,000 and Community Health Center Network contract for \$183,000.   | Motion: Renee Herzfeld<br>Second: Scott Coffin<br>No Abstentions.<br>Motion passed. | None      |
| <b>6. FY 2023-25 PROPOSED BUDGET - FIRST READING</b>  |  |   |           |
| C. Hom  | <a href="#">[Attachment]</a><br>Ms. Hom presented the FY 2023-25 Proposed Budget – First Reading.  | None  | None      |
| <b>7. FY 2023-32 PROPOSED LONG RANGE FINANCIAL PLAN - FIRST READING</b>                               |  |   |           |
| C. Hom  | <a href="#">[Attachment]</a><br>Ms. Hom presented the FY 2023-32 Long Range Financial Plan – First Reading.  | None  | None      |
| <b>8. PUBLIC EMPLOYEE PERFORMANCE EVALUATION - CLOSED SESSION (HELD PURSUANT TO GOV. CODE §54957)</b> |  |   |           |
| C. Oregon   | Vice Chair Oregon recessed the Executive Committee into Closed Session for the CEO Performance Evaluation at 11:42 AM.<br>Vice Chair Oregon reconvened Open Session at 12:09 PM. Chair Herzfeld reported that the Executive Committee conducted the CEO Performance Evaluation in Closed Session, thanked Ms. Spanos for her service, and took an action to increase the CEO salary to \$280,000 per year, effective February 5, 2023. | Motion: Cecilia Oregon<br>Second: Scott Coffin<br>No Abstentions.<br>Motion passed. | None      |
| <b>9. ADJOURNMENT</b>   |  |   |           |
| C. Oregon   | Vice Chair Oregon gavelled out and adjourned the meeting at 12:11 PM.  | None  | None      |

Respectfully Submitted By: Julia Otani, Executive Assistant



**To:** First 5 Alameda County Executive Committee

**From:** Kristin Spanos, CEO  
Christine Hom, Chief Operating Officer  
Maria Canteros, Finance Administrator

**Date:** June 15, 2023

**Subject:** Revisions to First 5 Alameda County Financial Policies

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**ACTION REQUESTED**

To approve revisions to the Financial Policies.

**BACKGROUND**

First 5 Alameda County originally adopted Financial Policies on June 24, 2004. The policies are reviewed by staff on an annual basis and revisions are brought to the Executive Committee and Commission for consideration and approval as necessary. F5AC Finance staff worked with Kevin Harper, CPA, to review the policies to ensure compliance with state and federal law, current GASB accounting standards and industry best practices.

The following are the proposed updates to the Financial Policies to be effective June 15, 2023:

**Financial Reserves and Goals**

Adding clarifying language to the named “Long Range Financial Planning” section and adding a new section “Reserve Policy” to include Governmental Accounting Standards Board (GASB) No. 54 “Fund Balance Reporting and Governmental Fund Type Definitions” and treatment of the Children’s Sustainability Fund to support budgeted activities.

**Budget Policy**

Expand policy to include the preparation process, monitoring, amendments and carryover of unused, available balances from externally funded sources to the next fiscal year.

The proposed edits to both policies are shown in the attachments.

**FISCAL IMPACT**

There is no fiscal impact.

**RECOMMENDATION**

The Commission adopted revisions to the Bylaws on May 26, 2022 to delegate the authority to the Executive Committee to “review and approve governance-related policies and procedures including fiscal, administrative, operations and human resources, including approving the compensation of the CEO on an annual basis”.

First 5 Alameda County staff recommend that the Executive Committee approve the updates to the Financial Policies in the two following areas: 1.) Financial Reserves and Goals: Long Range Financial Planning & Reserve Policy and 2.) Budget Policy.

Submitted by:

DocuSigned by:  
*Maria Canteros*  
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\_\_\_\_\_  
Maria Canteros  
Finance Administrator

Approved by:

DocuSigned by:  
*Kristin Spanos*  
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Kristin Spanos  
Chief Executive Officer

Reviewed:

DocuSigned by:  
*Christine Hom*  
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Christine Hom  
Chief Operating Officer

FINANCIAL RESERVES AND GOALS

I. FINANCIAL RESERVES AND GOALS

UPDATED 5/26/2026.15.2023

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.

Long Rang Financial Planning

- A. F5AC will maintain the Children’s Sustainability Fund in accordance with the 10 Year 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 constant level of funding through the following strategic plans through 2025 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. F5AC will maintain an amount in the Children’s Sustainability Fund, at a minimum, equal to six months of the corresponding fiscal year’s Prop 10 operating expenses, ~~and plus an amount~~ to cover fiscal obligations under the Reduction in Workforce Policy.  
  
F5AC will maintain sufficient reserves to support the cost of reimbursement in the case of audit exception in federal fiscal leveraging.
- C. The Commission may approve use of the Children’s Sustainability Fund during the fiscal year to support budgeted activities with adjustments to be made to the corresponding Long Range Financial Plan.
- D. Unspent funds at year end will close to the Children’s Sustainability Fund.

**RESERVE POLICY**

Adequate reserves position an organization to effectively plan to fund the services it provides as well as meet unplanned needs caused by economic downturns, outside agency actions, revenue reductions, natural disasters and other unexpected emergencies.

- E. The Commission will adopt a Long Range Financial Plan that enables F5AC to maintain programs at a constant level of funding through the current Commission-approved strategic plan in the face of declining Proposition 10 revenues. F5AC will maintain amounts in the Children’s Sustainability Fund in accordance with the Long Range Financial Plan. At a minimum, the amount in the Children’s Sustainability Fund shall exceed six months of the corresponding fiscal year’s Prop 10 operating expenses and to cover fiscal obligations under the Reduction in Workforce Policy.

## AGENDA ITEM 4a1

- F. In addition to the Children’s Sustainability Fund, F5AC will maintain sufficient reserves to support the cost of reimbursement of grant proceeds in the event of audit exceptions. It will maintain other reserves required by law and/or debt covenants and any general reserve requirements as may be set from time to time by the Commission.
- G. The Commission may approve use of the Children’s Sustainability Fund to support budgeted activities with appropriate adjustments made to subsequent annual budgets to restore the balance of the Children’s Sustainability Fund within three years.
- H. Unspent funds at year end will close to the Children’s Sustainability Fund.
- I. Fund balance is defined as the excess of assets over liabilities. Fund balance is reported in the following categories in accordance with Governmental Accounting Standards Board Statement No. 54:
- Nonspendable – includes amounts that cannot be spent because they are either (a) not in spendable form or (b) legally or contractually required to be maintained intact. Nonspendable amounts are determined before all other classifications of fund balance and consist of the following: long-term receivables, inventory of supplies, prepaid items, corpus (principal) of any permanent funds that are legally or contractually required to be maintained intact, and nonfinancial assets held for resale.
  - Restricted – includes amounts that can be spent only for the specific purposes stipulated by the constitution, external resource providers, or through enabling legislation.
  - Committed – includes amounts that can be used only for the specific purposes determined by a formal action of the Commission.
  - Assigned – includes remaining amounts not classified in Special Revenue Funds as any of the about or amounts intended to be used for specific purposes but do not meet the criteria to be classified as restricted or committed. The Commission delegates to the Chief Executive Officer or his/her designee the authority to assign amounts to be used for specific purposes. Such assignments cannot exceed the available (spendable, unrestricted, uncommitted) fund balance.
  - Unassigned – includes all amounts not included in the other fund balance classifications.
- J. When an expenditure is incurred for purposes for which both restricted and unrestricted (committed, assigned, or unassigned) amounts are available, it is the policy of F5AC to use the most restrictive funds first.

~~BUDGET ADOPTION AND AMENDMENT~~

~~UPDATED 5/26/2022~~

~~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 Commission will adopt, by resolution, a budget by June 30 for the ensuing year.~~
- ~~B. The annual budget will be a balanced budget consisting of budgetary revenues, restricted carryover and, in accordance with the 10 Year Long Range 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 strategies and budget adjustments that increase the authorized spending level of a strategy must be approved by the Commission.~~

**BUDGET POLICY**

**UPDATED 6.15.2023**

**I. Purpose**

The budget is the central financial planning document that encompasses all revenue and expenditure decisions. Once adopted, the budget appropriates funds, establishes legal expenditure limits for the upcoming fiscal year, and provides staff with the authority to incur liabilities to provide services.

The purpose of this Budget Policy is to clarify the budget process, define roles and responsibilities, establish timelines, define a balanced budget, and establish the level of budgetary control.

**II. Preparation Process**

Detailed line-item budgets are prepared for each program. Budget instructions are issued to the operating departments, who are responsible for submitting initial budget proposals. Initial budget proposals are composed of estimates of anticipated revenues and expenditures with the goal of presenting a balanced budget for each program. These proposals are reviewed and the entity-wide budget is prepared by the Chief Financial Officer, Finance Administrator and designated staff. The Chief Executive Officer reviews the budget and the budget packet is presented to the Commission for the first reading in April and for final review and approval in June. The Commission adopts, by resolution, a budget by June 30 for the ensuing fiscal year, and may include a request for a second year, in principle, to allow for contracting to span more than one year, if funding allows extended terms.

The annual budget will be a balanced budget. A balanced budget is defined to mean that anticipated revenues plus beginning available fund balance equals or exceeds anticipated expenditures.

F5AC manages the budget at the Strategy (cost center program) level (i.e., each program will not overspend its budget). Operating department managers are responsible for ensuring that actual expenditures do not exceed budgeted appropriations each fiscal year. Accountability is at the “bottom line” level, meaning that every line item need not be equal or less than budget as long as total program expenditures are.

### **III. Budget Monitoring**

**Quarterly Financial Reports.** Finance staff prepares and distributes a financial report quarterly that compares fiscal year to date actual results to budgeted amounts by program. It is critical that program managers review the monthly financial reports for their budget units regularly to ensure that their budgets are in the black.

**Monthly General Ledger Reports.** Finance staff prepares and distributes monthly general ledger reports with year-to-date detailed transactions. Program managers review to confirm accurate coding to cost centers, programs and funding sources.

**Commission Reports.** The Chief Financial Officer prepares reports for the Commission each February reporting current year actual revenue and expenditure results to budgeted amounts by program and by fund.

**Mid-Year Budget Modification and Review.** The Chief Financial Officer prepares a financial report of budgeted vs. actual revenues and expenditures by strategy approximately six months after the beginning of each fiscal year. The Commission formally reviews F5AC’s financial condition and amends budgeted appropriations, if needed.

**Annual Reports on Departmental Spending.** At the end of each fiscal year, program and operating departments review concise reports that analyze departmental spending for each of their programs. These reports, prepared by Finance, will compare budget appropriations with actual expenditures by program and by type, identify reasons for any significant budget overages or underages, and analyze their impact on future operating budgets (i.e., are the variances one-time in nature or will they affect future budgets?).

### **IV. Budget Amendments**

Amendments to the budget (increases or reductions in revenues and/or expenditures) may be required for a variety of reasons, including:

- Supplemental appropriations approved by the Commission;
- Changes in Memorandums of Agreement;
- Acceptance of grant programs;

- Revisions to currently funded programs, projects and activities; or
- Intra-departmental revisions between and within program areas.

The Commission has the sole responsibility for adopting the budget and may amend or supplement the budget at any time by majority vote of the Commission. After budget adoption, all budget amendments that increase total appropriations require Commission approval.

Budget amendments that shift revenues and expenditures between funds and programs without increasing total appropriations (aka “budget transfers”), can be approved by F5AC management as follows:

- Chief Executive Officer has the authority to make or approve budget transfers to any line item. However, any increase in budgeted appropriations must be approved by the Commission, if the appropriation exceeds the CEO’s approval limits.
- Chief Financial Officer has the authority to make or approve budget transfers to all line items between programs, and to adjust offsetting revenue and expenditure accounts.
- Department Heads have the authority to make budget transfers within their program budgets as long as those changes do not increase total appropriations.

However, all changes to personnel costs and transfers greater than \$150,000 must be approved by Chief Executive Officer.

To ensure that all changes to the budget are correctly recorded and appropriately authorized, a standard Budget Amendment Request form is used to document all budget amendments, including those approved by the Commission. See Attachment 1 for a sample Budget Amendment Request form.

## **V. Budget Carryover**

Unused budget appropriations lapse at the end of the fiscal year. However, unexpended funds from externally funded sources may be carried-over and reappropriated to meet encumbrance obligations (unexpended balances remaining on contracts or purchase orders). Appropriation from available carryover balances will be incorporated into the budget at the mid-year review to meet the program budgetary plans.



**To:** First 5 Alameda County Executive Committee

**From:** Kristin Spanos, CEO  
Christine Hom, Chief Operating Officer

**Date:** June 15, 2023

**Subject:** Revisions to First 5 Alameda County Conflict of Interest Policy and Code

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**ACTION REQUESTED**

To approve revisions to First 5 Alameda County's Conflict of Interest Policy and Code.

**BACKGROUND**

First 5 Alameda County contracted with VIVA Social Impact Partners in 2021 to review First 5's governance policies. On October 7, 2021, VIVA presented their recommendations for the modification or creation of governance and agency policies to the Executive Committee including the Financial Policies, Conflict of Interest Code and Policy, Incompatible Activities Policy and Records Retention Policy. The Executive Committee voted to adopt these policies at their meeting on May 26, 2022. Subsequently the Executive Committee approved revisions to the agency's Conflict of Interest Code's Disclosure Categorizations for Calendar 2022, Appendix B Designated Employees at their meeting on August 11, 2022.

James Harrison, agency legal counsel reviewed the agency's Conflict of Interest Policy and Code and has recommended the addition of language for staff to comply with the City of Oakland's Government Ethics Act in consideration of the contract between First 5 and the City of Oakland where First 5 serves as the Early Childhood Implementation Partner for the Oakland Children's Initiative. Legal counsel also recommended that First 5 staff update the agency's Conflict of Interest Code's Disclosure Categorizations for Calendar 2022, Appendix B Designated Employees to reflect staff that have been recently hired to support the Oakland Children's Initiative activities and agency expansion.



The following language is proposed to be added to First 5's Conflict of Interest Policy:

**MANDATED COMPLIANCE WITH CITY OF OAKLAND GOVERNMENT ETHICS ACT, MUNICIPAL CODE CHAPTER 2.25**

F5AC employees whom the City of Oakland determines are required to file Form 700 with the City of Oakland as a result of their work under F5AC's contact with the City of Oakland shall read and be aware of the City of Oakland Government Ethics Act including, without limitation, the provisions prohibiting Conflicts of Interest and Personal Gain, influencing contracts with former employers, and nepotism, and all such F5AC employees will adhere to the City of Oakland Government Ethics Act and will not engage in activities in violation of that Act.

Changes to First 5's Conflict of Interest Code Disclosure Categorizations for Calendar 2022, Appendix B Designated Employees are shown in red font on the attached document and include updates to, deletion of titles and addition of new titles of designated employees. Upon Executive Committee approval, First 5 staff will submit the Code including the revised list of Designated Employees to the Alameda County Board of Supervisors for approval as the code reviewing body.

**FISCAL IMPACT**

There is no fiscal impact.

**RECOMMENDATION**

That the Executive Committee approve the revisions to First 5 Alameda County's Conflict of Interest Policy and Code.

Submitted by:

DocuSigned by:  
*Christine Hom*  
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Christine Hom  
Chief Operating Officer

Approved by:

DocuSigned by:  
*Kristin Spanos*  
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Kristin Spanos  
Chief Executive Officer



## FIRST 5 ALAMEDA COUNTY CONFLICT OF INTEREST POLICY

REVISED 6/15/2023

### I. Purpose:

The F5AC Conflict of Interest Policy provides F5AC Commissioners, Advisory Bodies, and Staff with guidelines for carrying out their fiduciary duties while mitigating the risk of an actual or perceived conflict of interest.

### II. Policy

It is the policy of F5AC to avoid even the appearance of impropriety involving conflict of interest issues. F5AC promotes business practices that comply with conflict of interest and disclosure requirements, including but not limited to, the California Political Reform Act of 1974 and California Government Code sections 1090-1097 and 1125-1129 and F5AC's Conflict of Interest Code. When a Commissioner, Staff member, or Contractor in a position to influence a decision identifies a conflict of interest, that person must not participate in or give consideration to the matter from that point forward. A "decision" includes influencing a decision by discussing, advising, or making recommendations to the decisionmaker (i.e., a Commissioner, the Commission or the CEO) either directly or indirectly, that is, without significant intervening substantive review. Such discussion or advice includes conducting research, investigating, preparing or presenting any report, analysis or opinion, and providing information orally or in writing, all of which may be perceived as influencing the decision.

A perceived conflict of interest can also pose as great a risk to F5AC as an actual conflict of interest. Perceived conflicts should be treated with the same care as actual conflicts of interest under this Policy. This includes instances where F5AC Commissioners, Advisory Body members, and Staff members have involvement with an individual or organization that could be perceived to impair their objectivity.

It is the policy of F5AC that Commissioners must recuse themselves from making, participating in making, or in any way attempting to use their official position to influence a decision involving a grant or contract which financially benefits the Commissioner or the entity the Commissioner represents.

F5AC Commissioners, Staff members, and Contractors are prohibited from negotiating a contract with or participating in the hiring of a prospective employee, or, the supervising of an employee, if the contractor, prospective employee, or employee is an immediate family member. This prohibition includes discussing, making, participating in making, or using their official position to influence, directly or indirectly, the negotiations or employment process in favor of their immediate family member. Upon hire and as determined during the course of employment, F5AC will require Staff members to review and sign the Incompatible Activities Statement. (see Appendix A)

F5AC Commissioners, Advisory Body members and Staff members may be required to complete a Declaration of Interests (see Appendix B) to disclose any direct, indirect or perceived conflicts of interest and recuse themselves from making, participating in making or in any agency activity that may be perceived as influencing the decision.

**III. Definitions**

A “conflict of interest” means that a person, their spouse, or their dependent child, has an “economic interest” in or relationship with a potential party to a contract with F5AC. A conflict of interest exists when:

- i. The person involved makes, participates in, or uses their official position to influence a F5AC decision;
- ii. It is foreseeable that the decision will have a material effect on the person’s “economic interest;” and,
- iii. The effect of the decision on the person’s economic interest will be distinguishable from its effect on the public generally.

However, government salaries, per diem expenses, and reimbursement for travel from a nonprofit entity, are all specifically excluded from the definition of income under the Political Reform Act. A government salary also does not constitute an interest in a contract (under Government Code section 1090) unless the contract directly involves the department of the entity that employs a Commissioner, in which case, the Commissioner must disclose the interest on the record and refrain from participating in the decision.

An “economic interest” is defined as any fee, money, investment, or financial gain, or benefit directly or indirectly from or by reason of any dealings with or service for F5AC. An “economic interest” includes, but is not limited to, specific types of investments, business positions, interests in real property, and reportable sources of income of the person, their spouse or dependent child.

An “immediate family member” is defined as a spouse, mother, father, brother, sister, child, grandmother or grandfather, son-in-law, daughter-in-law, brother-in-law, sister-in-law, nephew, niece, aunt, uncle or grandchild, step-parent, step-child or any person living in the employee's household.

**IV. Contract or Grant Eligibility Requirements**

Commissioners and organizations with which they are affiliated are eligible to receive contract/grant funds if the following requirements are adhered to:

- 1. A Commissioner is required to recuse him or herself from any participation or consideration of the grant or contract before the Commission;
- 2. The Commissioner may not participate in any way in the presentation of the matter, in discussing the issue with other Commissioners or employees of F5AC, or in the vote on the funding.

This provision also applies if the Commissioner or an organization with which the Commissioner is affiliated has a subcontract with a F5AC grantee or contractor. In such a case, the Commissioner is required to recuse themselves when the funding is considered by the Commission since there is a financial benefit that may result from the award.

**V. Policy Review**

This policy will be periodically reviewed by F5AC.

Any verbal statements or representations cannot, in any way, change or alter the written policies and procedures presented in these guidelines.

## Appendix A: FIRST 5 ALAMEDA COUNTY INCOMPATIBLE ACTIVITIES STATEMENT

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### INTRODUCTION

The purpose of the Incompatible Activities Statement (“Statement”) is to protect the outstanding record of personal integrity established by officers and employees in carrying out First 5 Alameda County (“F5AC”) responsibilities to the public and to other state and local agencies.

To assist employees with understanding the nature of incompatible activities, the following statement has been adopted, consistent with the provisions of Government Code section 1126. The prohibited activities described below are inconsistent, incompatible, in conflict with, or inimical to the duties of officers and employees of F5AC.

Activities which discredit F5AC or are detrimental to its goals, or are contrary to the best interests of the commission are not specifically covered by this Statement. However, such activities may be in violation of state law and may result in employee discipline.

The procedures for an employee to appeal a decision or obtain permission to engage in an outside activity or employment are described below under “Appeal Procedures”.

For purposes of this Statement, “employee” includes all officers and regular, permanent employees of F5AC.

### GENERAL POLICIES

This Statement will be given to all current and future employees of F5AC. All potential employees must be informed that in accepting employment with F5AC, they consent to this Statement. Employees are expected to read the Statement, clarify any questions they may have about it, and sign the statement. The original signed statement shall be maintained in the employee’s personnel file.

This Statement does not attempt to specify every activity that may be incompatible, nor should it be taken as the only rules that must be observed and adhered to by an employee. The prohibited activities are provided as examples; specific activities must directly relate to an employee’s job.

### PROHIBITED ACTIVITIES

Employment, activities, and enterprises that may cause, or give the appearance, of incompatibility or conflict of interest are prohibited under this Statement. Prohibited activities include, but are not limited to, all of the following:

#### 1. PRESTIGE OR INFLUENCE

A F5AC employee shall not:

- Use the prestige or influence of F5AC for the employee’s private gain or advantage or the private gain or advantage of another

- Use his or her status as a F5AC employee to solicit directly or indirectly business of any kind or to purchase goods or services for private use at discounts from a person who does business with the commission
- Receive compensation, from other than F5AC, for lobbying the Legislature, the Governor, or any state or local agency, on any issue affecting the F5AC or matters under its jurisdiction

## **2. USE OF F5AC TIME AND PROPERTY**

Subject to applicable laws, rules, or regulations, each employee shall devote his or her full time, attention, and efforts to his or her commission employment during his or her hours of duty with F5AC. Accordingly, no F5AC employee shall use commission time, facilities, equipment or supplies for his or her private gain or advantage, or for the private gain or advantage of another person. Examples of misuse of commission time and property include, but are not limited to:

- Using F5AC organizational resources, such as postage or office supplies, for personal or private gain or advantage; and
- Arranging for employment outside of commission service during the employee's regular work hours with F5AC, excluding situations in which the employee uses vacation leave or paid time off (PTO) for those hours

## **3. CONFIDENTIAL INFORMATION**

No employee shall utilize his or her status as a F5AC employee to acquire access to confidential information other than on behalf of F5AC.

Additionally, no employee shall use such information for private gain or advantage or provide confidential information to persons to whom issuance of this information has not been authorized.

## **4. GIFTS**

No employee shall receive or accept, directly or indirectly, any gift, including money, or any service, gratuity, favor, entertainment, hospitality, loan, or any other thing of value from anyone who:

- Is doing, or is seeking to do, business of any kind with F5AC
- Is seeking a grant from F5AC
- Or whose activities are regulated or controlled by F5AC

Gifts should not be accepted under circumstances from which it could be reasonably concluded that the gift was intended to influence an employee's future official activities or reward him or her for past ones.

Exceptions to the above restrictions on gifts include inexpensive advertising items bearing the name of firms, such as pens, pencils, paperweights, calendars, and other gifts of minimal value. Gifts of this nature are acceptable.

**5. OUTSIDE COMPENSATION FOR F5AC DUTIES**

No employee shall receive or accept money or any other consideration from anyone other than F5AC for the performance of his or her duties as a F5AC employee.

No employee shall prepare, present, or publish any speech, article, or other writing relating to the operation of F5AC for compensation from a source other than the commission without prior approval of F5AC.

**6. ACTIVITIES UNDER EMPLOYEE’S JURISDICTION**

No employee shall perform an act or activity in other than his or her capacity as a F5AC employee knowing that the act may later be subject, directly or indirectly, to the employee’s control, inspection, review, audit or enforcement. For example, a F5AC employee who reviews grants proposals should not provide consultation services to an outside organization whose proposals the employee would later review as part of his/her work with F5AC.

**7. OUTSIDE EMPLOYMENT**

Accepting outside employment is permissible for F5AC employees when this employment does not conflict with F5AC work. If a F5AC employee is in doubt as to whether employment outside of F5AC may conflict with the employee’s position with F5AC, the employee shall inform his or her supervisor in writing prior to accepting such employment. If the supervisor cannot reach a decision, the supervisor will consult with the Ethics Officer, Human Resources Administrator, and/or CEO prior to making a decision.

General prohibitions on outside employment include, but are not limited to:

- Any employment outside of commission service for which the employee is selected or retained wholly or partially because of his or her position with F5AC, unless this work is for a public entity or another First 5 agency
- Employment by a person doing work financed by F5AC
- The private practice of law or other outside employment by an employee who is a member of the State Bar which may require his or her appearance before any state agency, Board or Commission, or any committee of the Legislature on behalf of his or her outside employer or client regarding a matter in which F5AC is involved

**8. CAMPAIGN ACTIVITIES**

Pursuant to Government Code section 8314, no employee shall participate in campaign activity, as specified in section 8314, on commission-compensated time.

**9. MANDATED COMPLIANCE WITH CITY OF OAKLAND GOVERNMENT ETHICS ACT, MUNICIPAL CODE CHAPTER 2.25**

F5AC employees whom the City of Oakland determines are required to file Form 700 with the City of Oakland as a result of their work under F5AC's contact with the City of Oakland shall read and be aware of the City of Oakland Government Ethics Act including, without limitation, the provisions prohibiting Conflicts of Interest and Personal Gain, influencing contracts with former employers, and nepotism, and all such F5AC employees will adhere to the City of Oakland Government Ethics Act and will not engage in activities in violation of that Act.

**10. ADDITIONAL INCOMPATIBLE ACTIVITIES AND NOTICE PROCEDURES**

Although this Statement attempts to anticipate the types of incompatible activity issues that are most likely to arise for F5AC employees, it is not a complete list. Therefore, when F5AC learns that an employee is involved in an activity that F5AC believes is inconsistent, incompatible, in conflict with, or inimical to the employee's employment with F5AC, the CEO, after consultation with the F5AC Ethics Officer, shall provide a written explanation of F5AC's decision that the activity in question should be terminated. Unless otherwise justified for good cause, the activity in question shall be terminated within 30 days of receiving F5AC's decision. F5AC's decision is prospective only and is subject to the review and appeal process as described below.

**APPEAL PROCEDURES**

Employees may file a complaint concerning the application of this Statement with the Ethics Officer of F5AC.

Employees are expected to comply with written or verbal work orders given to them by their supervisors. If an employee believes that an order to perform a specific duty is incompatible with his/her activities, the employee may ask his or her supervisor for a written order to perform that specific duty. (Supervisors need not provide written orders where the orders given employees do not relate to an incompatible act). If a supervisor refuses to provide a written order, an employee may submit a written summary of the supervisor's order to his/her personnel file. If an employee believes an order is in violation of this Statement, he or she has a right to pursue the issue through the grievance/complaint process, if the employee continues to have a good faith belief in the validity of the complaint, after conferring with the Ethics Officer of F5AC.

**PENALTY FOR VIOLATION OF STATEMENT**

An employee who violates a provision of this Statement is subject to disciplinary action, including termination, in the case of intentional violation.

**ETHICS OFFICER**

The Ethics Officer will develop provisions for educating employees about potential appeal of conflict violations, and in the case of unintentional violations, the Ethics Officer will direct the employee on the appropriate procedure and documentation to cure accidental or unintentional violations, with all related reporting requirements, including reports to the CEO and/or the Commission as appropriate where material issues are impacted.

An employee may also seek a prospective clearance of a potential conflict through a reasoned opinion or guidance from the Ethics Officer. If appropriate, the Ethics Officer may then seek assistance from the Attorney General's Office or specialized counsel. An employee retains the right to seek advice from the FPPC on any aspect of the Political Reform Act that affects his or her official duties.

**FILING AND CERTIFICATION REQUIREMENT**

All employees must file a Certification of receipt of this Statement upon

- Initial appointment
- A change in duties or circumstances that raises the issue of potential conflict with this Statement

Additionally, all those employees subject to ethics training requirements must certify that they have reviewed the Statement as part of the ethics training required to be completed once every two calendar years.

**CERTIFICATION**

The following certification is to be signed and submitted by employees to comply with the Incompatible Activities Statement.





**APPENDIX B: DECLARATION OF INTERESTS**

In order for First 5 Alameda County to maintain an equitable and transparent funding process, we are asking that you disclose the names of agencies and businesses where you have a direct, indirect or appearance of conflict of interest.

**Direct conflicts:** defined as

- having a current or previous relationship with the agency (e.g. employment by the agency of you or your spouse or dependent children, current/past board membership, your child or an immediate family member receives services from the agency),
- having an interest in property that is within 500 feet of the agency, or
- receiving income or a gift from the agency within the last 12 months.

**Indirect conflicts:** defined as

- any family members (other than spouse or dependent children) having a current or previous relationship with the agency (e.g. employment, current/past board membership).

**Appearance of conflict of interest:** defined as

- Any situation where it could be perceived that a conflict exists (e.g. you have a strong bias for or against the agency, you are friends with the Executive Director of the agency).

Please include the names of agencies or businesses where you have direct, indirect or perceived conflicts of interest and the nature of your relationship:

| Agency/Business | Nature of Relationship |
|-----------------|------------------------|
|                 |                        |
|                 |                        |
|                 |                        |
|                 |                        |

Name: \_\_\_\_\_  
(Please print)

Signature: \_\_\_\_\_ Date: \_\_\_\_\_



**FIRST 5 ALAMEDA COUNTY CONFLICT OF INTEREST CODE**

**REVISED JUNE 15, 2023**

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**Conflict of Interest Code of  
The First 5 Commission of Alameda County (F5AC)**

The Political Reform Act, Government Code sections 81000, et seq., requires state and local government agencies to adopt and promulgate Conflict-of-Interest Codes. The Fair Political Practices Commission has adopted a regulation, California Code of Regulations, title 2, section 18730, which contains the terms of a standard Conflict-of-Interest Code, which can be incorporated by reference, and which may be amended by the Fair Political Practices Commission to conform to amendments in the Political Reform Act after public notice and hearings.

Therefore, the terms of California Code of Regulations, title 2, section 18730, and any amendments to it duly adopted by the Fair Political Practices Commission along with the attached Appendices in which officials and employees are designated and disclosure categories are set forth, are hereby incorporated by reference and constitute the Conflict-of-Interest Code of the First 5 Commission of Alameda County.

All designated employees shall file their statements of economic interests with the First 5 Commission of Alameda County. Upon receipt of the statements of the Board members and the Chief Executive Officer, the agency shall make and retain a copy and forward the originals to the Alameda County Board of Supervisors, which shall be the filing officer. Statements for all other designated employees shall be retained by the First 5 Commission of Alameda County, and shall be made available for public inspection and reproduction. (Gov. Code section 81008.)

**Disclosure Categories**

**Category 1**

All business positions, investments in, or income (including gifts and loans) received from any entities that provide serves 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.

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\* The Chief Executive Officer may determine in writing that a particular consultant, although a “designated position” is hired to perform a range of duties that are limited in scope and thus is not required to comply with the disclosure requirements described in this section. Such determination shall include a description of the consultant’s duties and, based upon that description, a statement of the extent of disclosure requirements. A copy of the written determination is a public record and shall be retained by the agency and made available for public inspection in the same manner and location as this conflict-of-interest code.

A list of the individuals required to file disclosures under this category and their respective levels of disclosure is on file in the Commission’s Chief Executive Officers’ office.

APPENDIX A

| <b><u>Designated Position</u></b> | <b><u>Assigned Disclosure Category</u></b> |
|-----------------------------------|--|
| Board of Commissioners            | 1, 2, 3                                    |
| Ex-Officio Representatives        | 1, 2, 3                                    |
| Consultants*                      | 4  |
| Staff listed in Appendix B        | 1, 2, 3                                    |

CONFLICT OF INTEREST DISCLOSURE CATEGORIZATIONS CY 2022

| DESIGNATED OFFICIALS       | DISCLOSURE CATEGORY |
|----------------------------|---------------------|
| COMMISSIONER, CHAIR        | 1, 2, 3             |
| COMMISSIONER, VICE CHAIR   | 1, 2, 3             |
| COMMISSIONER ALTERNATE     | 1, 2, 3             |
| COMMISSIONER               | 1, 2, 3             |
| EX-OFFICIO REPRESENTATIVES | 4                   |
| CONSULTANTS                | 4                   |

APPENDIX B

| Designated Employees                             | Disclosure Category |
|--|---------------------|
| Accounting Manager                               | 1, 2, 3             |
| Accounts Payable Specialist                      | 1, 2, 3             |
| Applications Administrator                       | 1, 2, 3             |
| Centralized Eligibility & Enrollment Coordinator | 1, 2, 3             |
| Chief Executive Officer                          | 1, 2, 3             |
| Chief Financial Officer                          | 1, 2, 3             |
| Chief Human Resources Officer                    | 1, 2, 3             |
| Chief of Programs                                | 1, 2, 3             |
| Chief of Staff                                   | 1, 2, 3             |
| Chief Operations Officer                         | 1, 2, 3             |
| Communications Specialist                        | 1, 2, 3             |

|   |                    |
|---|--------------------|
| Compliance Officer  | 1, 2, 3            |
| Contracts and Budget Administrator                        | 1, 2, 3            |
| Contracts and Budget Manager                              | 1, 2, 3            |
| Contracts and Budget Specialist                           | 1, 2, 3            |
| Deputy Chief Executive Officer                            | 1, 2, 3            |
| Director, Early Care & Education                          | 1, 2, 3            |
| <del>Director of Human Resources</del>                    | <del>1, 2, 3</del> |
| Director of <del>Data Policy, Planning</del> & Evaluation | 1, 2, 3            |
| Director of Pediatric Care Coordination                   | 1, 2, 3            |
| Director of Planning                                      | 1, 2, 3            |
| Director of Programs                                      | 1, 2, 3            |
| Evaluation Officer  | 1, 2, 3            |
| Evaluation Specialist                                     | 1, 2, 3            |
| Family & Community Support Programs Manager               | 1, 2, 3            |
| Fathers Corps Program Administrator                       | 1, 2, 3            |
| Fathers Corps Program Manager                             | 1, 2, 3            |
| Finance Administrator                                     | 1, 2, 3            |
| Finance Officer   | 1, 2, 3            |
| Government Affairs and Policy Officer                     | 1, 2, 3            |
| Help Me Grow Developmental Screening Coach                | 1, 2, 3            |
| Help Me Grow Prevention Manager                           | 1, 2, 3            |
| Help Me Grow Program Services Coordinator                 | 1, 2, 3            |
| Help Me Grow Senior Community Liaison                     | 1, 2, 3            |
| <del>Human Resources Administrator</del>                  | <del>1, 2, 3</del> |

|  |                    |
|--|--------------------|
| <del>Interim Director of Early Care and Education</del>            | <del>1, 2, 3</del> |
| Information Technology Specialist                                  | 1, 2, 3            |
| Office & Facilities Manager  | 1, 2, 3            |
| Parent Engagement Administrator                                    | 1, 2, 3            |
| Payroll & Finance Manager  | 1, 2, 3            |
| Program Administrator, Early Care & Education                      | 1, 2, 3            |
| Program Administrator, Neighborhoods Ready for School              | 1, 2, 3            |
| <del>Program Administrator, Training</del>                         | <del>1, 2, 3</del> |
| Project Manager  | 1, 2, 3            |
| Provider Support Manager   | 1, 2, 3            |
| QECE Program Manager   | 1, 2, 3            |
| Quality Improvement Coach  | 1, 2, 3            |
| <del>Quality Counts Rating Manager</del>                           | <del>1, 2, 3</del> |
| <del>Quality Rating Improvement Systems Administrator</del>        | <del>1, 2, 3</del> |
| <del>Senior Administrator, Information Systems</del>               | <del>1, 2, 3</del> |
| Senior Administrator, Community Programs                           | 1, 2, 3            |
| Senior Administrator, Data & Evaluation                            | 1, 2, 3            |
| Senior Administrator, Early Care and Education                     | 1, 2, 3            |
| Senior Administrator, Early Care and Education Facilities          | 1, 2, 3            |
| Senior Administrator, Early Care & Education Provider Partnerships | 1, 2, 3            |
| Senior Administrator, Early Care & Education Workforce Development | 1, 2, 3            |
| Senior Administrator, ECE Fiscal Operations                        | 1, 2, 3            |
| Senior Administrator, Finance                                      | 1, 2, 3            |

**AGENDA ITEM 4b2**

|   |                    |
|---|--------------------|
| Senior Administrator, Human Resources   | 1, 2, 3            |
| Senior Administrator, Help Me Grow  | 1, 2, 3            |
| Senior Administrator, Policy & <del>Data</del>                                | 1, 2, 3            |
| <del>Senior Administrator, Policy &amp; (Interim) ECE Fiscal Operations</del> | <del>1, 2, 3</del> |
| <del>Senior Administrator, Programs</del>                                     | <del>1, 2, 3</del> |
| Strategic Communications Officer  | 1, 2, 3            |
| Strategic Initiatives and Planning Officer                                    | 1, 2, 3            |
| Technology Officer  | 1, 2, 3            |
| Training Administrator  | 1, 2, 3            |





**To:** First 5 Alameda County Executive Committee

**From:** Kristin Spanos, Chief Executive Officer  
Christine Hom, Chief Operating Officer  
Maria Canteros, Finance Administrator

**Date:** June 15, 2023

**Subject:** FY 2023-25 Budget Proposal – Final Reading

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#### **ACTION REQUESTED**

To review, discuss and provide feedback on the following FY 2023-25 Budget Proposal.

#### **BACKGROUND**

Each First 5 Commission is required by statute to adopt a Strategic Plan that outlines the use of tobacco tax funds to serve children age 0-5 and their families. The First 5 Alameda County Commission has approved a five-year Strategic Plan for FY 2022-27. This budget proposal covers the second and third year of the plan, FY 2023-25. First 5 Alameda staff is requesting approval in principle of the second year of the budget (FY 2024-25) at the identical revenue and expense amounts of FY 2023-24 to enable the agency to engage in two-year awards that span FY 2023-25. The full FY 2024-25 budget will be brought to the Commission for consideration beginning in April 2024.

This presentation is the second reading of the FY 2023-25 budget proposal and incorporates new information related to revenue streams. In addition, the list of proposed FY 2023-24 and FY 2023-25 contracts will be presented in conjunction with the proposed budget.

As is the practice of First 5 Alameda County, changes that occur during the course of the fiscal year will be formally incorporated into the budget during the Mid-Year Budget Modification in February 2024.

#### **CURRENT BUDGET PROPOSAL**

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

- First 5 Salaries and Benefits
- Contracts
- Grants & Stipends
- Professional Service contracts
- Program Operating costs
- Infrastructure costs

The following Revenue and Expense projections reflect the priorities of the FY 2022-27 Strategic Plan that was approved by the Commission in June 2022.

**REVENUE AND AVAILABLE FUNDS FOR FY 2023-24**

Combined Revenues and Sustainability Funds for FY 2023-24 are projected to be \$50.6 million. We are temporarily using our Sustainability Fund to make a loan to support a steady state so as not to reduce Agency capacity as we anticipate the continued build-out of the early childhood system. This means we are continuing our maintenance of effort approach as we anticipate the receipt of Measure C funding, which will allow us to repay the loan from our Sustainability Fund, and to replace Prop 10 as tobacco tax revenue declines. Therefore, \$5.9 million of Sustainability Funds is budgeted as a loan to close the gap between revenue and projected expenses. This figure is consistent with the proposed FY 2023-32 Long Range Financial Plan.

| REVENUE TYPE                  | 2023-24 PROPOSED | RATIONALE/DETAILS  |
|-------------------------------|------------------|--|
| <b>Tobacco Tax</b>            |                  |  |
|                               | \$9,989,067      | The tobacco tax revenue projection (Prop 10 and 56) is based on California Department of Finance and First 5 California projections for county commissions. Tobacco taxes are expected to decrease as per First 5 California's projections updated in March 2023 and reflect the decreased revenue due to the passing of the Prop 31 Flavored Tobacco Ban.   |
| <b>Measure AA Tax Revenue</b> |                  |  |
|                               | \$23,181,428     | City of Oakland Measure AA parcel tax funding for the Oakland Children's Initiative.   |
| <b>Other First 5 Income</b>   |                  |  |
|                               | \$1,370,293      | Funding includes the projected First 5 California IMPACT grant to support local QRIS work and Children's Council of San Francisco (First 5 San Francisco) funding for the IMPACT Local Regional Training and Technical Assistance Hub.   |
| <b>Interagency Income</b>     |                  |  |
|                               | \$3,847,469      | Funding includes contracts with Alameda County Health Care Services Agency (with combined contribution from Social Services Agency, Probation Department, Child Support Services and HCSA) to support Fathers Corp work; funding from the Alameda County Office of Education/CA State Block Grant for projected monies for QRIS grant and Inclusive Learning Grant; funding from Alameda County Public Health Department for shared ECChange maintenance and hosting costs, support of Perinatal Health Outreach Services staffing and the Help Me Grow Central Access Phone Line Services; funding from Alameda County Social Services Agency for workforce development |

| REVENUE TYPE                             | 2023-24 PROPOSED    | RATIONALE/DETAILS  |
|--|---------------------|--|
|  |                     | activities, Early ID activities, continued development of the CEL application; carryover of funding from the Alameda County Housing and Community Development Agency to continue the ECE needs assessment in Unincorporated Alameda County and projected monies from the California Department of Social Services for Quality Counts California QRIS Block Grant; and a new award from the City of Berkeley to provide Fathers Corp trainings and technical assistance for Berkeley's Fatherhood Initiative. |
| <b>Grants</b>                            |                     |  |
|  | \$3,393,513         | Funding from Sunlight Giving for general operating support; Alameda Alliance for Health and Stupski Foundation funding for the HMG Pediatric Care Pilot; Child Family & Community Services funding to support Parent Engagement and Operations activities and Kaiser Permanente Hospitals Foundation monies for Fatherhood activities; and funds from the California Wellness Foundation and Heising-Simons Foundation to support the Fatherhood Summit, October 2023.                                       |
| <b>Fiscal Leveraging</b>                 |                     |  |
|  | \$2,500,000         | Projected funding for Medi-Cal Administrative Activities (MAA); estimates are based on MAA invoices submitted in FY 2022-23.   |
| <b>Other Income</b>                      |                     |  |
|  | \$324,000           | Projected other income includes revenue from investments.  |
| <b>Total Revenue (1)</b>                 | <b>\$44,605,770</b> | Tobacco Tax, Other First 5 Income, Interagency Income, Grants, Fiscal Leveraging and Other Income.   |
| <b>Reserves: Sustainability Fund (2)</b> | <b>\$5,960,933</b>  | Draw down from Sustainability Fund to balance the budget.  |
| <b>Grand Total</b>                       | <b>\$50,566,703</b> | Total Revenues and Available Funds = (1) + (2)   |

**EXPENDITURES FOR FY 2023-24**

In the FY 2022-27 Strategic Plan planned activities are categorized under ten major strategies:

**PROGRAMS STRATEGIES:**

- Pediatric Care Coordination (Early Identification, Screening and Care Coordination)
- Parent Partnership
- Neighborhoods Ready for School
- Fatherhood
- Quality Early Childhood Education
  - Children's Health Initiative and Expansion

**AGENCY STRATEGIES:**

- Data and Evaluation
- Policy and Advocacy
- Training
- Communications

**OPERATIONAL SUPPORT STRATEGY:**

- Finance
- Human Resources
- Technology
- Administration and Facilities

The following Expense proposal provides the cost for each of the ten strategies detailed in the Strategic Plan. The program strategy expenditures presented below consist of Salaries and Benefits, Program related Contracts, Grants, Stipends, Professional Services costs and Program Operating costs. Operational Support Strategies include Finance, Human Resources, Technology, Administration and Facilities costs. Indirect agency infrastructure costs are reflected in the Operational Support Strategies budgets. The budget narrative provides detail on each Strategy and is to be read in conjunction with the Strategic Plan.

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

**Salaries and Benefits**

For FY 2023-24, total salaries and benefits are projected to be \$18,649,906. Salaries are budgeted based on actual amounts. Benefits are budgeted at 53% of salaries. Consistent with direction from the Commission, the approved benefit package has remained mostly consistent with Alameda County, including membership in the Alameda County Employee's Retirement Association (ACERA). The 53% benefit allocation is based on actual cost estimates that are revised periodically as needed.

### Expenditures by Strategies

The **Pediatric Care Coordination** (formerly Early Identification) strategy budget proposal for FY 2023-24 is **\$4,525,360** and consists of:

| FY 2023-24<br>PROPOSED AMOUNT | FUNDING SOURCES  | PROPOSED ACTIVITIES  |
|-------------------------------|--|--|
| \$4,525,360                   | <ul style="list-style-type: none"> <li>▪ Tobacco Tax</li> <li>▪ Medi-Cal Administrative Activities (MAA)</li> <li>▪ Alameda County Public Health Department</li> <li>▪ Alameda County Social Services Agency</li> <li>▪ Alameda Alliance for Health</li> <li>▪ Stupski Foundation</li> </ul> | <ul style="list-style-type: none"> <li>▪ Continue support to parents and caregivers in accessing resources, and increase parent knowledge of child development through family navigation</li> <li>▪ Broaden screening efforts in alignment with Pediatric Care Coordination Strategic Plan, including enhancing screening technology and purchase of ASQ kits</li> <li>▪ Continue support for HMG Pediatric Care Pilot</li> <li>▪ Continue local system integration and expansion with managed care plans, health care and social services agencies</li> <li>▪ Continue support of Project DULCE activities</li> </ul> |

The **Parent Partnership** strategy budget proposal for FY 2023-24 is **\$2,378,546** and consists of:

| FY 2023-24<br>PROPOSED AMOUNT | FUNDING SOURCES   | PROPOSED ACTIVITIES  |
|-------------------------------|---|--|
| \$2,378,546                   | <ul style="list-style-type: none"> <li>▪ Tobacco Tax</li> <li>▪ Medi-Cal Administrative Activities (MAA)</li> <li>▪ Child Family &amp; Community Services</li> <li>▪ Alameda County Public Health Department</li> </ul> | <ul style="list-style-type: none"> <li>▪ Continue support of Family Navigation services</li> <li>▪ Continue support of parent focused services prioritizing children age 0-3 years with community partners and parent leaders to inform programming and investments</li> </ul> |

The **Neighborhoods Ready for School** strategy budget proposal for FY 2023-24 is **\$3,200,000** and consists of:

| FY 2023-24<br>PROPOSED AMOUNT | FUNDING SOURCES   | PROPOSED ACTIVITIES  |
|-------------------------------|---|--|
| \$3,200,000                   | <ul style="list-style-type: none"> <li>▪ Tobacco Tax</li> </ul> | <ul style="list-style-type: none"> <li>▪ Continue support of school readiness and place based work with Oakland Unified School District in the Castlemont Corridor</li> <li>▪ Continue support of Parent Café programming</li> <li>▪ Continue implementation of place based investments including West and East Oakland, Fruitvale/San Antonio neighborhoods and Union City</li> </ul> |

The **Fatherhood** strategy budget proposal for FY 2023-24 is **\$863,800** and consists of:

| FY 2023-24<br>PROPOSED AMOUNT | FUNDING SOURCES  | PROPOSED ACTIVITIES   |
|-------------------------------|--|---|
| \$863,800                     | <ul style="list-style-type: none"> <li>▪ Tobacco Tax</li> <li>▪ Alameda County Health Care Services Agency</li> <li>▪ Kaiser Permanente Hospitals Foundation</li> <li>▪ City of Berkeley</li> <li>▪ California Wellness Foundation</li> <li>▪ Heising-Simons Foundation</li> </ul> | <ul style="list-style-type: none"> <li>▪ Continue incorporating Father Friendly Principles into additional programs and community initiatives</li> <li>▪ Continue Father Friendly Principles awareness, adoption, implementation, and capacity building campaign to public systems and CBOs</li> <li>▪ Implement Fatherhood Interagency Workgroup</li> <li>▪ Support for Fatherhood Training and Technical Assistance for Northern California FJC Collaborative</li> <li>▪ Fatherhood Summit support</li> </ul> |

The **Quality Early Childhood Education (QECE)** strategy budget proposal for FY 2023-24 is **\$5,243,903** and consists of:

| FY 2023-24<br>PROPOSED AMOUNT | FUNDING SOURCES  | PROPOSED ACTIVITIES   |
|-------------------------------|--|---|
| \$5,243,903                   | <ul style="list-style-type: none"> <li>▪ Tobacco Tax</li> <li>▪ First 5 California</li> <li>▪ Children’s Council of San Francisco (Regional IMPACT T/TA Hub)</li> <li>▪ Alameda County Office of Education</li> <li>▪ CA Department of Education</li> <li>▪ CA Department of Social Services</li> <li>▪ Alameda County Social Services Agency</li> <li>▪ Grant Indirect Revenue</li> </ul> | <ul style="list-style-type: none"> <li>▪ Continue to provide core infrastructure, coordinator and convener role for the Quality Rating and Improvement System (QRIS)</li> <li>▪ Continue the recruitment, training and engagement of ECE providers in to the QRIS</li> <li>▪ Continue to conduct and communicate assessment and rating with providers</li> <li>▪ Continue to support trainings, playgroups and provide stipends for Family, Friend and Neighbor providers and Family Child Care sites</li> <li>▪ Provide coaching, consultation, quality improvement services and training on social emotional development (CSEFEL)</li> <li>▪ Continue support for sustainable advising and professional development in institutions of higher education</li> <li>▪ Continue support of ECE workforce pilot program</li> </ul> |

The **Data and Evaluation** strategy budget proposal for FY 2023-24 is **\$1,378,411** and consists of:

| FY 2023-24<br>PROPOSED AMOUNT | FUNDING SOURCES  | PROPOSED ACTIVITIES  |
|-------------------------------|--|--|
| \$1,378,411                   | <ul style="list-style-type: none"> <li>▪ Tobacco Tax</li> <li>▪ Child Family &amp; Community Services</li> <li>▪ Grant Indirect Revenue</li> </ul> | <ul style="list-style-type: none"> <li>▪ Funding to support evaluations of ECE Workforce activities, HMG Parent Survey, Fathers Corp 10 Year report, place-based work</li> <li>▪ Technical assistance to contractors for RBA reporting</li> <li>▪ Continue development of data dashboard, performance monitoring and analysis for each F5AC program strategy in alignment with results-based accountability</li> <li>▪ Continue support of the Unincorporated Alameda County ECE Needs Assessment</li> </ul> |

The **Policy and Advocacy** strategy budget proposal for FY 2023-24 is **\$2,334,703** and consists of:

| FY 2023-24<br>PROPOSED AMOUNT | FUNDING SOURCES  | PROPOSED ACTIVITIES  |
|-------------------------------|--|--|
| \$2,334,703                   | <ul style="list-style-type: none"> <li>▪ Tobacco Tax</li> <li>▪ Alameda County Housing &amp; Community Development Agency</li> <li>▪ Medi-Cal Administrative Activities (MAA)</li> <li>▪ Grant Indirect Revenue</li> </ul> | <ul style="list-style-type: none"> <li>▪ Continue focus on local policy and systems changes to result in the institutionalization of the work that began at First 5</li> <li>▪ Contribute to First 5 Association policy work</li> <li>▪ Continue developing an annual policy platform for local efforts aligned with F5AC programs and priorities around school readiness, child development, family supports, child friendly neighborhoods</li> <li>▪ Continue support of Alameda County Early Childhood Policy Committee activities</li> <li>▪ Continue support of the Unincorporated Alameda County ECE Needs Assessment</li> </ul> |

The **Training** strategy budget proposal for FY 2023-24 is **\$700,000** and consists of:

| FY 2023-24<br>PROPOSED AMOUNT | FUNDING SOURCES   | PROPOSED ACTIVITIES   |
|-------------------------------|---|---|
| \$700,000                     | <ul style="list-style-type: none"> <li>▪ Tobacco Tax</li> </ul> | <ul style="list-style-type: none"> <li>▪ Continue to provide training on best, promising practices and peer learning communities for the multi-disciplinary workforce serving families with young children</li> <li>▪ Develop curriculum and capacity building tools connecting trainings to workforce development, parent engagement and place based strategies</li> <li>▪ Support training for staff development program</li> </ul> |

The **Communications** strategy budget proposal for FY 2023-24 is **\$843,000** and consists of:

| <b>FY 2023-24<br/>PROPOSED AMOUNT</b> | <b>FUNDING SOURCES</b>   | <b>PROPOSED ACTIVITIES</b>  |
|---------------------------------------|--|---|
| \$843,000                             | <ul style="list-style-type: none"> <li>▪ Tobacco Tax</li> <li>▪ Child Family &amp; Community Services</li> <li>▪ Medi-Cal Administrative Activities (MAA)</li> </ul> | <ul style="list-style-type: none"> <li>▪ Continue development of dissemination strategy for F5AC reports and information</li> <li>▪ Continue development of social media strategy</li> <li>▪ Continue enhancements to agency website</li> <li>▪ Develop multi-year campaign that connects with policy platform, parent engagement and education on child development</li> <li>▪ Develop collateral materials regarding impacts of F5 investments to promote sustainability</li> </ul> |

The **Children’s Health Initiative and Expansion** budget proposal for FY 2023-24 is **\$19,911,981** and consists of:

| <b>FY 2023-24<br/>PROPOSED AMOUNT</b> | <b>FUNDING SOURCES</b>  | <b>PROPOSED ACTIVITIES</b>   |
|---------------------------------------|---|--|
| \$19,911,981                          | <ul style="list-style-type: none"> <li>▪ Measure AA Tax</li> <li>▪ Alameda County Social Services Agency</li> </ul> | <ul style="list-style-type: none"> <li>▪ Implementation of the Oakland Children’s Initiative</li> <li>▪ Development of the Centralized Eligibility List (CEL) application</li> </ul> |

The **Operational Support (Finance, Human Resources, Technology, Administration and Facilities)** strategy budget proposal for FY 2023-24 is **\$9,187,000** and consists of:

| <b>ADMINISTRATION, INFORMATION AND TECHNOLOGY STRATEGY</b> |  |   |
|--|--|---|
| <b>FY 2023-24<br/>PROPOSED AMOUNT</b>                      | <b>FUNDING SOURCES</b>   | <b>PROPOSED ACTIVITIES</b>  |
| \$9,187,000  | <ul style="list-style-type: none"> <li>▪ Tobacco Tax</li> <li>▪ Medi-Cal Administrative Activities (MAA)</li> <li>▪ Alameda County Public Health Department</li> <li>▪ Alameda County Social Services Agency</li> <li>▪ Investment Revenue</li> <li>▪ Child Family &amp; Community Services</li> <li>▪ Grant Indirect Revenue</li> </ul> | <ul style="list-style-type: none"> <li>▪ Includes Administration, Technology, Finance, Human Resources, Commission, facilities management and consolidated operating costs to support agency operations</li> <li>▪ Expand and update data systems to build capacity for cross data systems exchange of information, including the enhancement of internal databases, expansion of data system agility and responsiveness, improved performance and productivity, update of electronic data sharing confidentiality and privacy practices</li> <li>▪ Includes agency wide infrastructure costs of insurance, memberships/dues, professional services, utilities, janitorial and maintenance</li> </ul> |



**Administrative Cap**

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

The proposed budgets’ costs are:

| FY 2023-24 COSTS |             |
|------------------|-------------|
| Program          | 82%         |
| Evaluation       | 3%          |
| Administration   | 15%         |
| <b>TOTAL</b>     | <b>100%</b> |


**Fiscal Impact**

The fiscal impact is \$50,566,703 in budgeted expenses, a major portion of which will be funded by a combination of Measure AA, tobacco taxes and other revenue sources amounting to \$44,605,770. The balance is proposed to be funded by the use of Sustainability Funds totaling \$5,960,933 in FY 2023-24.

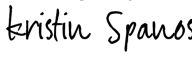
**RECOMMENDATION**

That the Executive Committee recommend the Commission approve the FY 2023-25 Budget Proposal – Final Reading.

Submitted by:

DocuSigned by:  
  
 5659DF0B756A46A...  
 Christine Hom  
 Chief Operating Officer

Approved by:

DocuSigned by:  
  
 ED630B4561544E4...  
 Kristin Spanos  
 Chief Executive Officer

DocuSigned by:  
  
 8493762444274F9  
 Maria Canteros  
 Finance Administrator

**First 5 Alameda County  
Proposed Budget - Revenue  
July 1, 2023 - June 30, 2024**

| Revenues  | Approved 2nd Modified Budget FY2022-23 | Final Reading Proposed Budget FY2023-24 | Change Increase/ (Decrease) | Notes | NOTES   |
|---|--|---|-----------------------------|-------|---|
| <b>Tobacco Tax Revenue</b>  | 10,998,811                             | 9,989,067                               | (1,009,744)                 | 1     | Projected Tobacco Tax revenue, budgeted amount for Alameda County, updated in March 2023.   |
| <b>Measure AA Parcel Tax Revenue</b>  | 23,181,428                             | 23,181,428                              | 0                           | 2     | City of Oakland's annual revenue from Measure AA tax for the Oakland Children's Initiative.   |
| <b>Other First 5 Income</b>   |  |   |                             |       |   |
| First 5 California (IMPACT 2020)  | 1,225,293                              | 1,225,293                               | -                           | 3     | Projected First 5 California IMPACT grant year 1 of 2, term July 2023 to June 2024  |
| Children's Council of San Francisco (First 5 San Francisco/Hub)   | 186,069                                | 145,000                                 | (41,069)                    | 4     | Projected First 5 IMPACT Regional Training and Technical Assistance Hub for Region 4, term July 2023 to June 2024.  |
| <b>Total Other First 5 Income</b>   | 1,411,362                              | 1,370,293                               | (41,069)                    |       |   |
| <b>Interagency Income</b>   |  |   |                             |       |   |
| Alameda County Health Care Services Agency (Fathers Corp)   | 400,000                                | 400,000                                 | -                           | 5     | ACHCSA Fathers Corp funding for year 2 of 5 year award, term July 2023 to June 2024.  |
| Alameda County Office of Education (QRIS Block Grant)   | 447,292                                | 489,585                                 | 42,293                      | 6     | Projected ACOE QRIS Block Grant grant award term July 2023 to June 2024.  |
| Alameda County Office of Education (Inclusive ELC Grant)  | 74,723                                 | 26,561                                  | (48,162)                    | 7     | ACOE Inclusive ELC grant award ends December 31, 2023.  |
| Alameda County Public Health Dept. (shared Technology costs)  | 122,812                                | 141,409                                 | 18,597                      | 8     | Projected ACPHD annual shared technology costs to support ECChange maintenance and hosting.   |
| Alameda County Public Health Dept. (Perinatal Health Outreach Services)                                       | 140,000                                | 140,000                                 | -                           | 9     | ACPHD grant award for Perinatal Health Outreach Support services, term July 2023 to June 2024.  |
| Alameda County Social Services Agency (CEL Application)   | 1,000,000                              | 882,222                                 | (117,778)                   | 10    | Carryover of ACSSA funds supporting the development of the CEL Application, term ends December 2023.  |
| City of Berkeley (Fathers Corp)   | -                                      | 25,000                                  | 25,000                      | 11    | New award from the City of Berkeley to provide Fathers Corp trainings and technical assistance for Berkeley's Fatherhood Initiative, term July 2023 to June 2024.                           |
| <b>Federal Pass-through Grants:</b>   |  |   |                             |       |   |
| Alameda County Housing and Community Development Agency   | 51,158                                 | 30,407                                  | (20,751)                    | 12    | Carryover of ACHCDA grant for the ECE needs assesment in Unincorporated Alameda County, term ends December 2024.  |
| Alameda County Public Health Dept. CHDP (CAP)   | 479,658                                | 479,658                                 | -                           | 13    | Projected ACPHD HMG Central Access Phone Line Services, term July 2023 to June 2024.  |
| Alameda County Social Services Agency (Family Navigator, Comprehensive Child Development and Workforce Pilot) | 807,507                                | 717,508                                 | (89,999)                    | 14    | Projected ACSSA grant to support Family Navigator, Comprehensive Child Development and Workforce Pilot, term July 2023 to June 2024.  |
| <b>Federal Pass-through State Grants:</b>   |  |   |                             |       |   |
| California Dept. of Social Services (QCC QRIS Block Grant)  | 515,119                                | 515,119                                 | -                           | 15    | Projected CDSS Quality Counts California Block Grant, term July 2023 to June 2024.  |
| California Dept. of Education (Preschool Development Grant)   | 55,081                                 | -                                       | (55,081)                    | 16    | CDE grant for Preschool Development Grant Renewal ended December 2022.  |
| <b>Total Interagency Income</b>   | 4,093,350                              | 3,847,469                               | (245,882)                   |       |   |
| <b>Grants</b>   |  |   |                             |       |   |
| Sunlight Giving   | 390,000                                | 525,000                                 | 135,000                     | 17    | Sunlight Giving general support award of \$200,000, year 2 of 3, plus carryover of unspent funds received in prior periods.   |
| Alameda Alliance for Health   | 1,453,036                              | 1,453,036                               | -                           | 18    | Projected Alameda Alliance for Health grant to support HMG's Pediatric Care Pilot (care coordination member engagement activities).   |
| Tipping Point   | 20,000                                 | -                                       | (20,000)                    | 19    | One-time funding in the prior fiscal year to support the evaluation of the ECE Workforce Pilot.   |
| Stupski Foundation  | 160,500                                | 214,877                                 | 54,377                      | 20    | Stupski Foundation grant award to support personnel costs for the Director of Pediatric Care Coordination position, term is January 2023 to December 2024.                                  |
| Kaiser Permanente Hospitals Foundation  | 110,000                                | 88,000                                  | (22,000)                    | 21    | Kaiser Permanente Hospitals Foundation grant award, term January 2022 to December 2023, to support Fatherhood Training and T/A for Northern California Family Justice Center Collaborative. |
| Child Family & Community Services (via CA Children and Families Foundation)                                   | 1,392,600                              | 1,072,600                               | (320,000)                   | 22    | Carryover of funds received from the defunct Child Family & Community Services agency to support Parent Partnership and other infrastructure costs.   |
| California Wellness Foundation  |  | 20,000                                  | 20,000                      | 23    | Funds to support the Fatherhood Summit, October 2023.   |
| Heising-Simons Foundation   |  | 20,000                                  | 20,000                      | 24    | Funds to support the Fatherhood Summit, October 2023.   |
| <b>Total Grants</b>   | 3,526,136                              | 3,393,513                               | (132,623)                   |       |   |
| <b>Fiscal Leveraging - MediCal Administrative Activities</b>  | 2,000,000                              | 2,500,000                               | 500,000                     | 25    | MAA FY2023-24 projected revenue from FY2022-23 invoices (paid a year in arrears).   |
| <b>Other Income</b>   |  |   |                             |       |   |
| Investment Revenue  | 324,000                                | 324,000                                 | -                           | 26    | Projected investment revenue for FY2023-24.   |
| Miscellaneous Revenue - Other   | 14,850                                 | -                                       | (14,850)                    | 27    | No rental income in FY23-24; Office space lease was terminated with First 5 Association in December 2022.   |
| <b>TOTAL REVENUE</b>  | 45,549,937                             | 44,605,770                              | (944,167)                   |       |   |
| <b>RESERVES</b>   |  |   |                             |       |   |
| <b>Proposition 10 - Sustainability Funds</b>  | 4,981,188                              | 5,960,933                               | 979,745                     |       |   |
| <b>TOTAL REVENUES &amp; AVAILABLE FUNDS</b>   | 50,531,125                             | 50,566,703                              | 35,578                      |       |   |

First 5 Alameda County  
Proposed Expenditure Budget by Expenditure Category  
July 1, 2023 - June 30, 2024

AGENDA ITEM 5a2

| Expenditures              | 2nd Modified Budget<br>FY 2022-23 | Final Reading<br>Proposed Budget<br>FY 2023-24 | Variance from<br>Prior Year | Variance<br>from Prior<br>Year % | Notes |
|---------------------------|-----------------------------------|--|-----------------------------|----------------------------------|-------|
| Personnel Costs           | \$18,235,424                      | \$18,649,906                                   | \$414,483                   | 2%                               | 1     |
| Program Contracts/Grants  | \$30,471,703                      | \$29,863,530                                   | (\$608,173)                 | -2%                              | 2     |
| Program Operating Costs   | \$532,253                         | \$551,419                                      | \$19,166                    | 4%                               |       |
| Infrastructure Costs      | \$1,291,746                       | \$1,501,848                                    | \$210,102                   | 16%                              | 3     |
| <b>TOTAL EXPENDITURES</b> | <b>\$50,531,126</b>               | <b>\$50,566,703</b>                            | <b>\$35,578</b>             | <b>0%</b>                        |       |

**Notes:**

Major changes in Expenditure Category costs, between the FY 2022-23 Second Modified Budget and the Proposed FY 2023-24 Budget.

**1. Personnel Costs**

FY 2023-24 proposed personnel increase is in support of the implementation of the Children's Health Initiative (Measure AA), expansion of Pediatric Care Coordination activities and infrastructure expansion.

**2. Program Contracts/Grants**

FY 2023-24 proposed decrease in contracts and grants reflect the prior year's one-time funding awards and re-direction of budget to support personnel costs.

**3. Infrastructure Costs**

FY 2023-24 proposed increase in infrastructure costs due to additional funding activities.

**First 5 Alameda County  
Proposed Operating Expenditure Budget By Strategy  
July 1, 2023 - June 30, 2024**

AGENDA ITEM 5a3

|   | Parent Partnership | Pediatric Care Coordination | Quality Early Childhood Education | Fatherhood     | Neighborhoods Ready for School | Policy & Advocacy | Data & Evaluation | Training       | Communications | Operational Support (Finance, Human Resources, Technology & Admin/Facilities) | Children's Health Initiative and Expansion | TOTAL PROPOSED ORIGINAL BUDGET |
|---|--------------------|-----------------------------|-----------------------------------|----------------|--------------------------------|-------------------|-------------------|----------------|----------------|---|--|--------------------------------|
| <b>PROPOSED FY2023-24 BUDGET - SECOND READING</b> |                    |                             |                                   |                |                                |                   |                   |                |                |   |  |                                |
|   | FY 2023-24         | FY 2023-24                  | FY 2023-24                        | FY 2023-24     | FY 2023-24                     | FY 2023-24        | FY 2023-24        | FY 2023-24     | FY 2023-24     | FY 2023-24  | FY 2023-24                                 | FY 2023-24                     |
| <b>Personnel Costs</b>                            |                    |                             |                                   |                |                                |                   |                   |                |                |   |  |                                |
| Salaries & Benefits                               | 1,030,315          | 3,387,212                   | 2,491,392                         | 460,916        | 530,848                        | 2,231,938         | 1,059,701         | 408,097        | 499,655        | 5,566,434   | 983,397                                    | 18,649,906                     |
| <b>Program Contracts/Grants</b>                   |                    |                             |                                   |                |                                |                   |                   |                |                |   |  |                                |
| Contracts   | 1,340,480          | 1,044,649                   | 2,121,912                         | 300,955        | 2,654,152                      | 90,413            | 310,100           | 175,000        | 265,413        | 1,883,527   | 18,928,584                                 | 29,115,185                     |
| Grants & Stipends                                 | 0                  | 0                           | 452,000                           | 3,000          | 0                              | 0                 | 0                 | 0              | 0              | 0   | 0  | 455,000                        |
| Professional Services*                            | 0                  | 4,000                       | 63,446                            | 75,000         | 0                              | 3,165             | 0                 | 97,000         | 0              | 50,734  | 0  | 293,345                        |
| Total Contracts/Grants                            | 1,340,480          | 1,048,649                   | 2,637,358                         | 378,955        | 2,654,152                      | 93,578            | 310,100           | 272,000        | 265,413        | 1,934,261   | 18,928,584                                 | 29,863,530                     |
| <b>Program Operating Costs**</b>                  | 7,750              | 89,499                      | 115,153                           | 23,929         | 15,000                         | 9,187             | 8,610             | 19,903         | 77,932         | 184,456   | 0  | 551,419                        |
| <b>Infrastructure Costs</b>                       | 0                  | 0                           | 0                                 | 0              | 0                              | 0                 | 0                 | 0              | 0              | 1,501,848   | 0  | 1,501,848                      |
| <b>Total Direct Program Costs</b>                 | <b>2,378,545</b>   | <b>4,525,360</b>            | <b>5,243,903</b>                  | <b>863,800</b> | <b>3,200,000</b>               | <b>2,334,703</b>  | <b>1,378,411</b>  | <b>700,000</b> | <b>843,000</b> | <b>9,187,000</b>  | <b>19,911,981</b>                          | <b>50,566,703</b>              |



**To:** First 5 Alameda County Executive Committee

**From:** Kristin Spanos, Chief Executive Officer  
Christine Hom, Chief Operating Officer  
Maria Canteros, Finance Administrator

**Date:** June 15, 2023

**Subject:** FY 2023-2032 Long Range Financial Plan – First Reading

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**ACTION REQUESTED**

To review the following FY 2023-32 Long Range Financial Plan.

**BACKGROUND**

First 5 Alameda County has adopted a Long Range Financial Plan (LRFP) annually since March 2004. Adoption of a Long Range Financial Plan has been a statutory requirement of all First 5 Commissions since 2006-07. The current LRFP was formally approved by the Commission in June 2022. An update to the LRFP is included with underlying assumptions as well as historical background information. The update reflects the Proposed Budget for FY 2023-24 and the most recent Tobacco Tax revenue forecast from the California Department of Finance and First 5 California as of March 2023.

**MINIMUM FUND BALANCE REQUIREMENTS**

First 5 Alameda County has used Sustainability Funds to augment operating budget needs and to mitigate Proposition 10 tobacco tax revenue declines, to the extent authorized by the Commission. The Sustainability Fund balance as of June 30, 2022 was \$32.1 million. This Fund may not be spent down to zero; some funds must be maintained as an operating reserve to cover ongoing cash flow requirements to act as a buffer for delays in receiving state tobacco tax monies or other revenues. The policy is to maintain an amount in the Fund Balance, at a minimum, equal to six months of operating expenses plus an amount to cover fiscal obligations under the Reduction in Workforce Policy.

**FISCAL IMPACT**

There is no fiscal impact.

**RECOMMENDATION**

That the Executive Committee recommend the Commission approve the following FY 2023-32 Long Range Financial Plan.

Submitted by:

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*Christine Hom*  
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Christine Hom  
Chief Operating Officer

Approved by:

DocuSigned by:  
*Kristin Spanos*  
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Kristin Spanos  
Chief Executive Officer

DocuSigned by:  
*Maria Canteros*  
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Maria Canteros  
Finance Administrator

**ASSUMPTIONS FOR THE REVISED LONG RANGE FINANCIAL PLAN**

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

**REVENUES**

FY 2022-23 figures reflect the revised budget approved in February 2023. For FY 2022-23 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 April 2023 through the period ending FY 2026-27. These consider the effects of the federal tobacco tax, other declines in state tobacco tax revenues due to newer legislation (SBx2-7 Smoking Age Increase to 21 effective June 2016, Proposition 56 \$2 dollar tobacco tax increase effective April 2017, Proposition 31 Flavored Tobacco Ban), Prop 99, backfill amounts and other factors. The projections listed below cover FY 2027-2032.

Historically, the DoF projections have been on the conservative side; actual revenues received being equal to or higher than projections with the exception of FY 2018-19 and FY 2021-22. We anticipate receiving updated revenue projections from the DoF and First 5 CA periodically and we will continue to forecast revenue conservatively.

| <u>Fiscal Year</u> | <u>DoF Projection</u> | <u>Actual Revenue</u> |
|--------------------|-----------------------|-----------------------|
| 2010-2011          | \$14.0m               | \$14.3m               |
| 2011-2012          | \$13.8m               | \$14.5m               |
| 2012-2013          | \$13.3m               | \$13.6m               |
| 2013-2014          | \$13.2m               | \$13.2m               |
| 2014-2015          | \$13.0m               | \$13.3m               |
| 2015-2016          | \$12.1m               | \$13.2m               |
| 2016-2017          | \$11.6m               | \$12.6m               |
| 2017-2018          | \$10.6m               | \$11.3m               |
| 2018-2019          | \$12.8m               | \$12.1m               |
| 2019-2020          | \$11.5m               | \$12.6m               |
| 2020-2021          | \$11.9m               | \$13.0m               |
| 2021-2022          | \$12.9m               | \$12.5m               |
| 2022-2023          | \$11.0m               |                       |
| 2023-2024          | \$10.0m               |                       |
| 2024-2025          | \$9.6m                |                       |
| 2025-2026          | \$9.2m                |                       |
| 2026-2027          | \$8.9m                |                       |
| 2027-2028          | \$8.6m                |                       |
| 2028-2029          | \$8.3m                |                       |
| 2029-2030          | \$8.1m                |                       |
| 2030-2031          | \$7.9m                |                       |
| 2031-2032          | \$7.7m                |                       |

Based on the above DoF projection for FY 2022-23, the Long Range Financial Plan assumes a 12.4% decrease in tax revenue from the prior year. Moving forward beyond FY 2023-24,

**AGENDA ITEM 5b1**

revenues are expected to continue decreasing at rates between approximately 9.2% to approximately 4% and 3% per year through 2032. If actual revenues show a significant change during the year, the projection for the current year will be brought to the Commission at mid-year, along with other budget modification proposals.

- **Measure AA Tax Revenue** – Funding from the City of Oakland Measure AA parcel tax for the Oakland Children’s Initiative activities (\$23,000,000)
- **Interagency Income -**
  - Funding from First 5 California (IMPACT) – to support local QRIS work including rating and quality improvement in child care settings (\$1,225,000)
  - Funding from First 5 San Francisco via Children’s Council of San Francisco – for the IMPACT Local Regional T/TA Hub (\$145,000)
  - Funding from AC Health Care Services Agency and AC Social Services Agency to support Fathers Corps work (\$400,000)
  - AC Public Health Department funding for ECChange database hosting and maintenance (\$141,000)
  - AC Public Health Department funding to support the Prenatal Health Outreach Services program (\$140,000)
  - Funding from AC Office of Education Block Grant 9 to support Quality Rating Improvement Systems work (projected award \$490,000)
  - Funding from the AC Office of Education to support the Inclusive Early Learning Grant (\$27,000)
  - AC Public Health Department funding for Help Me Grow (HMG) Linkage Line services (\$480,000)
  - Pass through funding from AC Social Services Agency to support early child development activities in the Castlemont neighborhood, workforce development pilot and family navigation services (\$718,000)
  - Funding from AC Social Services Agency to support the Centralized Eligibility List (CEL) Application Project (\$882,000)
  - Funding from the City of Berkeley to support Fathers Corp activities (\$25,000)
- **State Grants -**
  - Funding from the California Department of Social Services QCC QRIS Block Grant (projected award \$515,000)
- **Other Grants –**
  - Projected funding from the Alameda Alliance for Health for continued support of HMG's Pediatric Care Pilot to conduct member engagement activities related to care coordination (projected award \$1,450,000)
  - Funding from the Stupski Foundation through October 2022 to support HMG’s Pediatric Care Coordination activities (\$215,000)
  - Funding from Sunlight Giving for general operating support (\$525,000)
  - Funding from Kaiser Permanente Hospitals Foundation in support of Fatherhood activities (\$88,000)
  - Funding from the California Wellness Foundation and Heising-Simons Foundation to support the Fatherhood Summit (\$40,000)



**AGENDA ITEM 5b1**

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

- **Miscellaneous Income** – None
- **Fiscal Leveraging** – Since FY 2009-10, fiscal leveraging revenues consist entirely of federal reimbursements under the Medi-Cal Administrative Activities (MAA) program. Gross MAA revenues for the prior fiscal year are usually received 8-12 months in arrears. As a result of the perpetual time study methodology introduced by the granting agency in FY 2013-14 and the inclusion of actual client count for invoicing, revenues are expected to average approximately \$2.5 million. For the purposes of this LRFP, it is assumed that programs eligible for MAA claiming will be reimbursed at this level in the FY 2023-24 budget year and conservatively continuing between \$2.5 million to \$1.8 million through FY 2031-32.
- **Investment Revenue** – The FY 2023-24 proposed budget assumes \$324,000 of investment revenue due based on current year projections.

**EXPENSES**

FY 2023-24 expenditure figures are from the current proposed budget process. For FY 2024-32, total projected Proposition 10 funded expenses are estimated in line with projected revenue declines and are in compliance with the Agency's minimum fund balance policy. Other expenses have been budgeted if supported by committed external fundings such as Oakland Children's Initiative. The plan, outside of FY 2023-24, does not provide for any cost of living allowances or inflationary increases. In prior years these increases have been covered within the range of annual budgetary savings, and this is expected to continue in future years as well.

**Use of Sustainability Funds**

We are temporarily using our Sustainability Fund to make a loan to support a steady state so as not to reduce Agency capacity as we anticipate the continued build-out of the early childhood system. This means we are continuing our maintenance of effort approach as we anticipate the receipt of Measure C funding, which will allow us to repay the loan from our Sustainability Fund, and to replace Prop 10 as tobacco tax revenue declines. Therefore, \$5.9 million of Sustainability Funds is budgeted as a loan to close the gap between revenue and projected expenses. This figure is consistent with the proposed FY 2023-32 Long Range Financial Plan.

**MINIMUM FUND BALANCE REQUIREMENTS**

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

**HISTORICAL BACKGROUND**

The Long Range Financial Plan tool was designed to strategically guide the use of First 5 Alameda County's Sustainability Fund. The Sustainability Fund was established by the First 5 Alameda County

**AGENDA ITEM 5b1**

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 \$27 million at the end of the current 2022-23 fiscal year and was accumulated in a number of ways over the past years. First, the Fund developed through the initial reserve that occurred when tax dollars were accumulated but could not be spent until a Strategic Plan was passed (Jan. 1999-Jan. 2000). Thereafter, contributions to the Sustainability Fund were intentionally budgeted over several years (2001-2004). Finally, budgeted funds that remained unspent were directed by the Commission to be added to the Sustainability Fund, rather than be rolled-over to the subsequent year's budget (2001-present). It is important to note however that, Sustainability Funds have been budgeted for program use since 2005-06, which means that expenses have been projected higher than revenues in each of those years, but budget savings in those years made it unnecessary to draw from the Fund. These changes have resulted in draws periodically from the Sustainability Fund only since FY 2009-10.

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

| <u>Draw down from Sustainability for Operations (\$millions)</u> |                          |                            |
|--|--------------------------|----------------------------|
| <u>Fiscal Year</u>   | <u>Planned draw down</u> | <u>Actual amount drawn</u> |
| <u>FY 2009-2013 Strategic Plan</u>                               |                          |                            |
| 2009-10  | \$6.9m                   | \$3.3m                     |
| 2010-11  | \$9.3m                   | \$6.7m <sup>1</sup>        |
| 2011-12  | \$4.1m                   | \$0.8m                     |
| 2012-13  | \$9.0m                   | \$5.3m <sup>2</sup>        |
| <u>FY 2013-17 Strategic Plan</u>                                 |                          |                            |
| 2013-14  | \$1.7m                   | \$0.0                      |
| 2014-15  | \$2.3m                   | \$1.5m                     |
| 2015-16  | \$2.3m                   | \$1.2m                     |
| 2016-17  | \$4.9m                   | \$0.0                      |
| <u>FY 2017-22 Strategic Plan</u>                                 |                          |                            |
| 2017-18  | \$3.5m                   | \$0.0                      |
| 2018-19  | \$2.0m                   | \$0.0                      |
| 2019-20  | \$3.7m                   | \$0.0                      |
| 2020-21  | \$6.1m                   | \$1.4m                     |
| 2021-22  | \$4.1m                   | \$2.0m                     |
| <u>FY 2022-27 Strategic Plan</u>                                 |                          |                            |
| 2022-23  | \$5.0m                   |                            |
| 2023-24  | \$5.9m                   |                            |

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

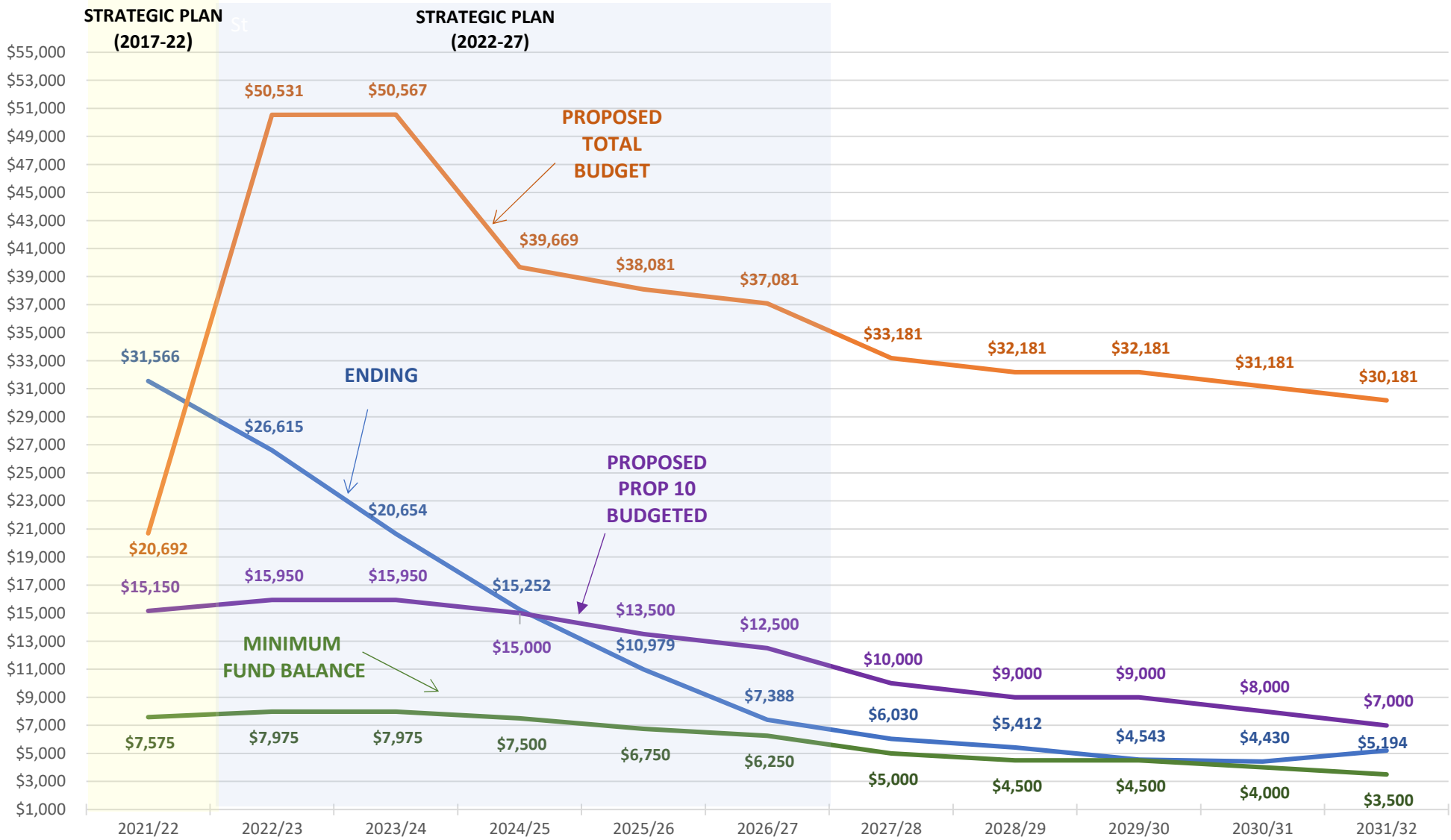
<sup>2</sup> Purchase of office building at 1115 Atlantic Ave., Alameda in April 2013.

| Dollars in Thousands                                       | 2017 - 2022      | 2022 - 2027 Strategic Plan |                  |                  |                  |                  | 2027-2032 Strategic Plan TBD |                  |                  |                  |                  |
|--|------------------|----------------------------|------------------|------------------|------------------|------------------|------------------------------|------------------|------------------|------------------|------------------|
|  | Strategic Plan   | Modified Budget            | Proposed Budget  | Projections      |                  |                  | Projections                  |                  |                  |                  |                  |
|  | Actual 2021/22   | 2022/23                    | 2023/24          | 2024/25          | 2025/26          | 2026/27          | 2027/28                      | 2028/29          | 2029/30          | 2030/31          | 2031/32          |
| <b>Beginning Fund Balance</b>                              | \$ 34,158        | \$ 31,566                  | \$ 26,615        | \$ 20,654        | \$ 15,252        | \$ 10,979        | \$ 7,388                     | \$ 6,030         | \$ 5,412         | \$ 4,543         | \$ 4,543         |
| <b>REVENUES</b>  |                  |                            |                  |                  |                  |                  |                              |                  |                  |                  |                  |
| Proposition 10 Tobacco Tax                                 | \$ 12,558        | \$ 10,999                  | \$ 9,989         | \$ 9,598         | \$ 9,227         | \$ 8,909         | \$ 8,642                     | \$ 8,382         | \$ 8,131         | \$ 7,887         | \$ 7,650         |
| City of Oakland Measure AA Tax                             |                  | \$ 23,181                  | \$ 23,181        | \$ 23,181        | \$ 23,181        | \$ 23,181        | \$ 23,181                    | \$ 23,181        | \$ 23,181        | \$ 23,181        | \$ 23,181        |
| Other First 5 Revenue                                      | \$ 989           | \$ 1,411                   | \$ 1,370         | \$ 1,000         | \$ 1,000         | \$ 1,000         |                              |                  |                  |                  |                  |
| - First 5 California (IMPACT 2020)                         | \$ 900           | \$ 1,225                   | \$ 1,225         | \$ 1,000         | \$ 1,000         | \$ 1,000         |                              |                  |                  |                  |                  |
| - First 5 San Francisco/Childrens Council of SF (T/TA Hub) | \$ 89            | \$ 186                     | \$ 145           |                  |                  |                  |                              |                  |                  |                  |                  |
| Interagency Income - County                                | \$ 2,501         | \$ 3,523                   | \$ 3,333         | \$ 400           | \$ 400           | \$ 400           |                              |                  |                  |                  |                  |
| - ACHCSA (Fathers Corps)                                   | \$ 138           | \$ 400                     | \$ 400           | \$ 400           | \$ 400           | \$ 400           |                              |                  |                  |                  |                  |
| - ACPHD (Data Systems Hosting and Maintenance)             | \$ 117           | \$ 123                     | \$ 141           |                  |                  |                  |                              |                  |                  |                  |                  |
| - ACPHD (Home Visiting/PHOC)                               |                  | \$ 140                     | \$ 140           |                  |                  |                  |                              |                  |                  |                  |                  |
| - AC Office of Educ. (QRIS Block Grant)                    | \$ 568           | \$ 447                     | \$ 490           |                  |                  |                  |                              |                  |                  |                  |                  |
| - AC Office of Educ. (Inclusive Early Learning)            | \$ 121           | \$ 74                      | \$ 27            |                  |                  |                  |                              |                  |                  |                  |                  |
| - City of Berkeley (Fathers Corp)                          |                  |                            | \$ 25            |                  |                  |                  |                              |                  |                  |                  |                  |
| Interagency Income - Federal Pass-through                  |                  |                            |                  |                  |                  |                  |                              |                  |                  |                  |                  |
| - ACPHD HMG Linkage Line                                   | \$ 459           | \$ 480                     | \$ 480           |                  |                  |                  |                              |                  |                  |                  |                  |
| - ACHCDA (Unincorporated Needs Assessment)                 |                  | \$ 51                      | \$ 30            |                  |                  |                  |                              |                  |                  |                  |                  |
| - ACSSA (Navigation, Workforce Pilot, Comp Child Dev)      | \$ 698           | \$ 808                     | \$ 718           |                  |                  |                  |                              |                  |                  |                  |                  |
| - ACSSA (FCC Grants)                                       | \$ 400           |                            |                  |                  |                  |                  |                              |                  |                  |                  |                  |
| - ACSSA (CEL Application Project)                          |                  | \$ 1,000                   | \$ 882           |                  |                  |                  |                              |                  |                  |                  |                  |
| State Grants - Federal Pass-through                        | \$ 539           | \$ 570                     | \$ 515           |                  |                  |                  |                              |                  |                  |                  |                  |
| - CA Dept. of Social Services (QCC QRIS Block Grant)       | \$ 454           | \$ 515                     | \$ 515           |                  |                  |                  |                              |                  |                  |                  |                  |
| - CA Dept. of Education (Preschool Development Grant)      | \$ 85            | \$ 55                      |                  |                  |                  |                  |                              |                  |                  |                  |                  |
| Other Grants (Private, Foundation or Other)                | \$ 1,140         | \$ 3,527                   | \$ 3,394         | \$ 88            |                  |                  |                              |                  |                  |                  |                  |
| - Alameda Alliance for Health                              | \$ 572           | \$ 1,453                   | \$ 1,453         |                  |                  |                  |                              |                  |                  |                  |                  |
| - Aurrera Health Group                                     | \$ 49            |                            |                  |                  |                  |                  |                              |                  |                  |                  |                  |
| - Sunlight Giving  | \$ 320           | \$ 390                     | \$ 525           |                  |                  |                  |                              |                  |                  |                  |                  |
| - Stupski Foundation                                       | \$ 169           | \$ 161                     | \$ 215           | \$ 88            |                  |                  |                              |                  |                  |                  |                  |
| - CA Wellness Foundation                                   | \$ 20            |                            | \$ 20            |                  |                  |                  |                              |                  |                  |                  |                  |
| - Heising-Simons Foundation                                |                  |                            | \$ 20            |                  |                  |                  |                              |                  |                  |                  |                  |
| - Child Family & Community Services                        |                  | \$ 1,393                   | \$ 1,073         |                  |                  |                  |                              |                  |                  |                  |                  |
| - Tipping Point  |                  | \$ 20                      |                  |                  |                  |                  |                              |                  |                  |                  |                  |
| - Kaiser Permanente Hospitals Foundation                   | \$ 10            | \$ 110                     | \$ 88            |                  |                  |                  |                              |                  |                  |                  |                  |
| Miscellaneous Income                                       | \$ 67            | \$ 15                      |                  |                  |                  |                  |                              |                  |                  |                  |                  |
| Fiscal Leveraging (MAA)                                    | \$ 2,043         | \$ 2,000                   | \$ 2,500         | \$ 2,500         | \$ 2,500         | \$ 2,500         | \$ 1,850                     | \$ 1,850         | \$ 1,850         | \$ 1,850         | \$ 1,850         |
| Investment Income  | \$ 549           | \$ 324                     | \$ 324           | \$ 217           | \$ 160           | \$ 115           | \$ 78                        | \$ 63            | \$ 57            | \$ 48            | \$ 48            |
| <b>TOTAL REVENUES</b>                                      | <b>\$ 20,386</b> | <b>\$ 45,550</b>           | <b>\$ 44,606</b> | <b>\$ 36,984</b> | <b>\$ 36,468</b> | <b>\$ 36,105</b> | <b>\$ 33,750</b>             | <b>\$ 33,477</b> | <b>\$ 33,219</b> | <b>\$ 32,966</b> | <b>\$ 32,729</b> |
| <b>TOTAL EXPENSES</b>                                      | <b>\$ 20,692</b> | <b>\$ 50,531</b>           | <b>\$ 50,567</b> | <b>\$ 39,669</b> | <b>\$ 38,081</b> | <b>\$ 37,081</b> | <b>\$ 33,181</b>             | <b>\$ 32,181</b> | <b>\$ 32,181</b> | <b>\$ 31,181</b> | <b>\$ 30,181</b> |
| <b>TOTAL PROP 10 EXPENSES</b>                              | <b>\$ 15,150</b> | <b>\$ 15,950</b>           | <b>\$ 15,950</b> | <b>\$ 15,000</b> | <b>\$ 13,500</b> | <b>\$ 12,500</b> | <b>\$ 10,000</b>             | <b>\$ 9,000</b>  | <b>\$ 9,000</b>  | <b>\$ 8,000</b>  | <b>\$ 7,000</b>  |

| <b>CASHFLOW</b>   |                  |                  |                  |                  |                  |                 |                 |                 |                 |                 |                 |
|---|------------------|------------------|------------------|------------------|------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| <b>Total Disbursements</b>  | \$ 20,692        | \$ 50,531        | \$ 50,567        | \$ 39,669        | \$ 38,081        | \$ 37,081       | \$ 33,181       | \$ 32,181       | \$ 32,181       | \$ 31,181       | \$ 30,181       |
| <b>(Shortfall)/Surplus Revenue over Expenses<br/>(Use of Sustainability Fund)</b>       | \$ (2,592)       | \$ (4,951)       | \$ (5,961)       | \$ (5,402)       | \$ (4,273)       | \$ (3,591)      | \$ (1,358)      | \$ (618)        | \$ (869)        | \$ (113)        | \$ 650          |
| <b>Ending Fund Balance</b>  | <b>\$ 31,566</b> | <b>\$ 26,615</b> | <b>\$ 20,654</b> | <b>\$ 15,252</b> | <b>\$ 10,979</b> | <b>\$ 7,388</b> | <b>\$ 6,030</b> | <b>\$ 5,412</b> | <b>\$ 4,543</b> | <b>\$ 4,430</b> | <b>\$ 5,194</b> |
| <b>MINIMUM FUND BALANCE REQUIRED<br/>(50% OR 6 Months of Prop 10 Budgeted Expenses)</b> | <b>\$ 7,575</b>  | <b>\$ 7,975</b>  | <b>\$ 7,975</b>  | <b>\$ 7,500</b>  | <b>\$ 6,750</b>  | <b>\$ 6,250</b> | <b>\$ 5,000</b> | <b>\$ 4,500</b> | <b>\$ 4,500</b> | <b>\$ 4,000</b> | <b>\$ 3,500</b> |

# LONG RANGE FINANCIAL PLAN FY 2023-2032

## BUDGET & FUND BALANCE IN MILLIONS





**To:** First 5 Alameda County Executive Committee

**From:** Maria Canteros, Finance Administrator

**Date:** June 15, 2023

**Subject:** GASB 54 Fund Balance Commitment

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#### REQUESTED ACTION

To review the classification of the fund balance.

#### BACKGROUND

There is no single number in governmental accounting and financial reporting that attracts more interest and discussion than *fund balance*. Fund balance, also referred to as net assets, is the difference between asset and liabilities in the governmental funds balance sheet.

The Governmental Accounting Standards Board (GASB) adopted Statement No. 54, Fund Balance Reporting and Governmental Fund Type Definitions. The planned use of net assets is required to be reported in various categories depending on the constraints imposed on the use of resources. The categories in which governments are required to categorize fund balance are (in order of most to least constrained): Nonspendable, Restricted, Committed, Assigned and Unassigned. The more constrained the resources, the less likely they can be redeployed to other uses.

#### GASB 54

A hierarchy of fund balance classifications has been created by the Governmental Accounting Standards Board (GASB), based primarily on the extent to which governments are bound by constraints on resources reported in the funds. This approach which is referred to as GASB 54 is intended to provide users more consistent and understandable information about a fund's net resources. GASB 54 went into effect in FY 2010-2011, and for the first time F5AC's fund balance was presented accordingly in the financial statements for the fiscal year which ended on June 30, 2011. In summary, the hierarchy of five possible classifications of fund balance is:

**Nonspendable Fund Balance**

- Amounts that cannot be spent due to form; for example, inventories and prepaid amounts. Also, long-term loan and notes receivables, and property held for resale would be reported here.
- Amounts that must be maintained intact legally or contractually.

**Restricted Fund Balance**

- Amounts constrained for a specific purpose by external parties, constitutional provision or enabling legislation.

**Committed Fund Balance**

- Amounts constrained for a specific purpose by a government using its highest level of decision-making authority. It would require action by the same group to remove or change the constraints placed on the resources.
- Action to constrain resources must occur prior to year-end; however, the amount can be determined in the subsequent period.

**Assigned Fund Balance**

- For any remaining amounts not classified in Special Revenue Funds as any of the above or amounts constrained for the intent to be used for a specific purpose by a governing board or a body or official that has been delegated authority to assign amounts.

**Unassigned Fund Balance**

- For any remaining amounts not classified as any of the above.

F5AC's General Sustainability Fund or stabilization fund currently meets the definition of "Assigned" as defined in GASB 54. At the end of the current fiscal year, it is projected that F5AC will have approximately \$26.6 million in the General Fund Balance which will be reported in the audited financial statements as previously approved by the Commission in June 2022 to be in compliance the requirements of GASB 54. In the current FY 2022-23, we have also designated a Special Revenue Fund for the City of Oakland's Measure AA Parcel Tax revenue. The projected Special Revenue Fund balance is \$12.9 million.

**PROPOSED ACTION TO DESIGNATE FUND BALANCE**

1. To accept Staff's recommendation to designate a portion of the General Fund balance not to exceed \$10.9 million of net assets as of June 30, 2023, as "Committed" to be used for Contracts and Grants, in accordance with the FY 2023-24 budget that is up for adoption by the Commission on June 22, 2023.
2. To accept Staff's recommendation to "Assign" a portion of ending General Fund balance not to exceed \$15.7 million of net assets as of June 30, 2023, for budget stabilization (balancing the budget), in accordance with the Long Range Financial Plan to be adopted by the Commission on June 22, 2023. Funds committed to budget stabilization shall only be used to maintain F5AC services as long as possible during anticipated funding declines in accordance with the Long Range Financial Plan. They can only be committed to other uses by a majority vote of the Commission. These funds are not anticipated to be replenished after they are used for budget stabilization.

**AGENDA ITEM 6**

- To accept Staff’s recommendation to designate the projected balance of \$12.9 million of net assets in the Special Revenue Fund as of June 30, 2023, as “Committed” to be used for Contracts and Grants, in accordance with the FY 2023-24 budget that is up for adoption by the Commission on June 22, 2023.

**FISCAL IMPACT**

This action is for classification purposes only. There is no fiscal impact.

| Use of General Fund Balance                      | Maximum Amount | GASB 54 Classification |
|--|----------------|------------------------|
| FY 2023-24 budgeted Contracts and Grants         | \$10.9 million | Committed Fund Balance |
| Budget stabilization - Long Range Financial Plan | \$15.7 million | Assigned Fund Balance  |

| Use of Special Revenue Fund Balance      | Maximum Amount | GASB 54 Classification |
|--|----------------|------------------------|
| FY 2023-24 budgeted Contracts and Grants | \$12.9 million | Committed Fund Balance |

**RECOMMENDATION:**

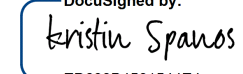
That the Executive Committee recommend the Commission approve the classification of fund balance as outlined above.

Submitted by:

DocuSigned by:  
  
 8493762444274F0...

Maria Canteros  
 Finance Administrator

Reviewed by:

DocuSigned by:  
  
 ED639B4561544E4

Kristin Spanos  
 Chief Executive Officer

Reviewed by:

DocuSigned by:  
  
 5659DE0B756A46A

Christine Hom  
 Chief Operating Officer



**To:** First 5 Alameda County Executive Committee

**From:** Maria Canteros, Finance Administrator

**Date:** June 15, 2023

**Subject:** FY 2023-2024 ACERA 401(h) Account Authorization

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#### **ACTION REQUESTED**

That the Executive Committee review the resolution to fund the FY 2023-2024 ACERA 401(h) account with the purpose of providing tax free health benefits to retirees.

#### **BACKGROUND**

In order for the Alameda County Employees Retirement Association (ACERA) to provide tax-free health benefits to its retirees, it is required that participating agencies such as First 5 Alameda County establish and pay post-retirement benefits through a 401(h) account. In 2007-08, the Commission authorized the establishment of such an account.

The 401(h) account, also called the Advance Reserve Account, is funded by a portion of regular First 5 retirement contributions. First 5 contributions are then supplemented by the Supplemental Retiree Benefits Reserve (SRBR) in the amount of the 401(h) contribution. The effect is a no-cost transaction.

For FY 2023-2024 (and every year), it is required that the participating member agencies of ACERA authorize the required contributions to the account. The required contribution is determined by ACERA's actuary, Segal Consulting. Based on the actuarial analysis, First 5's contribution for FY 2023-2024 is \$92,703.29. The contribution per pay period is \$3,565.51 beginning with pay period 23-14.

#### **FISCAL IMPACT**

There is no fiscal impact.



**RECOMMENDATION**

That the Executive Committee recommend that the Commission approve the resolution to fund the FY 2023-2024 ACERA 401(h) account authorization.

Submitted by:

DocuSigned by:  
*Maria Canteros*  
8493762444274E9  
\_\_\_\_\_  
Maria Canteros  
Finance Administrator

Reviewed by:

DocuSigned by:  
*Kristin Spanos*  
ED639B4561544E4  
\_\_\_\_\_  
Kristin Spanos  
Chief Executive Officer

Reviewed by:

DocuSigned by:  
*Christine Hom*  
5659DF0B756A46A  
\_\_\_\_\_  
Christine Hom  
Chief Operating Officer

**RESOLUTION****FIRST 5 ALAMEDA COUNTY RESOLUTION  
APPROVING 401(H) ACCOUNT PURSUANT  
TO SECTION 31592**

**WHEREAS**, in 1996, the Alameda County Employees' Retirement Association ("ACERA") Board of Retirement informed the Board of Supervisors that by adoption of Resolution No. 96-111, the Board of Retirement had established a health benefits account intended to satisfy the requirements of Internal Revenue Code ("IRC") Section 401(h) and the regulations thereunder ("401(h) Account") in order to provide non-vested, tax-free health benefits to eligible County and Participating Employer retirees (collectively, the "Retirees"); and

**WHEREAS**, in 1996, this Board of Supervisors adopted Resolution No. R-96-634, which provided that ACERA could offer such non-taxable benefits if the County designated a portion of its contribution to ACERA for a fiscal year as a contribution to the 401(h) Account, and

**WHEREAS**, under Section 31592.4 and Article 5.5 of the County Employees Retirement Law of 1937 ("CERL"), assets in the Supplemental Retiree Benefit Reserve ("SRBR") at the end of a fiscal year of ACERA may, in the immediately succeeding fiscal year, be transferred to the Employer Advance Reserve account of the Participating Employers, and treated as a contribution to ACERA by the County and as applicable by other Participating Employers to the extent that in the immediately succeeding fiscal year the County and other Participating Employers make contributions to ACERA's 401(h) Account in order to pay for retiree health benefits; and

**WHEREAS**, Section 31592.4 and Article 5.5 of the CERL thus permit the Participating Employers to contribute to a 401(h) Account and pay for retiree health benefits for a fiscal year without increasing the First 5 Alameda County's total contributions to ACERA for that fiscal year; and

**WHEREAS**, commencing with the 1996-1997 fiscal year, and for each fiscal year thereafter, the County has directed that a specified portion of its fiscal year contribution to ACERA for that year be contributed to the 401(h) Account; and

**WHEREAS**, in 2007 First 5 Alameda County authorized ACERA to establish and manage a 401(h) sub-account on its behalf to provide tax free health benefits for its retirees.

**NOW THEREFORE, IT IS RESOLVED AS FOLLOWS:**

1. In fiscal year July 1, 2023 - June 30, 2024, First 5 Alameda County shall contribute to ACERA \$92,703.29 to be used only for the payment of retiree health benefits. This contribution shall be made on the terms and conditions set forth in the Agreement between First 5 Alameda County and ACERA concerning such contributions, executed on June 28, 2007.
2. This contribution shall be designated, in writing, as being only for First 5 Alameda County's IRC § 401(h) Account and such designation shall be made at the time of the contribution.

3. Such contribution is contingent on the Board of Retirement immediately transferring, in accordance with Government Code §31592.4, an amount equal to such contribution from ACERA's SRBR account to First 5 Alameda County's Advance Reserve account. Such amount shall be treated as a contribution for pension and therefore shall be applied to reduce the pension contribution otherwise required by First 5 Alameda County for the fiscal year beginning July 1, 2023.
4. No party, including any existing or future First 5 Alameda County employee, retiree, spouse or dependent, shall have any vested rights, contractual rights or other rights in or to any retiree health benefits or payment or subsidy for any such benefits nor shall any such person or ACERA have any such rights to have First 5 Alameda County contribute towards paying or subsidizing the cost of any retiree health benefits provided by ACERA under the 401(h) Account or otherwise. First 5 Alameda County may modify or terminate, at any time and without any limitation, its decision to contribute to First 5 Alameda County's 401(h) Account. This modification or termination may occur even if it may affect any employee first hired prior to the date of such modification, any person who retired prior to such date, and/or any person who became a spouse or dependent of an employee or retiree prior to such date.
5. All contributions by First 5 Alameda County to its 401(h) sub-account shall be governed by requirements of the IRC and all administrative and other applicable rules established by ACERA governing such sub-account and ACERA's 401(h) Account.



# Staff Announcements

June 22, 2023



# GENERAL AGENCY ANNOUNCEMENTS

## Oakland Children's Initiative (OCI) (Measure AA)

- May 25th, OCI Citizens' Oversight Commission First 5 Alameda presentation.
- **Submitted!** In partnership with the City of Oakland OCI Accountability Officer, City of Oakland Head Start, and Oakland Unified School District, we have finalized the Fiscal Year 2023 OCI contracts, budgets, and program plans.
- **Up next:** Development of the Fiscal Year 2024 contracts, budgets, and program plans, which will include data sharing agreements and the exploration of systems integration opportunities.

## Kindergarten Readiness Assessment (KRA)

- 2023 Kindergarten Readiness Assessment **paused**.
- Planning is underway to convene a **county-wide facilitated** table to discuss and **secure support** for the adoption of a county-wide kindergarten readiness assessment tool by the Fall of 2024.





# PLACE

We partner with communities to build relationships, services, and infrastructure that support neighborhood conditions for family and child well-being.

# PLACE

## Neighborhoods Ready For School (NRFS)

- On May 23<sup>rd</sup>, in partnership with Cities & People Advisors, we kicked-off a year-long facilitated planning process with our NRFS grantees.

## Oakland Feather River Camp (OFRC)

- New partnership with OFRC to make their River Family Camp accessible for more families, including the families benefiting from our investments in NRFS, Fatherhood, and beyond.
- Providing FREE Family Camp experiences to 100 families to enjoy time outdoors with each other and with other community members.



A photograph of three people standing in a parking lot, all wearing face masks and holding boxes. The person in the center is a woman with her hand on her hip, wearing a grey sweater and camouflage pants. To her left is another woman in a white t-shirt and black leggings. To her right is a man in a blue polo shirt and light blue pants. The background shows a parking lot with yellow lines and a building with a white lattice structure.

# PEOPLE

We partner with stakeholders to support parents, caregivers, and children and ensure that families and providers have the resources they need for children to thrive.



# PEOPLE

## Successfully Hired!



**Cally Martin,**  
Deputy CEO



**Ayano Ogawa,**  
Chief of Programs



**Ana Apodaca,**  
Government Affairs &  
Policy Officer



**Jamie Klinger,**  
Evaluation Officer



**Jody Talkington,**  
Strategic Initiatives &  
Planning Officer

## Promotions



**Laura Schroeder,**  
Director of Data &  
Evaluation



**Lora Chan,**  
Contracts and Budget  
Administrator

## Transfers

- **KP Dapula,**  
Applications Administrator B

# PEOPLE

## Equity-Driven Systems Change Staff Training

- Hayling Price provided an equity-driven systems change training and guided discussion to all staff.

## Help Me Grow (HMG) FY24 Alliance Proposal

- On May 26<sup>th</sup> we resubmitted a \$1.8 million proposal for Fiscal Year 2024 to Alameda Alliance for Health to continue our system building efforts for pediatric care coordination.
- Our vision is that every Medi-Cal insured child and family can receive early screening and identification and navigation out of pediatrics.





## POLICY

We advocate for policy and systems change that centers the needs of families, young children, and caregivers and supports community and family conditions for children and families to thrive. We also support community-led efforts, including parent leadership.

# POLICY

## CalWORKs Apprenticeship Program Evaluation

- On May 23rd we held a kick-off meeting with the Center for the Study of Child Care Employment (CSCCE) team that will be conducting the evaluation of the CalWORKs Apprenticeship Program.

## 2021-22 KRA Dissemination Videos

- Our Internal KRA Group is working on two video projects to support dissemination of the 2021-22 KRA study.
- With our partners at Applied Survey Research (ASR), we will develop video tutorials to support navigation of the county-wide KRA dashboard.







**To:** First 5 Alameda County Commission  
**From:** Christine Hom, Chief Operating Officer  
**Date:** June 22, 2023  
**Subject:** FY 2022-23 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 over \$300,000 in aggregate. The following awards require specific authorization from the Commission.

#### **Oakland Unified School District (OUSD) – \$6,026,000**

First 5 Alameda County is requesting approval of a sole source FY 2022-23 \$6,026,000 contract with Oakland Unified School District to support facility improvements at the Kaiser Early Learning Center, staffing and enhanced family navigation to provide a family-friendly enrollment process to preschool and elementary, professional development for staff and the purchase of curriculum, materials, and resources to enhance the quality of programs.

OUSD currently has a FY 2022-23 \$227,000 contract to support Summer Pre-K (SPK) programs and provide Early Childhood Education (ECE) and K-12 teachers with professional development and orientation to the SPK model. Funding also supports a Kindergarten Readiness Director to develop and implement year-round school readiness and transition programming including a student passport/snapshot form, and a variety of family/child learning activities.

Fiscal Impact: Funding is budgeted and provided by the contract with the City of Oakland for the Oakland Children's Initiative where First 5 serves as the Early Education Fund Implementation Partner.

Action requested: Approve an aggregate FY 2022-23 award amount of \$6,253,000 for Oakland Unified School District.

#### **Oakland Head Start – \$2,567,296**

First 5 Alameda County is requesting approval of a sole source FY 2022-23 \$2,567,296 contract with Oakland Head Start to ensure the continuation of services at the Franklin, Tassafaronga and Arroyo Viejo centers including operational costs, building maintenance and improvement, personnel costs for direct service, administrative and substitute teaching staff, educational materials, support of professional development opportunities, coaching and training for staff and parent education.

Fiscal Impact: Funding is budgeted and provided by the contract with the City of Oakland for the Oakland Children’s Initiative where First 5 serves as the Early Education Fund Implementation Partner.

Action requested: Approve a FY 2022-23 award amount of \$2,567,296 for Oakland Head Start.

**RedCar IT – \$200,000**

First 5 Alameda County is requesting approval of a sole source FY 2022-23 \$200,000 contract amendment with RedCar IT to build an application program interface (API) to connect EPIC an electronic health record system used by Community Health Clinic Network (CHCN) clinics to the Pathways Referral System used by Help Me Grow staff so that referrals can be received automatically eliminating manual processes and optimizing workflow. RedCar IT will also provide enhancements to the Pathways ECS profile functionality to allow for more efficient and robust client engagement, information sharing and navigation services.

RedCar IT currently has a FY 2022-23 \$205,500 contract to provide maintenance and operations support activities for First 5 Applications - ECChange and Pathways, support the buildout of the Ages & Stages Questionnaire (ASQ) and Ages & Stages Questionnaire Social Emotional (ASQ-SE) tools in Pathways and support the buildout of an XML file transfer process as part of the new ACERA employee transmittal project. The addition of \$200,000 brings the FY 2022-23 aggregate contract amount to \$405,500 for which Commission approval is needed.

Fiscal Impact: Funding is budgeted and provided by the award from Alameda Alliance for Health.

Action requested: Approve an aggregate FY 2022-23 award amount of \$405,500 for RedCar IT.

**RECOMMENDATION**

That the Commission approve the above contract authorizations.

Submitted by:

Reviewed by:

DocuSigned by:  
*Christine Hom*  
5659DF0B756A46A  
Christine Hom  
Chief Operating Officer

DocuSigned by:  
*Kristin Spanos*  
ED630B4561544E4...  
Kristin Spanos  
Chief Executive Officer



**To:** First 5 Alameda County Commission

**From:** Kristin Spanos, Chief Executive Officer

**Date:** June 22, 2023

**Subject:** FY 2022-27 Strategic Plan: Annual Update FY 2023-24

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#### **ACTION REQUESTED**

To review the First 5 Alameda County FY 2022-27 Strategic Plan Annual Update for FY 2023-24.

#### **BACKGROUND**

Our current FY 2022-27 Strategic Plan was based on input from interviews with over 40 partners, 4 parent focus groups, and a participatory all-staff process and was adopted by the Commission in June 2022. Proposition 10 requires that each Commission annually review and approve the strategic plan prior to the release of state funds. This year we have made more substantive updates than in prior years to incorporate three significant updates:

- 1. System Readying, Infrastructure, and Capacity**
- 2. Operationalizing Equity**
- 3. Evolving to More Community-Centered Programming**

Detailed changes for the FY 2022-23 Annual Update to the 2022-27 Strategic Plan are highlighted in orange text in the attached draft and an overview of updates by section is listed below:

- **Terminology change**
  - Throughout this Strategic Plan update, we have replaced the word “stakeholder” with “partner” to describe the different parties we engage with. We chose to remove the term “stakeholder” from our Strategic Plan due to our evolving learning about the term’s deep roots in colonialism and theft of Indigenous People’s lands.
- **P4: 2022-20227 A Moment of Urgency & Possibility**
  - Updated to account for Measures AA and C. Additions highlight the expanded role of First 5 Alameda County in light of projected revenue increase from \$24 million to \$200 million annually.
- **PP. 5-6: Who We Are**
  - Updated to include a paragraph on the drop in kindergarten readiness as evidenced in the 2021-22 Kindergarten Readiness Assessment (KRA).
  - Updated numbers on the amount of funding First 5 Alameda County has raised from philanthropic sources, earned from federal fiscal leveraging, and amount received in awards.



- **PP. 7-9: Evolving the Early Childhood System of Care**
  - This section was previously under the “Who We Are” section and has been expanded to highlight adopting the **systems change approach** strategy and outline the drivers of our accomplishments and agency growth in this strategic plan update:
    - #1: System Ready, Infrastructure and Capacity
    - #2: Operationalizing Equity
    - #3: Evolving to More Community-Centered Programming
- **PP. 10-13: Alameda County’s Context: Data for Action**
  - Updated with most recent data, added new data from the ECE Facilities Needs Assessment, and added data on diaper need.
- **PP. 14-15: Meeting this Moment in Time**
  - This section now moves beyond the impact of COVID to show how this crisis accentuated the existing disparities and directly impacted children, families, and child care providers. The Road to Kindergarten graphic fills out this story.
- **P. 16: Summary of Strategic Plan Partner Feedback**
  - The title of this section has been renamed from “Summary of Strategic Plan Stakeholder Feedback” to “Summary of Strategic Plan Partner Feedback” and the summary of partner feedback from our 2021-22 feedback has been moved to Appendix B (P. 51).
  - Update on how partner feedback and ongoing organizational learning informs this plan.
- **PP. 17-18: Our Approach**
  - Updates related to the implementation of the Oakland Children’s Initiative and anticipation of Measure C.
- **PP. 19-20: Commitment to Equity**
  - This section now includes our co-created Equity Statement and the guiding principles we are adopting from national leaders, PolicyLink and Race Forward.
  - This section also provides an overview of our 2022 agencywide process to create a shared understanding of equity, which we committed to facilitating in the 2022-2027 Strategic Plan.
- **P. 21: Working in Partnership**
  - The word “stakeholder” has been replaced with “partner” and the bulleted commitments have been changed to active verbs.
- **P. 22-23: 2023-32 Strategic Plan Parameters & Financial Picture**
  - This section includes an updated financial picture based on FY 2022-2023 data.
- **P. 24-26: Local Revenue for Early Care and Education**
  - This section was formerly the appendix of the 2022-2027 Strategic Plan (pp. 37-38) and has been incorporated into the main Strategic Plan narrative.
- **PP. 27-34: Program Strategies**
  - Changed list of goals for each strategy from a bulleted list to a numbered list. The goals are not listed in any particular order.
  - Added a goal related to implementation of the ballot measures.
  - Updated Early Identification, Screening, and Care Coordination to the strategy’s new name: Pediatric Care Coordination (PCC).
- **PP. 35-38: Agency Strategies**

- Changed list of goals for each strategy from a bulleted list to a numbered list. The goals are not listed in any particular order.
- The word “stakeholder” has been replaced with “partner.”
- **PP. 39-41: Introduction to Operational Support Functions**
  - Updated introduction related to infrastructure and capacity building.
  - Changed list of goals for each strategy from a bulleted list to a numbered list. The goals are not listed in any particular order.
- **P. 42: Proposition 10 FY 22/23 Investments**
  - Added updated investments based on the FY22-23 budget.
- **P. 43: Measuring Our Progress**
  - Added paragraph related to participatory RBA process.
- **PP. 44-50: Appendix A: Examples of First 5 Priority Efforts**
  - This new appendix was pulled from the Kindergarten Readiness Assessment (KRA) in Alameda County 2021-22 report. In the 2021-22 KRA report, this section is Appendix B. The list in this Strategic Plan includes additional efforts First 5 has made since the KRA report was published.
- **P. 51: Appendix B: Summary of Strategic Plan Partner Feedback**
  - This is the prior “Strategic Plan Stakeholder Feedback” section from the June 2022 version for reference.
- **PP. 52-54: Appendix C: Local Child Care Ballot Measures**
  - This new appendix provides an overview and comparison of the Oakland Children’s Initiative (Measure AA) and the Children’s Health and Child Care Initiative for Alameda County (Measure C).

**Fiscal Impact**

The goal, as per the budget and long range financial plan, is to keep the Proposition 10 funding level steady for the second year of the plan, and revisit annually as additional external revenue becomes available.

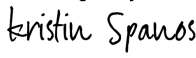
**RECOMMENDATION**

That the Commission approve the FY 2023-24 Annual Update to the FY 2022-27 Strategic Plan.

Submitted by:

Approved by:

DocuSigned by:  
  
 B1E930C40F9E407...  
 Lisa Forti  
 Planning Director

DocuSigned by:  
  
 ED639B4561544E4...  
 Kristin Spanos  
 Chief Executive Officer



# EXECUTIVE SUMMARY

## 2022-2027 STRATEGIC PLAN UPDATE

First 5’s research consistently shows that factors predicting kindergarten readiness are closely associated with socioeconomic conditions rooted in structural racism, classism, and public disinvestment in neighborhoods with primarily Black, Indigenous, and People of Color (BIPOC) residents. **Building an equity-centered early childhood system, which centers a whole community, whole family, whole child approach, to improve kindergarten readiness is essential to the current and future overall health of Alameda County.**

“Children are not innately ready or not ready for kindergarten. They thrive when they grow and develop in environments that support and nurture them and their families. This requires community conditions that position families for success—well-paying jobs, access to quality, affordable early care and education, transportation, health care, and safe, inviting places to live, play, and connect. It also requires freedom from discrimination rooted in racism and classism.”

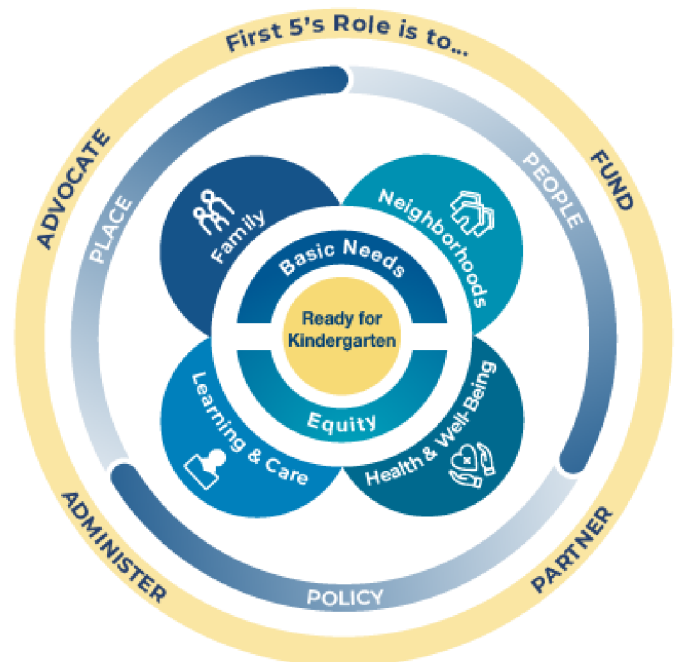
- First 5 Alameda County Kindergarten Readiness Assessment 21-22

First 5 Alameda County’s work is to *fund, partner, administer, and advocate* to ensure families have what they need at every stop along the “[Road to Kindergarten Readiness](#).” With the influx of new local resources and the leveraging of federal and state resources, this moment represents a rare and invaluable opportunity to evolve our local early childhood system and strengthen the network of care that serves the county’s children, families, and communities. In service to secure more investments to expand community and family-centered programming, we are proud of what First 5 Alameda County accomplished in its first year of the 2022-2027 Strategic Plan implementation. Our investments continue to deliver high-quality results, reaching 30,000 people last year alone, including 16,000 children, 11,000 parents/caregivers, and 5,000 providers.

We are operating at a time when the challenges, complexities, demands, and opportunities for systems change are immense. We are on the heels of a global pandemic, people are still struggling, and state and federal relief is expiring. California is implementing an unprecedented set of initiatives to redesign its social safety net, including [Universal Pre-Kindergarten \(UPK\)](#), [California Advancing and Innovating Medi-Cal \(CalAIM\)](#), and the [Children and Youth Behavioral Health Initiative - California Health and Human Services \(CYBHI\)](#).

“There is no going back to a normal that did not work for so many. We do not need a recovery but a reimagination, restructuring, & renewal that challenges inequality & lifts up commonality”

- Dr. Manuel Pastor,  
speaking to First 5 Alameda County  
All-Staff meeting, March 9, 2023



Locally, Alameda County residents made significant investments in children and families that are coming closer to fruition. **First 5's roles in two local ballot measures—as contracted implementation partner for the Oakland Children's Initiative (Measure AA) and named administrator of The Children's Health and Child Care Initiative for Alameda County (Measure C) (currently in litigation)—are anticipated to grow our agency's annual revenue from \$24 million to approximately \$200 million annually, an eight-fold increase.**

This funding is coming to First 5 to leverage our expertise, infrastructure, and investments in Place, People, and Policy, allowing us to scale the past 25 years of our work to build and evolve the early childhood system. Given this, the drivers of our accomplishments and agency growth in this strategic plan update are:

### #1 SYSTEM READYING, INFRASTRUCTURE, AND CAPACITY

- **Continued to build and scale the local early childhood system with new revenue.** Our fiscal outlook is strong given new funds, coupled with a clean audit and a balanced budget. While First 5 Alameda County will be experiencing significant growth in the coming year, all other First 5 agencies around the State have declining revenues and are facing layoffs and program cuts. Our colleagues throughout California, and beyond, are looking to us as a model for leveraging funding, policy advocacy, and equity-centered systems building as they manage challenging local circumstances.
  - Locally, First 5 was selected as the Early Education Implementation Partner for the Oakland Children's Initiative (Measure AA), adding \$23 million to our annual budget starting in FY22-23.
  - At the local, state and federal level, in FY22-23, we received \$2.5 million\* from the Alameda County Social Services Agency (ACSSA), \$1.4 million annual allocation from Alameda Alliance for Health (AAH), and \$2.5 million annual allocation from Medi-Cal Administrative Activities (MAA). We also received a \$375K annual allocation of multi-year grants from philanthropy and a gift of \$1.4 million from Child, Family and Community Services (CFCS).
- **Restructured the agency and conducted hiring to ensure we have staffing and infrastructure to administer new incoming public funding,** including roles focused on compliance, health, advocacy and government affairs, performance management, planning and project management, financial budgeting and forecasting, and communications. The hiring and structural changes will continue into 2023 and beyond, as we have entered a three- to five-year building phase. We seek to retain and recruit a workforce that reflects the diversity and cultural fabric of Alameda County, support staff development and professional growth, ensure regulatory compliance, and effectively implement existing and new initiatives.

### #2 OPERATIONALIZING EQUITY

- **Completed a Kindergarten Readiness Assessment using a participatory, community-centered research-to-action approach that resulted in data from more than 3,000 Alameda County community members.** The 2021-22 [Kindergarten Readiness Assessment](#) (KRA) findings and recommendations show how our county may improve kindergarten readiness in the overlapping environments that influence children's readiness—communities, families, and schools. First 5 uses the KRA findings to inform our programs, investments, and [policy advocacy](#).

\*Out of the \$2.5 million, \$1 million is a one-time allocation for FY22-24 and \$718K is an annual allocation.

### EQUITY STATEMENT

First 5 Alameda County is committed to being an **equity-centered, anti-racist, and anti-classist organization**. We recognize that we operate in a racialized economic system characterized by extractive and exploitative labor practices and public policies perpetuating long-standing disparate life outcomes. To this end, we use anti-racist and equity-based practices to invest in and support children, families, and neighborhoods. Our [Place, People, Policy](#) framework intentionally prioritizes our investments in communities that have experienced historic and systemic racism and disinvestment.

As a part of this commitment, we use our resources to redress (to set right) these injustices by:

- **Celebrating Black, Indigenous, and People of Color (BIPOC)** cultures and honoring their assets, values, and needs by ensuring investments, programs, data, and policy work is directed by and reflects the richness and needs of these communities.
- **Prioritizing the needs of low-to-moderate-income families** and neighborhoods with historical disinvestment.
- **Addressing root causes** through the administration of public funds, advocacy, and operationalization of public policy.
- **Interrupting inequities** that impact the conditions needed for kindergarten readiness.
- Ensuring that our investments, policies, practices, and agency culture are **aligned with our equity principles**.

We acknowledge that our unconscious and conscious bias impacts our practices. Therefore, we are committed to deepening our understanding of how power, wealth, and opportunity imbalances appear in policies, communities, organizations, and interpersonal relationships. We can only do this as lifelong learners with a growth mindset focused on transformative change.

We commit to continuous improvement and to hold ourselves accountable to operationalize this statement and our principles.

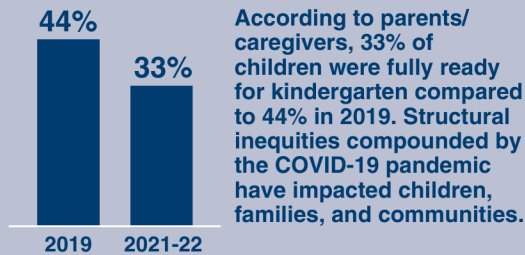
- **Continued centering equity in our programming, investments and advocacy, and intentionally engaging in dialogue regarding organizational culture.** First 5 has used equity to inform our work since our founding in 1998. Over the years, we have intentionally built upon and strengthened this commitment, including in our 2017-22 and 2022-27 strategic plans. As part of our evolution, in 2022-23, we engaged in a participatory agency-wide learning and development process to update our equity statement to encompass our current work, intentions for continuous learning and improvement, and commitment to accountability (see left column).
- **Ensuring that our governing body represents our commitment to community-directed investments by appointing a representative of a parent and community-based building group as a First 5 Commissioner.**

### #3 EVOLVING TO MORE COMMUNITY-CENTERED PROGRAMMING

- **Launched key programmatic and community investments, including:**
  - A new division of Pediatric Care Coordination encompassing our existing family serving programs out of pediatric health settings; including Help Me Grow’s developmental screening, outreach, referral, and navigation and the DULCE’s model health, resource, and legal supports.
  - A strategic parent partnership program focused on supporting Black mothers and birthing people and on investing in community-based strategies to disrupt inequities and disparities in birth outcomes.
  - A strategic planning process with our Neighborhoods Ready for School (NRFS) grantees in partnership with a local, BIPOC, woman-owned firm.
  - The 2023 Fatherhood Summit coordinated by our Fatherhood initiative and supported by a philanthropic investment of \$240,000.

### KINDERGARTEN READINESS REQUIRES SYSTEMS CHANGE

The [2021-22 Kindergarten Readiness Assessment \(KRA\)](#) findings illustrate the need for investment in the early childhood system and policy advocacy for structural changes. For more on the conditions facing communities, families, and children, see Alameda County’s Context: Data for Action in the full Strategic Plan (page 10) or our [Data for Action tool](#), and First 5’s investments in Appendix A, page 44 of the full Strategic Plan.



#### KEY KRA FINDINGS:

- Families reported needing **activities for young children and child care** as their highest priority support
- **Family income** was strongly related to readiness
- 65% of families indicated **help connecting resources** was important to them; only 12% of all families had received this kind of assistance
- Lower-income families, families living in lower-income neighborhoods, Black or Hispanic/Latino families, and monolingual Spanish-speaking families were more likely to say **community supports** are needed
- Children who attended **well-child visits** had higher readiness. In addition, children whose parents/caregivers reported fewer concerns about their child’s mental health also had higher readiness
- Use of **kindergarten transition supports**, especially among fathers, was linked to higher readiness
- 88% of kindergarten teachers reported feeling stressed. Educators who reported high levels of stress were over four times more likely to say they plan to leave the profession
- Early care and education (ECE) professionals experienced the greatest changes to their hours and income during COVID-19: 49% reported decreased hours, 43% decreased wages, and 57% decreased household income

For more on the conditions facing communities, families, and children, see the [2021-22 Kindergarten Readiness Assessment Executive Summary](#).

These and other achievements, plus additional contributing factors over the past year, set the stage for the next phase of First 5’s 2022-27 strategic plan implementation.

The new local revenue and scaling of programs, by tapping into federal and state allocations, afford an opportunity to reimagine a more equitable early childhood system. In doing so, our lessons learned and local success could very well serve as a model and an example for state and federal policies that recognize and invest in child care and the labor of providers as the public good that they are.

First 5 Alameda County is well positioned to serve as the steward of public funds, leveraging diverse funding streams, partnership with community, parents, and providers, and our central role to help create a more cohesive and equity centered whole child, whole family, whole community early childhood system.

#### CONNECT WITH US

**First 5 Alameda County**

[www.first5alameda.org](http://www.first5alameda.org)

[media@first5alameda.org](mailto:media@first5alameda.org)

1115 Atlantic Avenue, Alameda, CA 94501



# First 5 Alameda County Strategic Plan 2022–2027



## Acknowledgments

First 5 wishes to acknowledge the contributions of the many people who made this plan possible. This plan was developed in a challenging time two years into the pandemic, when families, communities, organizations, and public systems are stretched beyond limit. Our deepest respect and gratitude to our community for their fortitude, and appreciation to those who were able to take time to think about how to best use First 5's public resources and to envision an early childhood system where children and families can thrive. Special thanks to:

- Parents and caregivers for their wisdom and experiences
- Early childhood providers and community serving organizations for “on the ground” insight
- Community leaders for the clear-eyed systems perspective
- First 5 staff for thoughtful participation, dialogue, and decision-making
- Our consultant Hickman Strategies for their role in our strategic planning process
- First 5 Alameda County Commissioners for their guidance and support



*Our work is a continuation of the legacy of Alameda County Supervisor and First 5 founding Commissioner Wilma Chan.*



# Table of Contents

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|  |           |
|--|-----------|
| <b>A Moment of Urgency and Possibility</b>               | <b>4</b>  |
| <b>Who We Are</b>  | <b>5</b>  |
| <b>Evolving the Early Childhood System of Care</b>       | <b>7</b>  |
| <b>Alameda County’s Context: Data for Action</b>         | <b>10</b> |
| <b>Meeting This Moment in Time</b>                       | <b>14</b> |
| <b>Summary of Strategic Plan Partner Feedback</b>        | <b>16</b> |
| <b>Our Approach</b>                                      | <b>17</b> |
| <b>Commitment to Equity</b>                              | <b>19</b> |
| <b>Working in Partnership</b>                            | <b>21</b> |
| <b>Strategic Plan Parameters &amp; Financial Picture</b> | <b>22</b> |
| <b>Local Revenue for Early Care &amp; Education</b>      | <b>24</b> |
| <b>Program Strategies</b>                                | <b>27</b> |
| Neighborhoods Ready for School                           | 27        |
| Quality Early Care and Education (ECE)                   | 29        |
| Parent Partnership                                       | 31        |
| Pediatric Care Coordination                              | 32        |
| Fatherhood   | 34        |
| <b>Agency Strategies</b>                                 | <b>35</b> |
| Training   | 35        |
| Policy and Advocacy                                      | 36        |
| Data and Evaluation                                      | 37        |
| Communications   | 38        |
| <b>Introduction to Operational Support Functions</b>     | <b>39</b> |
| Administration and Facilities                            | 39        |
| Finance  | 40        |
| Human Resources  | 40        |
| Technology   | 41        |
| <b>Proposition 10 FY 2023/24 Investments</b>             | <b>42</b> |
| <b>Measuring Our Progress</b>                            | <b>43</b> |
| <b>Appendixes</b>  | <b>44</b> |
| A: Examples of First 5 Priority Efforts                  | 44        |
| B: Summary of Strategic Plan Partner Feedback            | 51        |
| C: Local Child Care Ballot Measures                      | 52        |
| <b>Citations</b>   | <b>55</b> |



## A MOMENT OF URGENCY & POSSIBILITY

### **Ensuring Alameda County's children grow into healthy, productive adults is fundamental to our community's prosperity, health, and well-being.**

Decades of research have demonstrated that the period from birth to age five is the most critical window of opportunity to positively impact a child's future. The correlation between early childhood development, community and family conditions, and lifelong health have also been established and are undeniably intertwined.

The research makes clear that disparate life outcomes of children related to health, education, and employment are the result of historic and ongoing racist, classist policies that extract resources (i.e., poorly paid labor) and harm some communities, families, and children while benefiting others. Despite these forces, there are systemic interventions that can positively change the lives of children and their families. These findings have profound implications for public policy and the role of public systems.

It is evident that President Biden's proposals in support of families with young children and Governor Newsom's investments in early childhood and the safety net are informed by the growing recognition of both the conditions necessary to support family and child well-being and the need for public policy to address the increasing inequality.

Locally, Alameda County voters made significant investments in children and families that are coming closer to fruition. First 5's role in two local ballot measures—as contracted implementation partner for the Oakland Children's Initiative (Measure AA) and named administrator of The Children's Health and Child Care Initiative for Alameda County (Measure C) (currently in litigation)—are anticipated to grow our Agency's annual revenue from \$24 million to approximately \$200 million annually, an 8-fold increase. A major focus on this strategic plan is to ready our infrastructure and capacity to support the effective use of these precious public dollars as First 5 Alameda County adapts to these new local and state historic investments on children and families.

***This is a moment to invest in a better future through long-term, systemic solutions for children and families.***



# WHO WE ARE

## First 5 was established in 1998 by California's Proposition 10.

Our role is to improve life outcomes for Alameda County's youngest children. We support, inform, and partner with public systems (i.e., health, early care and education, economic, and family supports) and community resources to create an early childhood system of care that is responsive to the needs of caregivers and families with young children.

We are guided by a “whole community, whole family, whole child” policy and programming approach to our work. First 5 uses lessons learned from our investments, research and data, and partnerships to inform policy positions and influence local, state, and national decision-making.

We recognize that the context of lived experience is essential to impactful investment, program design, and policy advocacy, and we support the efforts of families, caregivers, and community-based organizations to that end. We have a multi-year investment in place-based initiatives, and we have funded community engagement work, including summer pre-kindergarten programs, alongside Alameda County's school districts. We have partnered with community providers and pediatricians to support families' concerns about their child's development and access to resources. We provide technical assistance and infrastructure support to the early childhood education field and community-based providers. We invest in father-friendly programming and systems so men

and dads are not excluded from conversations affecting their children.

*“First 5 policy efforts focus on systems change, particularly across sectors, with an intention to shift the conditions that hold problems in place, in order to achieve meaningful and lasting social change.”*

**-First 5 Association 2022-24 Strategic Plan**

We routinely assess and evaluate our efforts to identify areas for improvement, capacity building, and where there are gaps in the early childhood system, we strive to fund and scale promising programs and proven interventions. Where possible we integrate and align our activities to improve equitable access to better serve the needs of Alameda County families.

Our “North Star,” the population result that guides our work, is that all **Children Are Ready for Kindergarten**; our work is to ensure that policies, systems, communities, and schools support families and children by creating the **conditions** that position all for success.

Since 2008, First 5 has benchmarked results for our county’s children by conducting a biannual Kindergarten Readiness Assessment (KRA). Results have shown very little improvement over time and consistently point to the countervailing impact of systemic inequities — socioeconomics, community conditions, and limited enrollment in early education — as barriers to kindergarten readiness.

**Since 1998, First 5 Alameda County has:**

- Raised \$42.5 million from philanthropic and other funding sources.
- Earned \$20 million from federal fiscal leveraging.
- Awarded \$262 million to community partners and agencies.

The findings and recommendations in the 2021-22 Kindergarten Readiness Assessment (KRA) indicate a drop in readiness since the pandemic from 44% to 33% according to parents, and reinforce a systems-based approach to early childhood that centers on equity and basic needs. First 5’s programming, investments, and policy agenda are multipronged and cross Place, People, and Policy to improve conditions in the areas we support— Neighborhoods, Health & Well-Being, Learning & Care, and Family.

**Defining Systems Building**

Systems initiatives are organized efforts to improve a system and its impacts. They can be publicly or privately funded or a combination of the two. Systems initiatives in the early childhood field may have different labels, such as systems building, systems change, or systems reform. Yet systems initiatives are best understood by their focus or by the areas of the system they are trying to improve. Specifically, an early childhood systems initiative might focus on one or more of the following five areas:

|   |   |  |  |  |
|---|---|--|--|--|
| <p><b>Context:</b><br/>Improving the political context that surrounds the system so it produces the policy and funding changes needed to create and sustain it.</p> | <p><b>Components:</b><br/>Establishing high-performance programs and services that produce results for children and families.</p> | <p><b>Connections:</b><br/>Creating strong linkages across system components that further improve results for children and families.</p> | <p><b>Infrastructure:</b><br/>Developing the supports systems needed to function effectively and with quality.</p> | <p><b>Scale:</b><br/>Ensuring a comprehensive system is available to as many people as possible.</p> |
|---|---|--|--|--|

From the Early Childhood Systems Building Resource Guide ([hhs.gov](https://hhs.gov))

# EVOLVING THE EARLY CHILDHOOD SYSTEM OF CARE

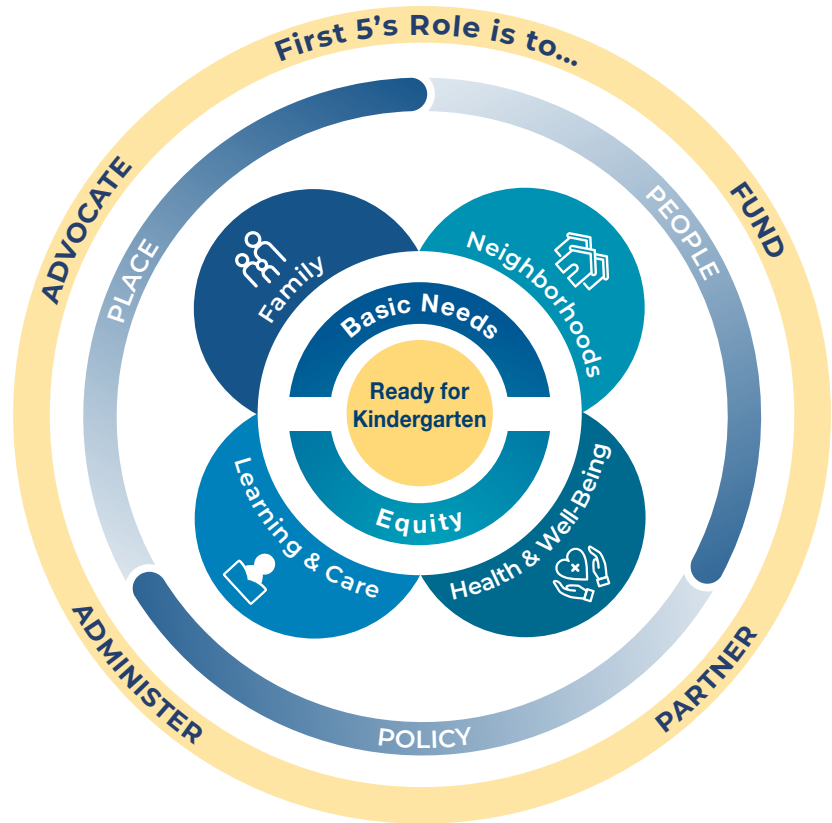
## Within the Early Childhood System, our role is to:

**FUND** organizations and initiatives that are mission- and vision-aligned, and part of a community-based, family-informed early childhood system.

**PARTNER** with parents, caregivers, communities, early childhood providers, organizations, and public agencies in service to an accessible, effective, and responsive early childhood system.

**ADMINISTER** programs for young children and families that offer services, navigation, and care coordination; support and connections to resources; and training and capacity building for providers.

**ADVOCATE** to scale and sustain effective programs and for public policies grounded in equity and justice.



**Figure 1.** An early childhood system of care cultivates community and family conditions for children's kindergarten readiness.

## After taking inventory of our impact, local system opportunities, and the needs of families and children in the 2017–2022 strategic plan, First 5:

- Integrated signature programs into larger systems when applicable and sunset programs when appropriate.
- Launched substantial investments in community-directed, place-based efforts.
- Increased the agency's focus and capacity in policy advocacy, research, and data for action.
- Identified public system partners to scale proven strategies, including Quality Early Care and Education (ECE), Pediatric Care Coordination, Fatherhood, ECE CalWORKs Apprenticeship.

Alameda County’s context and our analysis of the public policy levers by which conditions for families can be improved has informed our embrace of equity as the center of our work. Coupled with a decline in Proposition 10 tobacco revenues, First 5 has adopted a **systems change approach** strategy—acting as a funder and a policy advocate—to address the underlying structural issues, the root causes, that face communities, families, and children.



**And since the adoption of the 2022-2027 strategic plan in June 2022**, we have continued to leverage our expertise, infrastructure, and investments in Place, People, and Policy, allowing us to scale the past 25 years of our work to build and evolve the early childhood system. Given this, the drivers of our accomplishments and agency growth in this strategic plan update are:

## 1. SYSTEM READYING, INFRASTRUCTURE & CAPACITY

- **Continued to build and scale the local early childhood system with new revenue.** Our fiscal outlook is strong given new funds, coupled with a clean audit and a balanced budget. While First 5 Alameda County will be experiencing significant growth in the coming year, all other First 5 agencies around the State have declining revenues and are facing layoffs and program cuts. Our colleagues throughout California, and beyond, are looking to us as a model for leveraging funding, policy advocacy, and equity-centered systems building as they manage challenging local circumstances.
- **Locally, First 5 was selected as the Early Education Implementation Partner for the Oakland Children's Initiative (Measure AA), adding \$23 million to our annual budget.**

At the local, state and federal level in FY22-23, we received:

**\$2.5M**

from the Alameda County Social Services Agency (ACSSA)\*

**\$1.4M**

annual allocation from Alameda Alliance for Health (AAH)

**\$2.5M**

annual allocation for Medi-Cal Administrative Activities (MAA)

**\$375K**

an annual allocation of multi-year grants from philanthropy

**\$1.4M**

from Child, Family & Community Services (CFCS)

- **Restructured the agency and conducted hiring to ensure we have staffing and infrastructure to administer new incoming public funding**, including roles focused on compliance, health, advocacy and government affairs, performance management, planning and project management, financial budgeting and forecasting, and communications. The hiring and structural changes will continue into 2023 and beyond, as we have entered a three- to five-year building phase. We seek to retain and recruit a workforce that reflects the diversity and cultural fabric of Alameda County, support staff development and professional growth, ensure regulatory compliance, and effectively implement existing and new initiatives.

\* Out of the \$2.5 million, \$1 million is a one-time allocation for FY22-24, and \$718K is an annual allocation.

## 2. OPERATIONALIZING EQUITY

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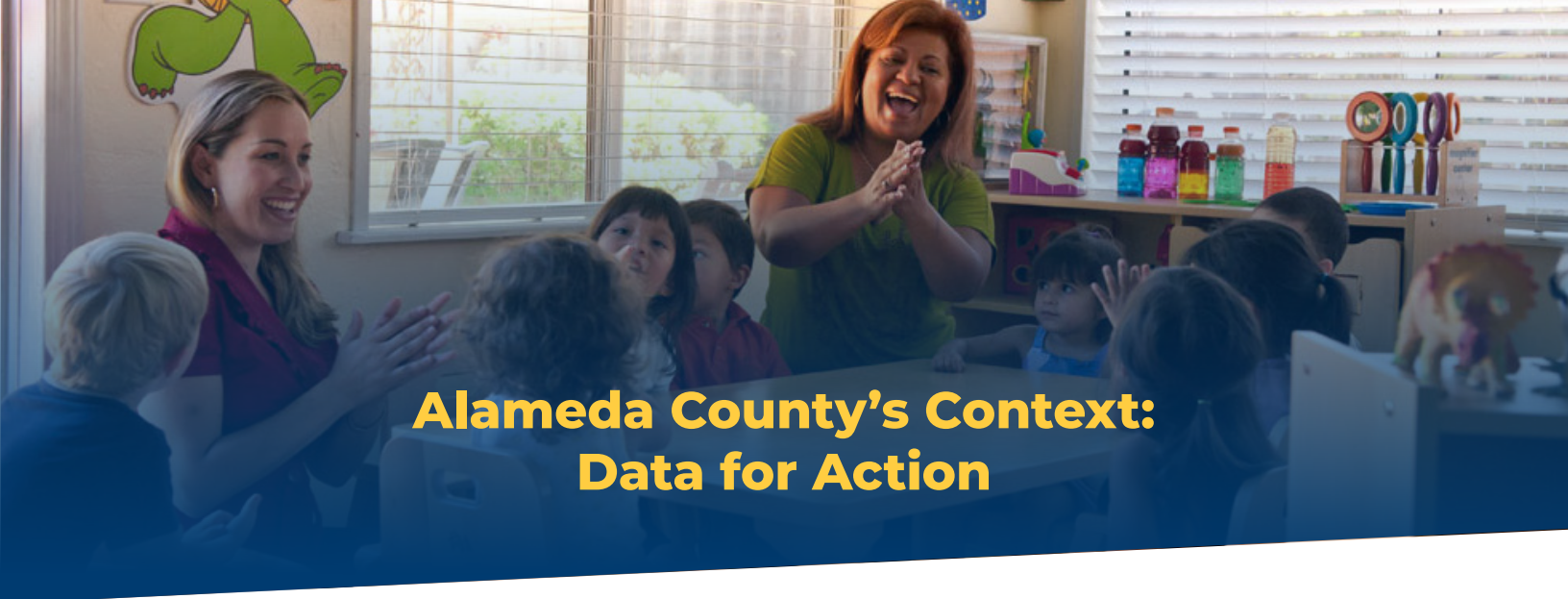
- **Completed a Kindergarten Readiness Assessment using a participatory, community-centered research-to-action approach that resulted in data from over 3,000 Alameda County community members.** The 2021-22 Kindergarten Readiness Assessment (KRA) findings and recommendations show how our county may improve kindergarten readiness in the overlapping environments that influence children's readiness—communities, families, and schools. First 5 uses the KRA findings to inform our programs, investments, and policy advocacy. (See Appendix A, page 44)
- **Continued centering equity in our programming, investments, advocacy and intentionally engaging in dialogue regarding organizational culture.** First 5 has used equity to inform our work since our founding in 1998. Over the years, we have intentionally built upon and strengthened this commitment, including in our 2017-22 and 2022-27 strategic plans. As part of our evolution, in 2022-23 we engaged in participatory agency-wide learning and development process to update our equity statement to encompass our current work, intentions for continuous learning and improvement, and commitment to accountability. (See pages 19-20)
- **Ensuring that our governing body represents our commitment to community-directed investments by appointing a representative of a parent/community base building group as a First 5 Commissioner.**

## 3. EVOLVING TO MORE COMMUNITY-CENTERED PROGRAMMING

---

Launched key programmatic and community investments, including:

- **A new division of Pediatric Care Coordination encompassing our existing family serving programs out of pediatric health settings;** including Help Me Grow's developmental screening, outreach, referral, and navigation and the DULCE's model health, resource, and legal supports.
- **A strategic parent partnership program focused on supporting Black mothers and birthing people** and on investing in community-based strategies to disrupt inequities and disparities in birth outcomes.
- **A strategic planning process with our Neighborhoods Ready for School (NRFS) grantees** in partnership with a local, BIPOC, woman-owned firm.
- **The 2023 Fatherhood Summit** coordinated by our Fatherhood initiative and supported by a philanthropic investment of \$240,000.



## Alameda County's Context: Data for Action

**Alameda County's context and our analysis of the public policy levers by which conditions for families can be improved have informed our embrace of equity as the center of our work.**

Coupled with a decline in Proposition 10 tobacco revenues, First 5 has adopted a **systems change approach** strategy—acting as a funder and a policy advocate—to address the underlying structural issues, the root causes, that face communities, families, and children.

### Alameda County Family Demographics

Approximately  
**71,000**  
households with children  
under age 6 (2019)<sup>4</sup>

Over  
**108,000**  
children under age 6 (2021)<sup>2</sup>

Approximately  
**6.4%**  
of total population under  
age 6 (2021)<sup>2,3</sup>

More than  
**16,000**  
births (2021)<sup>1</sup>

**76%** of  
births to mothers  
of color (2019)<sup>5,1</sup>

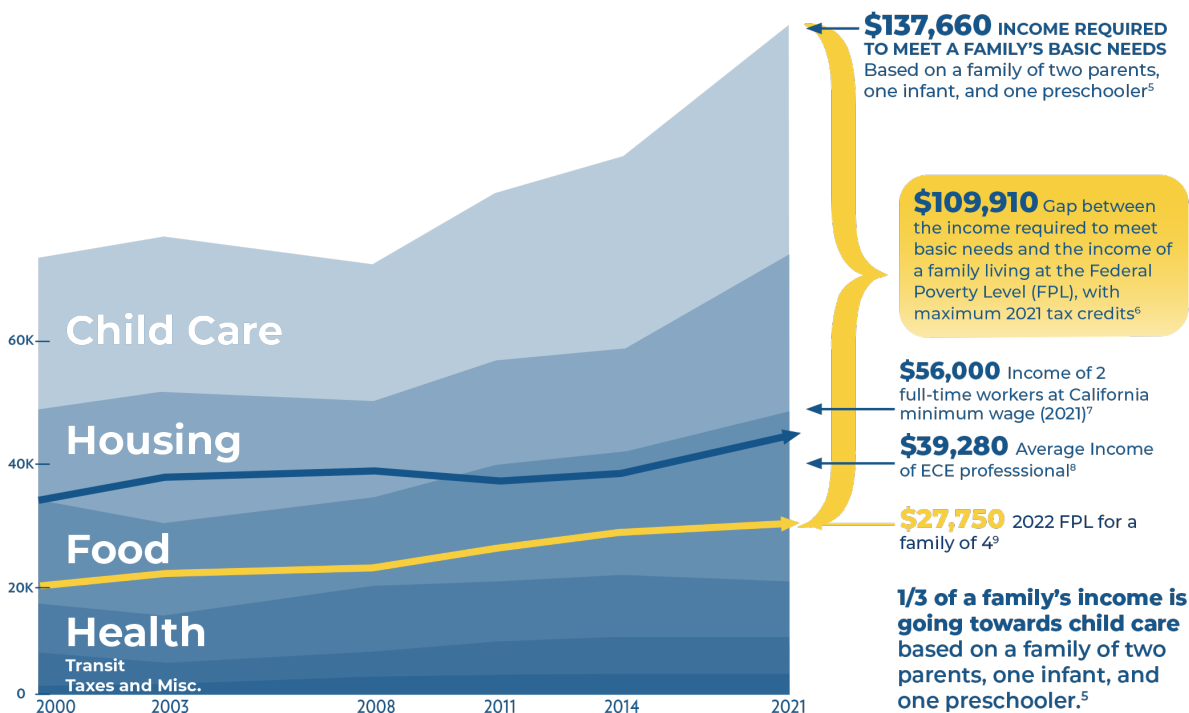
**7<sup>th</sup>** most  
diverse county in the  
United States (2020)<sup>5,1</sup>

**1/2** Nearly half of children live  
in households that speak  
a language other than  
English at home. (2019)<sup>7</sup>

**1/2** Half of children under age  
6 live with at least one  
parent who was born  
outside of the US. (2019)<sup>6</sup>



## Financial Realities of Families in Alameda County



### Children 0-6 Enrolled in Public Benefits in Alameda County (2021)<sup>15</sup>

**+** **Medi-Cal 32,008**  
(28% of total children 0-6)

**🍏** **CalFresh 12,182**  
(11% of total children 0-6)

Children and women, especially those who identify as people of color, bear the brunt of structural inequities.

Approximately **1 in 10** children under 6 lives below the Federal Poverty Level. (2019)<sup>16</sup>

In Alameda County and the Bay Area, more than **1 in 3 women are caught in financial precarity.**<sup>15</sup>

**3 out of 4 households struggling to meet their basic needs** in Alameda County have a head of household that identifies as a **person of color.**<sup>15</sup>

**1 in 3** families are struggling to afford diapers.<sup>41</sup>

### The cost of living continues to rise at an unsustainable rate.

**\$ 68%**  
increase in child care cost (2014–2021)<sup>17</sup>



**\$ 34%**  
increase in median family income (2000–2019)<sup>18</sup>

**\$ 50%**  
of renters pay more than 1/3 of their income for rent. (2019)<sup>19</sup>

## Structural Inequities Lead to Racial Disparities

### Maternal and Newborn Health<sup>19</sup>



Black women and birthing people are 3x more likely to die during pregnancy or childbirth and to experience more maternal health complications.



Black women are 2x as likely to live in poverty during pregnancy.



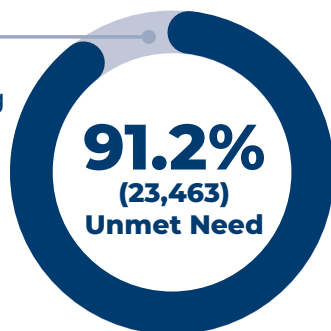
Black babies are 3-4 times more likely to be born too early, too small, or to die before their first birthday.

### Access to Child Care

Alameda County is the second most disparate county in California for children enrolled in licensed early care and education—a key driver for kindergarten readiness.<sup>20</sup>

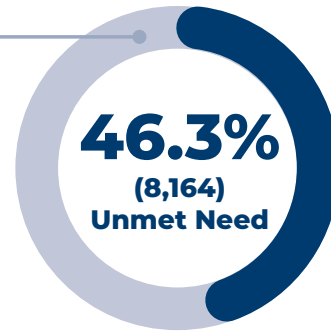
#### Infant/Toddler Unmet Need for Subsidized Care (2021)<sup>21</sup>

8.8% (2,257)  
Number of Eligible Children Accessing Subsidized Care



#### Preschool Unmet Need for Subsidized Care (2021)<sup>21</sup>

53.7% (9,465)  
Number of Eligible Children Accessing Subsidized Care



### Child Care Professionals Work in a Critical and Fragile System

There is a significant need for investment and expansion in ECE licensed facilities. We estimate that the facilities cost to meet demand for licensed ECE child care in Alameda is likely in the range of \$2 billion to \$4 billion.<sup>28</sup>



96%

of Alameda County ECE educators identify as women. (2020)<sup>13</sup>



79%

of Alameda County ECE educators identify as women of color. (2020)<sup>13</sup>



87%

of ECE educators are considered very low income for Alameda County. (2020)<sup>13</sup>



20%

of providers at child care centers reported earning less than \$15 per hour. (2020)<sup>13</sup>



39%

of ECE educators are over 50 years old.<sup>12</sup>

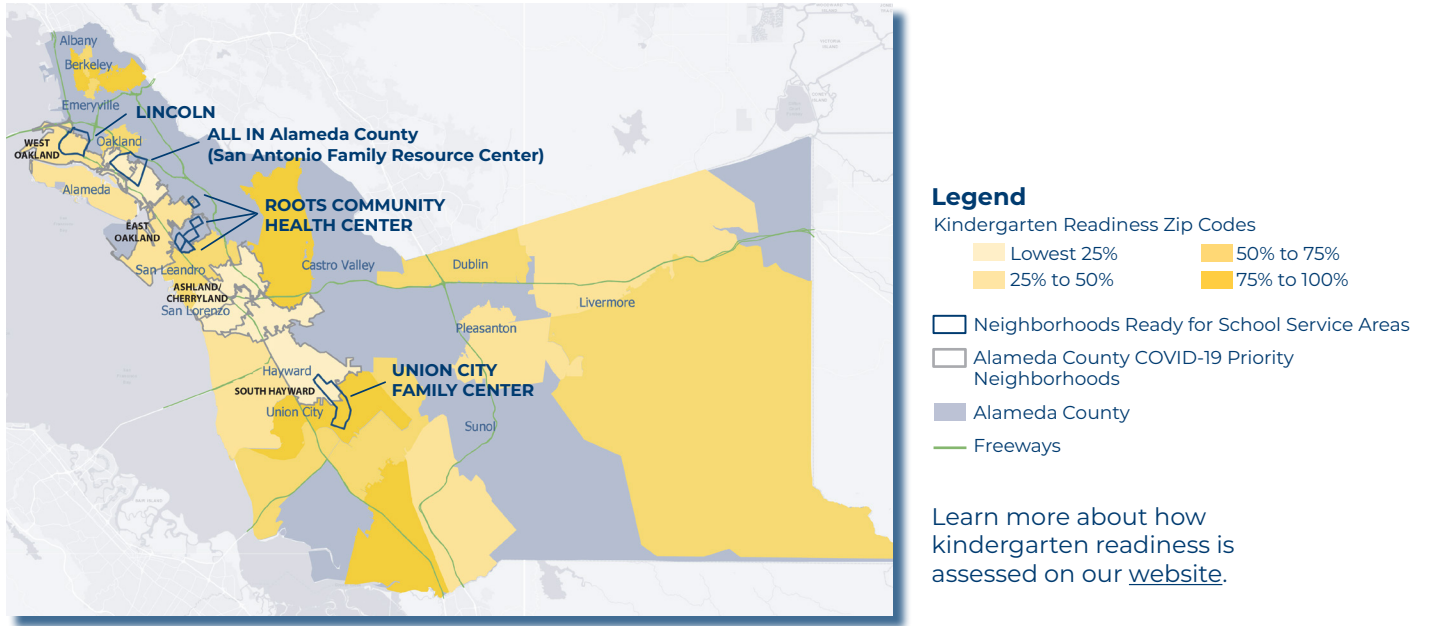
Between March 2020 and January 2021, 153 (7%) of licensed child care facilities in Alameda County closed permanently.<sup>25</sup> From 2019 to 2021, there were 21 fewer licensed care centers and 270 fewer family child care (FCC) sites in Alameda County.<sup>21</sup>

## Child Outcomes

First 5's 2018 longitudinal study found that 4 in 5 children who are behind in kindergarten are still behind in 3rd grade, a predictor of high school graduation and later health and career success.

**We find that differences in kindergarten readiness are largely attributable to inequities in access to resources.** The greatest movable factor continues to be child health and well-being, which is tied to socioeconomics, housing stability, and stress among parents/caregivers.<sup>1</sup>

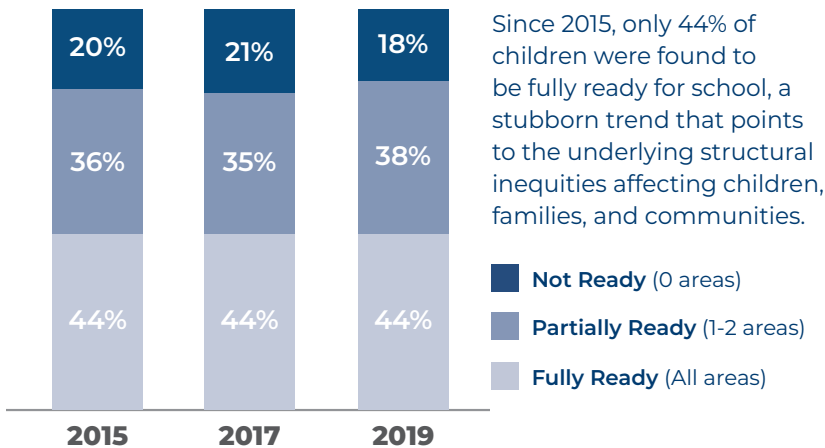
### Kindergarten Readiness (2019)<sup>1</sup>



\*Zip codes with fewer than 5 participants are not shown.

\*\*Readiness scores represent individuals living in the zip code and do not represent the overall readiness of children in that zip code.

### Kindergarten Readiness 2015–2019<sup>1</sup>



**Achievement gaps persist for children who are not ready for kindergarten.**



**4 in 5**

children who are not ready for kindergarten continue to struggle academically in third grade. (2018)<sup>24</sup>

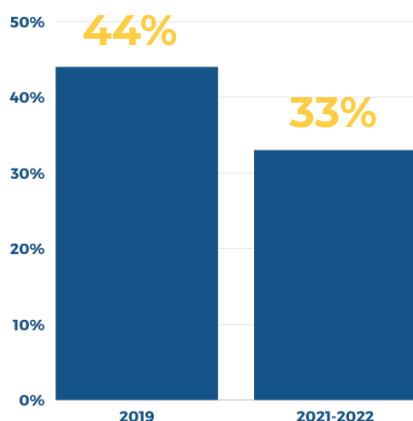


## MEETING THIS MOMENT IN TIME

**Kindergarten readiness studies have consistently indicated that factors predicting readiness are closely associated with socioeconomic conditions rooted in structural racism, classism, and public disinvestment in neighborhoods with primarily Black, Indigenous, and People of Color (BIPOC) residents.**

The pandemic exacerbated persistent health and economic inequities that disproportionately impacted BIPOC communities, creating increased risks for families' economic security, emotional well-being, educational progress, health, and safety. The long-term effects on kindergarten readiness are not yet fully understood, but in Alameda County we saw a drop in readiness from 44% to 33% in two years.

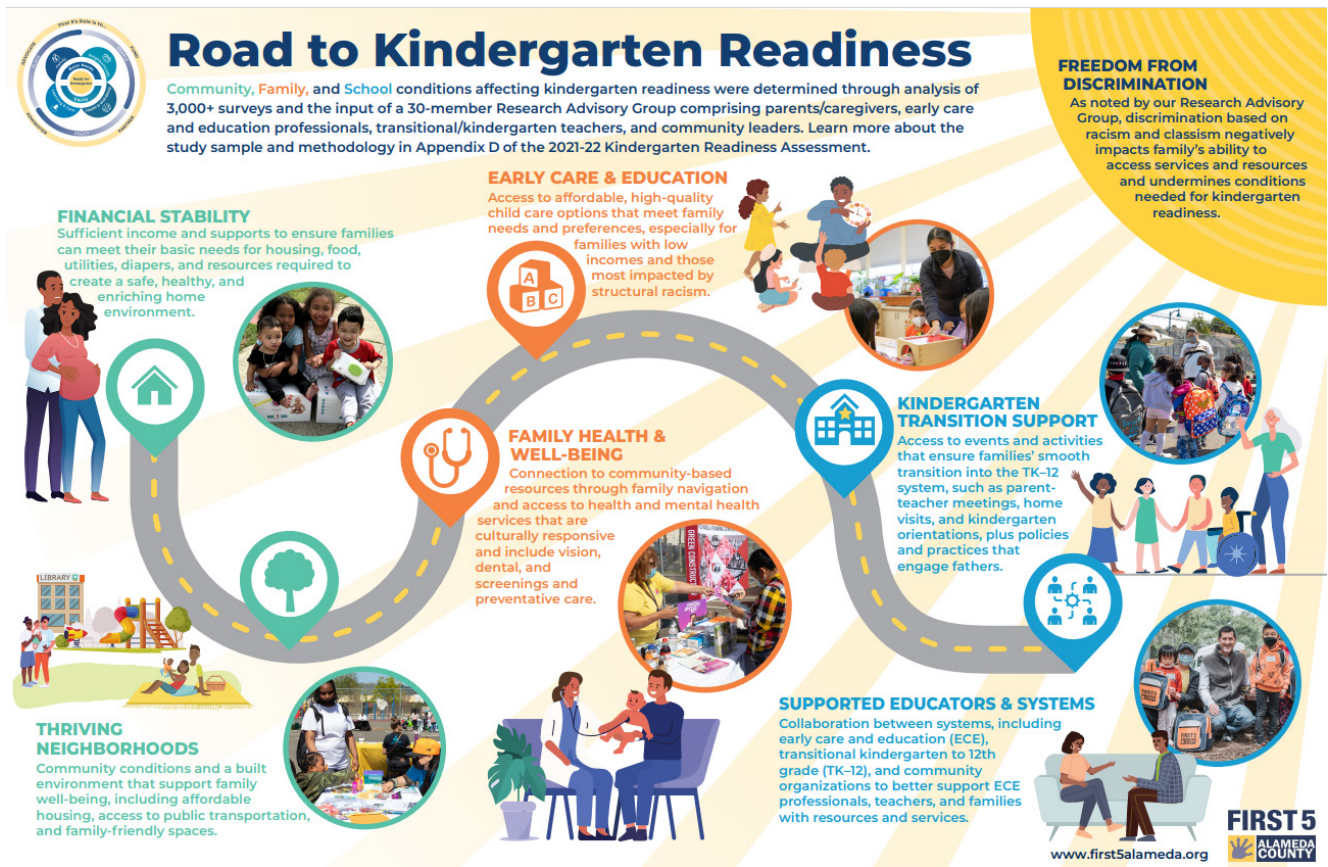
First 5 Alameda County's 2021-22 Kindergarten Readiness Assessment (KRA) findings and recommendations point to *systemic inequities* and show how our county can reassess policies, programming, and investment in communities, families, and schools to increase kindergarten readiness. First 5 Alameda County is focused on building and evolving an equity-centered early childhood system that match the priority areas identified in the KRA study and the "Roadmap to Kindergarten Readiness" (See figure on page 15).



**According to parents/caregivers, 33% of children were fully ready for kindergarten compared to 44% in 2019. Structural inequities compounded by the COVID-19 pandemic have impacted children, families, and communities.**

**Building an equity-centered early childhood system, which centers a whole community, whole family, whole child approach, to improve kindergarten readiness is essential to the current and future overall health of Alameda County.**

It will require the prioritization, commitment, and investment of a cross-section of partners, including public systems, community-based organizations, parent advocates and leaders, and philanthropic organizations. To this end, First 5 funds, partners, administers, and advocates to ensure that families have what they need at every stop along the “Road to Kindergarten Readiness” and that systems are prepared to meet the needs of children, families, and communities.



## SUMMARY OF STRATEGIC PLAN PARTNER FEEDBACK

We are building on the partner feedback from our 2021-22 planning process (see Appendix B, page 51), which highlighted priorities for supporting families and providers, and for First 5 and public systems, including:

- Build and evolve the early childhood system.
- Families and communities have strengths to build upon and should be valued, listened to, and leveraged.
- Underlying structural inequities by race and class are impacting families, providers, and communities.

Our system partner, Oakland Thrives, encapsulated our partner feedback succinctly at a November 2022 in-person gathering with this statement:



**"We are 'program rich and systems poor.' We have a wealth of programs and opportunities for children, youth, and families in Oakland, but realizing the promise of those programs at neighborhood or citywide scale relies on collaboration, innovation, and alignment of public and private sector leaders, systems, and resources."**

We have hosted local, state, and national leaders to support our learning journey, including in March 2023 an all-staff presentation by Dr. Manuel Pastor who was also the keynote speaker at the First 5 Association state annual summit focused on systems change.



**"There is no going back to a normal that did not work for so many. We do not need a recovery but a reimagination, restructuring, and renewal that challenges inequality and lifts commonality"**

- Dr. Manuel Pastor, speaking to First 5 Alameda County All-Staff meeting, March 9, 2023

First 5 is guided by a whole community, whole family, whole child approach to our work. With our role as administrators of Oakland Children's Initiative (Measure AA) and The Children's Health and Child Care Initiative for Alameda County (Measure C) ballot measures, new sources of revenue are available for critical early childhood programming and system building. With these new investments, First 5 can reallocate Proposition 10 funds to return to source resources for BIPOC and low-income communities, and neighborhoods that have experienced historic and ongoing disinvestment and wealth extraction.

**Looking ahead for FY23-24, First 5 Alameda County will continue making progress on (see pages 8-9):**

1. System readying, infrastructure, and capacity
2. Operationalizing equity
3. Evolving to more community-centered programming

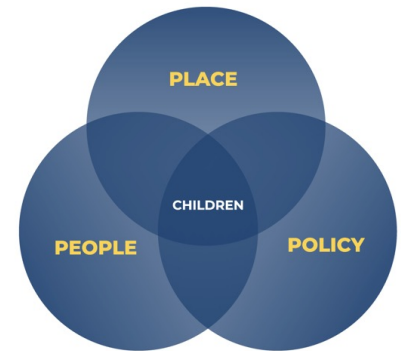


## OUR APPROACH

### We will be successful when all children in Alameda County are ready for kindergarten.

Our work is to ensure that policies, systems, communities, and schools are ready to support families and children to position them for lifelong success.

We have learned a lot over the last 25 years about the connection between community conditions and children’s outcomes, and our learning was reinforced again this past year with the 2021-22 Kindergarten Readiness Assessment (KRA). Given our mission, the consistent KRA findings, and our analysis of opportunities for impact, we have adopted a Place, People, Policy framework to guide our investment in children and families toward building an equity-centered early childhood system:



### PLACE

We believe that the health and well-being of children and their families are strongly influenced by the social and economic conditions of their neighborhoods. Strong, supportive communities help children and families thrive. We invest in programs and policies that promote economically prosperous and vibrant environments that afford access to opportunities and promote well-being by:

- Building on Neighborhoods Ready for School (NRFS) place-based investments
- Integrating services across First 5’s targeted neighborhoods, in alignment with Alameda County’s priority ZIP Codes
- Strengthening place-based systems change and care coordination for families in NRFS sites

*“What really matters is childhood environment, rather than where you live as an adult. Every extra year of exposure to a positive childhood environment makes a significant impact on long-term outcomes.”*

– Dr. Raj Chetty

From Dr. Chetty’s presentation as part of the [2021 First 5 Alameda County Commission Speaker Series](#)

## PEOPLE

We believe caregivers are the experts on their needs and the needs of their children and families. We work with them to identify their strengths, resources, and needs. We partner with them to reinforce their family and community supports and improve the effectiveness of our investments by:

- Investing in parent partnership and leadership.
- Connecting families to basic needs and resources.
- Increasing access to affordable, quality child care options through the mandates of the Oakland Children’s Initiative (Measure AA) and named administrator of The Children’s Health and Child Care Initiative for Alameda County (Measure C) that meet the needs of low- to moderate- income families in Oakland and Alameda County.
- Supporting educators and education systems to promote success for children by providing educators with wages, facilities resources, workforce development, coaching, and technical assistance.
- Promoting early screening and care coordination to address social-emotional, trauma, or developmental concerns.
- Fostering family well-being through innovative parent-centered programming.
- Maintaining comprehensive, quality early childhood training content to providers, parents/caregivers, and community in line with our commitment to equity.

*“The financial and material hardships households are experiencing are negatively impacting children because they are disrupting the well-being of caregivers.”*

– Dr. Philip Fisher, RAPID-EC

*“We would want anyone working with children to be healthy and supported and as present with children as they possibly can be. We have to provide the conditions for them to do so.”*

– Dr. Lea Austin,  
Center for the Study of Child Care  
Employment at UC Berkeley

## POLICY

We believe that our policy work should address structural racism and childhood poverty and their impact on child development and family well-being. Furthermore, our policy work is most effective when families are engaged in its development and active in a leadership role. We believe that data, research, and evaluation should be conducted in partnership with the community, informing an action agenda for advocacy and organizing. We believe that public systems should be accessible, effective, and responsive to families’ needs. We take a systems change approach by advancing solutions that move the early childhood system from a patchwork of services to an integrated ecosystem. We build an equity-centered early childhood system of care by:

- Measuring continuous improvement in service to equity.
- Evolving quality early care and education and capacity-building for the field.
- Expanding local pediatric strategies and systems care coordination capabilities (through Help Me Grow and DULCE).
- Using data and policy advocacy to advance local, state, and national investments in people, place, and systems.
- Preparing the agency to administer The Children’s Health and Child Care Initiative for Alameda County (Measure C) and other local, state, and federal funding initiatives.
- Advancing policies and supports for early childcare workers’ professional development, workforce diversification, and equitable compensation and working conditions that support providers and quality care.

With this scaffolding in place, First 5 Alameda County is well-positioned to build out an equity-centered early childhood system. We will continue this transformation by partnering with parents, caregivers, community, providers, and public systems to address the underlying inequities. We will leverage the assets in Alameda County and seize the opportunity of once-in-a-generation federal, state, and local investments to build a more integrated early childhood system.





## COMMITMENT TO EQUITY

### **First 5 is committed to being an anti-racist organization.**

Our 2017–2022 strategic plan explicitly named equity as a central component of our work. Inequity negatively impacts the health and well-being of children and families. We promote equity in our organization and within the community broadly. Equity informs our hiring, staff development, investments, training, community partnerships, program design, approach to [data](#), research, evaluation, and [policy advocacy](#).

Our equity work is an ongoing march toward justice and equality. In 2017 and 2018, we adopted resolutions opposing [inhumane immigration practices](#) and the [enforcement threats](#) to immigrant families by the federal government. In June 2020, the First 5 Alameda County Commission reaffirmed this commitment to equity by adopting a resolution on [equity and social justice](#) to stand united with our Black and African American colleagues, partners, and the entire Black community against racism in all its forms. We consider these resolutions as public commitments by which we hold ourselves accountable.

In 2022, we committed to an agencywide process to create a shared understanding of equity to capture our current work, intentions for continuous learning and improvement, and commitment to accountability. A key consideration is how best to utilize our role within the Early Childhood System of Care to operationalize our shared understanding of equity. We do this by using the population result that guides our work—that all Children Are Ready for Kindergarten—to ensure that policies, systems, communities, and schools support families and children by creating the conditions that position all for success.

During the Fall of 2022 to Spring 2023, First 5 Alameda County partnered with [Radicle Root Collective](#) with learning from [Arnold Chandler](#) to engage all staff in a participatory process to articulate our shared understanding of and commitment to equity.

# EQUITY STATEMENT

First 5 Alameda County is committed to being an equity-centered, anti-racist, and anti-classist organization. We recognize that we operate in a racialized economic system characterized by extractive and exploitative labor practices and public policies that perpetuate long-standing disparate life outcomes. To this end, we use anti-racist and equity-based practices to invest in and support children, families, and neighborhoods. Our Place, People, Policy framework intentionally prioritizes our investments in communities that have experienced historic and systemic racism and disinvestment.

**As a part of this commitment, we use our resources to redress (to set right) these injustices by:**

- Celebrating Black, Indigenous, and People of Color (BIPOC) cultures and honoring their assets, values, and needs by ensuring investments, programs, data, and policy work is directed by and reflects the richness and needs of these communities.
- Prioritizing the needs of low-to-moderate-income families and neighborhoods with historical disinvestment.
- Addressing root causes through the administration of public funds, advocacy, and operationalization of public policy.
- Interrupting inequities that impact the conditions needed for kindergarten readiness.
- Ensuring that our investments, policies, practices, and agency culture are aligned with our equity principles.

We acknowledge that our unconscious and conscious bias impacts our practices. Therefore, we are committed to deepening our understanding of how power, wealth, and opportunity imbalances appear in policies, communities, organizations, and interpersonal relationships. We can only do this as lifelong learners with a growth mindset focused on transformative change. We commit to continuous improvement and to hold ourselves accountable to operationalize this statement and our principles.

In addition to our co-created Equity Statement, we are adopting the “Guiding Principles for Federal Action on Racial Equity” developed by national leaders [PolicyLink](#) and [Race Forward](#) to further articulate our intentions. The statement and principles are consistent with our systems approach and will be operationalized into each of our strategies.

## PRINCIPLES

|  |   |  |  |   |
|--|---|--|--|---|
| <p><b>PRINCIPLE 1</b><br/><b>UNDERSTAND THE PAST, THE PRESENT, &amp; YOUR INFLUENCE</b></p> <p>Understand and acknowledge the federal, state, and local* government’s role in impacting society at a wide scale to this day—whether positive, negative, or seemingly neutral</p> | <p><b>PRINCIPLE 2</b><br/><b>CONSISTENTLY ADDRESS ROOT DRIVERS</b></p> <p>Target the fundamental root drivers of gaps and inequities and prioritize the people who have traditionally been excluded, recognizing these investments will benefit all</p> | <p><b>PRINCIPLE 3</b><br/><b>WORK IN PARTNERSHIP WITH IMPACT IN RELEVANT COMMUNITIES</b></p> <p>Leverage the expertise and experiences of all to promote equity, particularly leaders of color and their communities</p> | <p><b>PRINCIPLE 4</b><br/><b>ADOPT A CONTINUOUS LEARNING &amp; ADAPTIVE APPROACH</b></p> <p>Acknowledge that the scale and complexity of reaching racial equity will require ongoing commitment, action, and adjustments to drive meaningful change and strengthen our democracy</p> | <p><b>PRINCIPLE 5</b><br/><b>BE TRANSPARENT &amp; ACCOUNTABLE</b></p> <p>Build public trust and accountability in the long-term commitment for racial equity through data-driven decision-making and outcome tracking</p> |
|--|---|--|--|---|

\*Edited from the original “Five guiding principles for federal action on racial equity” developed by PolicyLink. Original source: 2021 PolicyLink report, For Love of Country: A Path for the Federal Government to Advance Racial Equity, page 36.



## WORKING IN PARTNERSHIP

### **In conjunction with our agencywide equity work, First 5 Alameda County will refine its partner engagement approach and practices.**

We define partnership as the authentic and intentional work to develop responsive and reciprocal practices and relationships—with parents, caregivers, providers, and community so that our strategies reflect a collective community vision.

Through our practices, we will increase parent and community engagement to promote equity and broader systems change. This agencywide commitment is represented in all our strategies, and we are nurturing our continued growth in this area to fulfill our commitment.

#### **In the years ahead, we commit to:**

- Adopting agency principles for partner engagement in all facets of our work. We will examine existing models and frameworks, including those introduced via the First 5 Association, the Ripples of Transformation, and the Center for the Study of Social Policy’s manifesto for parent engagement to inform the development of agency principles.
- Engaging in a cross-agency effort to operationalize shared principles and goals to align our work, ensure operational equity, and focus the direction of partner engagement.
- Assessing our current approach and practices including resources to support parent, community, and partner participation.
- Providing the necessary resources and capacity to support this agencywide initiative.
- Adopting community advisory and governance mechanisms as mandated by legislation to administer funding from the Oakland Children’s Initiative (Measure AA) and named administrator of The Children’s Health and Child Care Initiative for Alameda County (Measure C).



## STRATEGIC PLAN PARAMETERS & FINANCIAL PICTURE

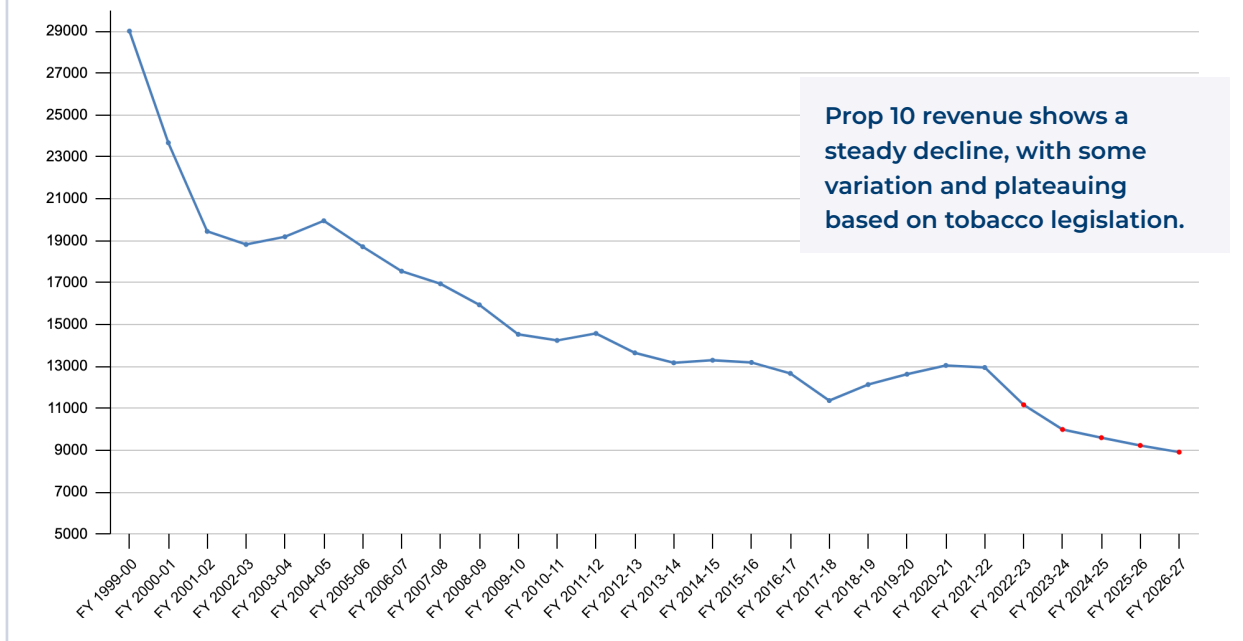
### First 5 Alameda County identified the following planning assumptions and parameters, approved by the Commission to guide the development of this document. THEY ARE:

- **Continue to diversify revenue to support building an equity-centered early childhood system**, including partnerships with managed care, Social Services Agency, Health Care Services Agency, and other public entities to scale First 5 Alameda County programs fundamental to an early childhood system. This includes leveraging our infrastructure (financial, contract, staff expertise) to build out an equity-centered early childhood system.
  - Proposition 10 has been shoring up the early childhood system in preparation for the type of public investments we are now seeing from managed care for health, the Oakland Children’s Initiative (Measure AA), and The Children’s Health and Child Care Initiative for Alameda County (Measure C) for early care and education.
  - We are temporarily using our Sustainability Fund to make a loan to support a steady state so as not to reduce agency capacity as we anticipate the continued build-out of the early childhood system.
- **New public funding liberates the flexible Proposition 10 funding to resource other parts of the early childhood system**, for example birth equity programs and advocacy supporting the “Family” part of the system (the size of the investment is subject to the decline in Proposition 10 funding).
- **Utilize a largely contracted and community-based, equity-focused model for Proposition 10-funded activities**, including direct services. Available Proposition 10 funds can be used to support proof-of-concept strategies for policy and systems change and provide funding to community-led initiatives. As a declining revenue source, it is not a sustainable funding stream to scale direct services staffed by First 5 Alameda County, or those we consider part of the county safety net.



### Prop 10 Revenue 1999-2027

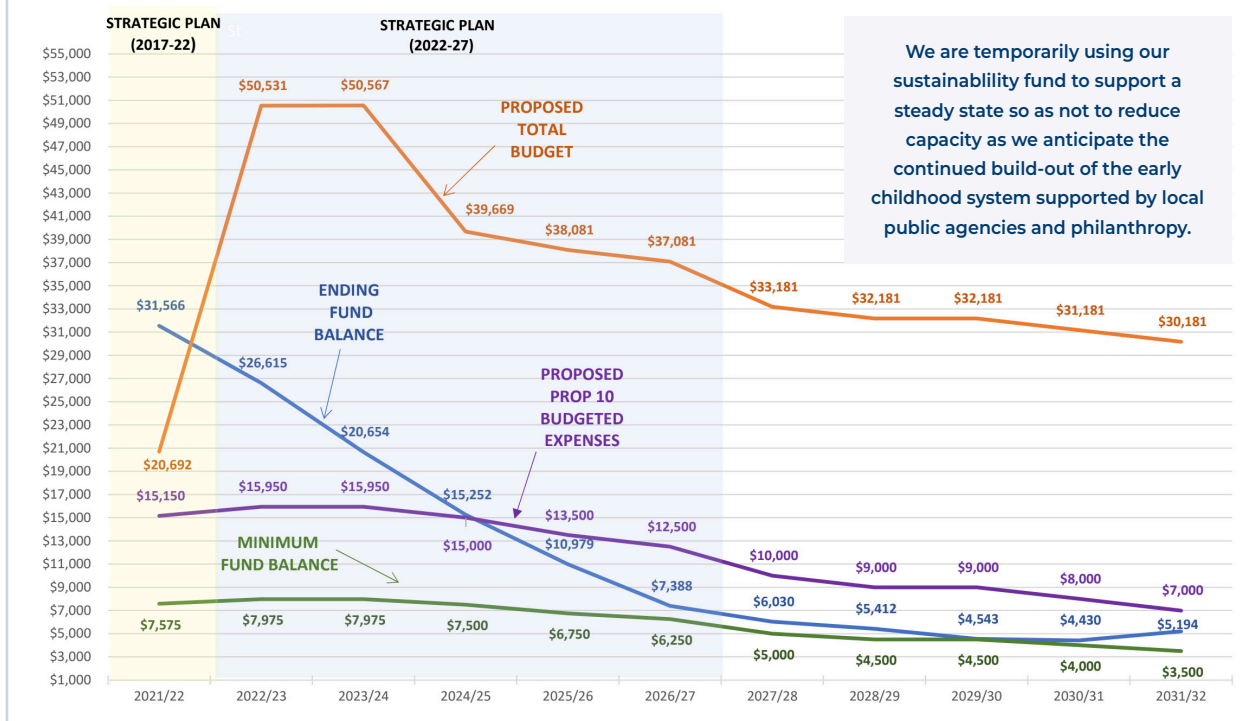
#### ACTUAL & PROJECTED PROP 10 REVENUE IN MILLIONS



Source: First 5 California, March 2023

### Long Range Financial Plan FY 2023-2032

#### BUDGET & FUND BALANCE IN MILLIONS



The Long Range Financial Plan FY 2023-2032 has been prepared based on information available as of March 2023.



# LOCAL REVENUE FOR EARLY CARE & EDUCATION

## Additional Resources Create Opportunity

The past five years have been a high-water mark for legislation and funding to address the divide in access to early care and education, healthcare, and social services in California. Both California and Alameda County are making significant investments in children and families. At the state level, California is implementing an unprecedented set of initiatives to redesign its social safety net, including Universal Pre-Kindergarten (UPK), California Advancing and Innovating Medi-Cal (CalAIM), and the Children and Youth Behavioral Health Initiative (CYBHI).

In Alameda County there are two active ballot measures related to early care and education (See Appendix C, page 52):

- 1. The Oakland Children’s Initiative (Measure AA)**, was passed in November 2018 and upheld by the courts in 2021. The Oakland Children’s Initiative is funded by a parcel tax projected to provide approximately \$30 million annually in funding for early care and education and college preparedness programs for Oakland residents. In December 2022, First 5 Alameda County was awarded the contract to serve as the Early Care and Education Implementation Partner for the Oakland Children’s Initiative.
- 2. The Children’s Health and Child Care Initiative for Alameda County (Measure C)**, a countywide measure, was passed by voters in March 2020 and names First 5 Alameda County as the administrator of the Child Care, Preschool, and Early Education portion of the revenue. The Children’s Health and Child Care Initiative for Alameda County is facing litigation and if successful is expected to raise approximately \$150M annually for early care and education.

Given these federal and state policy initiatives, local ballot measures, and the groundbreaking partnership with the Alameda Alliance for Health, First 5 Alameda County is uniquely positioned for growth and sustainability when compared to its sister organizations. The new local revenue and scaling of programs, by tapping into federal and state allocations, afford an opportunity to reimagine a more equitable early childhood system. In doing so our lessons learned and local success could very well serve as a model and serve as an example for state and federal policies that recognize and invest in child care and the labor of providers as the public good that they are.

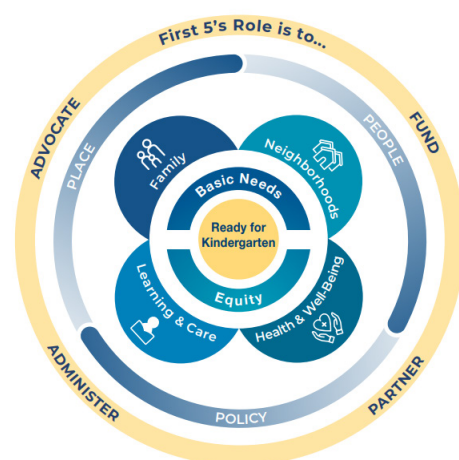


Figure 1. An early childhood system of care cultivates community and family conditions for children's kindergarten readiness.

## Local Ballot Measures, First 5 & Alameda County's Early Childhood System

First 5 Alameda County commits to the responsible stewardship of these precious public resources, in partnership with the City of Oakland, Alameda County Board of Supervisors, community governance and advisory bodies, and other early care and education partners, particularly parents/caregivers and early care and education professionals. The Oakland Children's Initiative (Measure AA) and The Children's Health and Child Care Initiative for Alameda County (Measure C) will benefit Oakland and Alameda County's early childhood system of care broadly and will impact First 5 Alameda County as the county's only governmental agency solely dedicated to families/caregivers with children 0-5 by:

- Aligning new investment with our current investments and providing resources for backbone support to the early childhood system.
- Allowing us to leverage our subject matter expertise, community partnerships, and infrastructure.
- Facilitating integration with our programming and fiscal leveraging of Proposition 10, Measure AA and Measure C, in addition to federal, state, local, and philanthropic funds.
- Liberating the flexible Proposition 10 dollars to fund other components of the early childhood system (e.g., birth equity, neighborhood investments).
- Shifting our role, budget, operations, scale (i.e., staff and contracts), and community and public partnerships.

## Readying Our County for Systems Change

**The intention is for First 5 Alameda County to leverage our agency infrastructure to implement the mandates in the Oakland Children's Initiative (Measure AA) and The Children's Health and Child Care Initiative for Alameda County (Measure C), and coordinate federal, state, and local funding streams to build a more coordinated, efficient, effective, and equity-centered early childhood system in Alameda County.**

The systems change opportunities for the early care and education system locally are profound. Measures AA and C will approximately double the amount of revenue the Alameda County ECE system receives from state and federal sources for early care and education. Given the local infusion of funding, what has been a broken, fragmented, and under-resourced system could look very different in the next 5 years. Our success will be dependent on our partnerships with community, providers, and public systems, and our administrative savvy and flexibility.

First 5 Alameda County preparations to administer Measure AA and Measure C required the agency to review its competencies, capabilities, capacity to perform this expanded role. Preparing our organization for growth was a top priority in 2022. This has included evolving the organizational infrastructure, bringing in resources to manage substantial organizational change, and successfully hiring critical positions. The hiring and structural changes will continue into 2023 – 2024 and beyond, as we have entered a 3–5-year building phase.

**To ready the agency and shore up the early childhood system in anticipation of Measure C, First 5 Alameda County has been planning, with community and partners, in the areas of:**

- **Quality Supports**
  - Supporting and advancing quality supports for early care and education providers, including family, friend, and neighbor (FFN) caregivers, in meeting their identified quality goals.
- **Facilities Needs Assessment**
  - Investing in an early childhood and education [Facilities Needs Assessment](#) for centers and family child care providers to understand the infrastructure and space needed to offer high-quality care.
- **Technology, Data Systems**
  - Assessing and planning for technology and data systems that promote and monitor the effectiveness of local strategies, including the mandated evaluation; integrate information on subsidies; quality and the ECE workforce.
  - In FY24 convening a collaborative table inclusive of parents/caregivers, providers, and the ECE field for a local centralized child care subsidy eligibility list; and expand opportunities for parent, family, provider, and community engagement.
- **Research and Evaluation**
  - In FY24 convening a countywide table to identify a common tool for measuring Kindergarten Readiness.
- **Workforce Strategies**
  - Partnering with the field to develop workforce strategies to attract, train, retain, and promote early care and education professionals, including a landscape analysis to prioritize investments .





# PROGRAM STRATEGIES

## Overview

Since 2017, First 5 Alameda County has strategically enhanced its organizational capacity to engage in systems building by:

- 1) Increasing organizational capacity to center community needs and voices,
- 2) Engaging in policy advocacy, and
- 3) Leveraging federal, state, and local funds to ensure sustainability and scale of programming vital to an early childhood system.

The evolution of our method of systems building has required us to take a multi-pronged approach, incorporating place-based investments, administration of programs, and building policy, data, evaluation, and communications capacity to articulate impact and advocate for resources.<sup>29</sup>

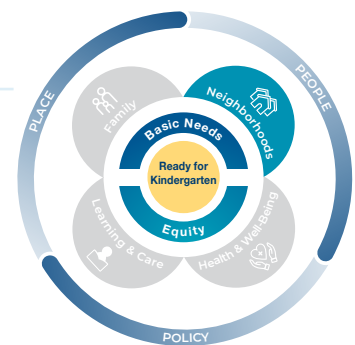
Using the Place, People, Policy implementation framework, First 5 Alameda County is catalyzing increased access to services and supporting family-friendly community conditions. This enabled us to be nimble in our response to the ongoing COVID-19 pandemic recovery, alongside support of building an equity-centered early childhood system in service to community, family, and child well-being.



## Neighborhoods Ready for School

### PURPOSE

Thriving neighborhoods are an essential component of an early childhood system. First 5’s Neighborhoods Ready for School (NRFS) strategy is a place-based investment, asset building, and policy response to the relationship and interplay between neighborhood conditions, family and child well-being, and the structural factors that contribute to overall health, development, and kindergarten readiness. The NRFS strategy funds trusted community-based organizations using an equity index to prioritize neighborhoods with young children that have been historically marginalized due to racist, classist systems and policies.



Our 2019 Kindergarten Readiness Assessment (KRA) confirmed the importance of this place-based approach. We found that neighborhood assets, especially the presence of mutual support among community members, along with sidewalks, walking paths, and libraries, significantly boost children's school readiness.<sup>22</sup> Families earning at least \$50,000 per year were significantly more likely than lower income families to report the availability of each asset in their neighborhood. Higher income families reported 6.1–6.7 assets in their neighborhoods, while lower income families reported 4.5–5.5 assets. Children in both low-income families and higher-income families had significantly higher kindergarten readiness if they also lived in asset-rich neighborhoods.

The NRFS strategy employs a trust-based philanthropy model that recognizes and prioritizes the knowledge and wisdom of those who live and work within communities. Community partners are best positioned to define their own needs, appropriate responses, and their role in policy advocacy.

**The key principles guiding this place-based community capacity building and infrastructure are:**

- Strengthening economic supports and basic needs, food and supply distribution during COVID-19 in service to systems change
- Increasing coordination of family services across systems, family navigation, and connection to resources
- Directing early childhood programs and services, including virtual supports
- Expanding the physical infrastructure to promote safe spaces for young children and their families
- Fostering family leadership and civic engagement
- Building partnerships among community organizations and government
- Supporting policy advocacy efforts catalyzed and led by residents



## GOALS\*

1. Work with NRFS sites to identify priorities and current needs post-COVID-19 and make any needed refinements to the structure of our engagement.
2. Concentrate First 5 programs in NRFS catchment areas to leverage investments and generate multiplier effect across the neighborhoods.
3. Develop an essential data set for reporting and analysis to understand impact, identify areas for continuous improvement, and ease the reporting burden on grantees.
4. Invest in school district, service provider capacity and partnerships, and community infrastructure that supports families (housing, libraries, parks) and kindergarten readiness.
5. In collaboration with NRFS agencies use the qualitative and quantitative data collected from neighborhood partners and other sources to advocate for policy and systems changes that will help to improve conditions for families with young children.
6. Showcase successes and local stories that demonstrate effectiveness to support sustainability of the NRFS models.



## Quality Early Care and Education (ECE)

### PURPOSE

Early Care and Education (ECE) is a cornerstone of the early childhood system. ECE enables parents to work outside the home and is a vital part of the local economy. It is an under-resourced and underappreciated profession.

Participation in ECE is a leading factor in predicting kindergarten readiness, as research has shown that **participation in ECE significantly narrowed readiness gaps.**<sup>22</sup> Our biannual Kindergarten Readiness Assessments (KRAs) have consistently found less than half of children in Alameda County are fully ready for kindergarten, largely due to socioeconomic factors tied to structural racism, with particular consequences for African-American and Latinx children.

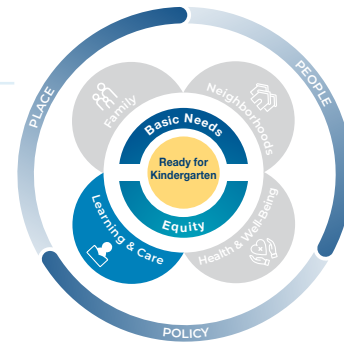
Affordability is a major barrier to accessing ECE. The cost of child care has risen 68% since 2014; a family of four in Alameda County with a preschooler and an infant pay one-third of their income toward child care costs.<sup>17,9</sup> At the same time, there is a significant gap in access to subsidies for income-eligible families with an unmet need in 2018 of 91% of eligible infants and 46% of eligible preschool children in Alameda County.<sup>21</sup> The pandemic worsened existing inequities, with families facing historic levels of job loss, school and child care closures, and food insecurity.

ECE professionals are an underpaid and aging workforce, with high attrition rates. Eighty-seven percent (87%) of Alameda County ECE professionals, 79% of whom identify as Black, Indigenous, or other women of color, are considered very low-income for the county.<sup>12</sup> Across the county, the number of licensed family child care providers declined by 34% between 2007 and 2019.<sup>21</sup> These operational challenges increased in the pandemic. We estimate that the Alameda County ECE field lost \$395 million in FY2020-21 alone (\$220 million without taking into consideration the increased cost of providing care) and these losses are expected to continue in the current fiscal year.<sup>24</sup>

High-quality ECE and licensed and community-based childhood development programming are key components of the early childhood system of care. The Quality ECE (QECE) strategy provides quality

improvement supports for the mixed delivery system—centers, family child care (FCC) providers, and family friend and neighbor (FFN) providers—with coaching, training, professional development, technical assistance, and financial incentives and supports that include learning networks for each type of child care delivery setting, ensuring technical support, and fostering leadership and community. First 5 also partners with libraries and family resource centers to support quality developmental programming for those children who are not in a licensed early educational setting.

We recognize that scarcity of public resources limits the existence of and access to quality child care and quality community-based programming. As a result, we prioritize those caring for children receiving subsidies and those who have historically been unable to access ECE supports, particularly FCCs and FFNs.



We recognize the strengths and needs of dual-language learners and promote inclusive practices in classrooms to meet the requirements of children with special needs, so that all early learners are positioned for success.

Finally, we are updating our child care facilities census and charting the ECE workforce development needs. In addition, First 5 is creating opportunities to generate interest and professionalization of these important roles by creating apprenticeship programs as a pathway to recruit people new to the field and retain current teachers.

## GOALS\*

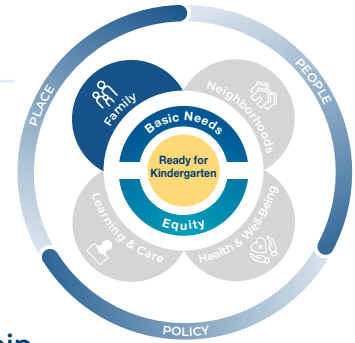
1. Work with partners to design implementation strategy for Oakland Children's Initiative (Measure AA), and lay a foundation for likely implementation of Measure C
2. Co-design with parents, providers, and community partners a more equity-informed approach to quality rating and Quality, Rating, and Improvement Systems (QRIS) in the mixed delivery system.
3. Shift First 5's resources from formal assessment and rating to training, professional learning communities, curriculum support, coaching, professional development, stipends, and other financial supports, where allowable.
4. Provide core infrastructure support to the local Quality Counts California activities in Alameda County and maintain county readiness for additional partnership and funding opportunities.
5. Increase the number of FCC and FFN providers participating in Quality Counts, especially those serving low-income, dual-language learners, children with special needs, and children experiencing homelessness.
6. Expand partnerships with parks and recreation departments and libraries to serve children outside of formal care settings, while identifying ways to increase and improve place-based support for FFN and FCC in Neighborhoods Ready for School (NRFS) settings/neighborhoods.
7. Increase collaboration between QECE and other First 5 programs and investments, including NRFS, Help Me Grow, Parent Partnership, and Fatherhood.
8. Leverage and streamline, in partnership with Policy, Planning, and Evaluation staff, the local use of ECE data systems, including Hubbe and the California ECE Workforce Registry, to strengthen the collection of data and to better support planning, data decolonization, and tools for community partners and the ECE field.
9. Conduct and promote an ECE Facilities Needs Assessment to develop strategies to increase capacity and quality of facilities and infrastructure in key areas of unmet need.
10. Monitor, in partnership with Policy, Planning and Evaluation staff, the implementation of TK-Universal Pre-K and support plans that incorporate best practices for meeting family and children's needs and support the mixed delivery system.
11. Conduct a workforce landscape study, in partnership with the ECE Planning Council, Alameda County Office of Education, and community partners, to develop county strategies for leveraging state and local resources to address ECE workforce development pathways (i.e., apprenticeships, credentialing, higher education cohorts, etc.).



## Parent Partnership

### PURPOSE

Family Leadership is one of the core components of an early childhood system, as it enhances parents’ leadership and advocacy in early childhood programs and at home. First 5’s redefined Parent Partnership strategy invests in direct services to families and children with a focus on maternal and child health and the 0-3 years and uses parent leadership to inform programming and investments. The Parent Partnership strategy increases access and reduces disparities stemming from inequities through program design, investments, and systems partnerships.



Inequities in policies, systems, and practices with roots in structural racism have an impact on families and children. Black women and birthing people are three times more likely to die during pregnancy or childbirth and to experience more maternal health complications.<sup>19</sup> Black babies are three to four times more likely to be born too early, too small, or to die before their first birthday.<sup>19</sup> Given the deep disparities and recognizing that the period from birth to age five is a critical time for children and families, First 5 is committed to programming, investments, and engagements that seek to improve underlying structural conditions and outcomes.

The revised Parent Partnership strategy includes: 1) formulating parent-advised investments in programs, supports, and services that promote equity in birth outcomes, maternal and child health, family well-being, and kindergarten readiness, 2) ensuring parents representing the diversity of languages in Alameda County can be active partners through interpretation and translation, and 3) building partnerships with maternal and child health-serving agencies and organizations.

### GOALS\*

1. Collaborate with parents and systems partners to define type of investment, program approach, and guiding frameworks to increase focus on birth equity, Black Maternal Morbidity and Mortality, and promoting equity in the 0-3 space.
2. Assess First 5’s Cultural Access Services (CAS) structure within the agency to best meet the diverse interpretation and translation needs of families, providers, and contractors.
3. Identify emerging opportunities, legislative and budgetary, related to maternal health and birth equity to inform program design, policy advocacy, and the evolution of the local early childhood system.
4. Employ data and lessons learned in collaboration with parents, staff, and partners to:
  - Advocate for scaling of DULCE, and the importance of legal, medical, and social services partnerships to address the social determinants of health.
  - Demonstrate how parent partnership initiatives have improved outcomes for children and families to make a case for sustainability and systems change.

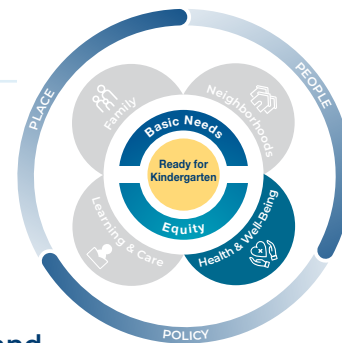




## Pediatric Care Coordination

### PURPOSE

**Comprehensive health and development is a key component of the early childhood system.** First 5's Pediatric Care Coordination strategy focuses on achieving a common goal that all children in Alameda County grow up healthy, thriving, and strong. Decades of national research has demonstrated that early childhood development and overall well-being is affected by the social determinants of health including community and environmental conditions, racism, poverty, stress, relationships, access to resources, and education.



There are more than 32,000 low-income children under age six enrolled in Medi-Cal in Alameda County.<sup>18</sup> While Alameda County has been a state leader in enrolling income-eligible children in public health coverage, approximately 1 in 3 are not engaging in or receiving regular pediatric preventive care, including but not limited to well-child care and early childhood screenings.<sup>30</sup> Approximately 85% of children served through Help Me Grow, First 5's centerpiece program of this strategy, are insured through Medi-Cal, and 20% of families served were also referred to services for basic needs, such as food, housing, health care, and child care.<sup>31</sup>

Given this landscape, the primary goal of this strategy is to connect and integrate public and community screening, referral, and response resources. Our focus is to engage, assess, and connect children, especially Medi-Cal enrolled families, to pediatric preventative care, medically necessary services, and community-based programming and support.

Fundamental to this strategy is maximizing the family's pediatric visits. Pediatric visits are an entry point to care management, resource referral, and other community supports. Research has shown that expanding community-based care management improves overall family health and well-being.<sup>30</sup>

The Pediatric Care Coordination strategy fosters collaboration with community partners to leverage data and develop targeted strategies to fill service gaps, reduce barriers, and advance racial equity, thereby ensuring equitable access to supports and benefits.

**First 5 adopted the nationally recognized Help Me Grow model as the primary implementation framework for the Pediatric Care Coordination strategy. The Help Me Grow program provides:**

- Training and technical assistance to providers serving the Medi-Cal pediatric population (0-5) in Alameda County.
- Implementation and referral assistance to pediatric and early child care and education providers with recommended developmental, social-emotional, and/or Adverse Childhood Experiences Screenings (ACEs), commonly known as toxic stress.
- Multilingual access to Help Me Grow's Central Access Point to provide support and care coordination to parents/caregivers for families of children with an identified need for developmental, behavioral, or other resources and services.
- Outreach and convenings to build a coordinated network of services and promote awareness of Help Me Grow.

**GOALS\***

1. Build a menu of navigation services to provide support to families enrolled in Medi-Cal and other insurance for referrals to early intervention, community resources, family support, and basic needs.
2. Recommend strategies for increasing agency and Help Me Grow community capacity to address unmet needs, with a focus on First 5's Neighborhoods Ready for School catchment areas and other high need areas in the county.
3. Enhance the scope of Help Me Grow program training, screening, and resource referral activities to include social needs, support for pregnant and parenting populations, and those who have been exposed to Adverse Childhood Experiences (ACEs), with a particular emphasis on children insured through Medi-Cal.
4. Expand outreach and education that increases provider, community-based organization, and partner agencies understanding of individual and community conditions (such as social determinants of health and protective factors) that impact child development, well-being, and kindergarten readiness.
5. Assess opportunity and risks associated with funding streams that support EISCC, particularly the California Advancing and Innovating Medi-Cal (CalAIM) program.
6. Develop strategy and approach to enhance partnerships with early childhood system providers across health and education agencies, including Alameda Alliance for Health, Health Care Services Agency, Regional Center, and Local Educational Agencies to better connect supports and improve experiences for families.
7. Align and expand care coordination through pediatric delivery system programs and partnerships (e.g., Help Me Grow and Developmental Understanding and Legal Collaboration for Everyone, DULCE).
8. Assess opportunities for care coordination through early care and education, particularly with the expansion of Universal Transitional Kindergarten.
9. Evaluate new technology solutions, beginning with resource directory and referral platforms, to support improved coordination and communication among parent/families, providers, managed care plans, and First 5.





## Fatherhood

### PURPOSE

First 5's Fatherhood program is a unique approach to the early childhood system of care's family leadership principles. Historically, early childhood and family and community support programs have focused on serving mothers and children; in most cases, this unintentionally leaves fathers and father-figures out of the equation.

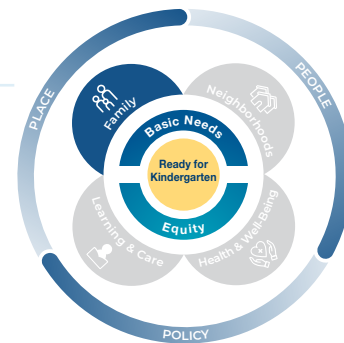
The Fatherhood program raises awareness of the benefits of the active role that fathers and father-figures have in early childhood development. We have focused on strengthening collaboration with public systems and community-based organizations to promote and acknowledge the critical roles fathers and father-figures can play. To increase acceptance of and the experiences of fathers and father-figures participating in child development activities, First 5 sponsors training, support groups, and technical assistance geared toward the development of high-quality, father-centered services.

Our Kindergarten Readiness Assessment (KRA) studies have confirmed locally what the national research indicates. High-quality, involved fathering by dads who live in the child's home and apart, has strong, positive impacts on a child's development, including academic achievement, emotional well-being, and behavior.<sup>31, 32</sup> Locally, we found that fathers who accessed a greater number of community resources (parks, libraries, and museums) with their children contributed to their child's greater readiness for kindergarten.<sup>22</sup>

The Fatherhood program supports service providers with training that fosters healthy co-parenting relationships to ensure that parents are functioning as a team. High-functioning, healthier co-parenting relationships support young children's optimal development and bolster their social and emotional learning. These skills and interactions are shown to improve children's cognitive skills, which leads to increased kindergarten readiness.

### GOALS\*

1. Incorporate Fatherhood and Father-Friendly Principles into First 5 structures and infuse Fatherhood strategies into First 5 programs: Neighborhoods Ready for School, Help Me Grow, Parent Leadership, and Quality ECE.
2. Engage fathers and male providers to inform the development of the Healthy Relationship Principles (HRP) tools to support providers with the integration of HRP in work with families and provide training on HRP.
3. Position the Fatherhood work for sustainability and scale through fund development and public systems partnerships.
4. Promote integration of Father-Friendly Principles in public and community-based systems of care.
5. Identify strategies to strengthen internal collaboration and referral pathways for additional public system support connecting fathers to employment, financial education, health, and housing.







# AGENCY STRATEGIES

## Agency Strategy: Training

### PURPOSE

A diverse, well-informed, and well-trained provider and parent community are critical elements of the early childhood system. In partnership with First 5 staff and community, First 5's Training department identifies, coordinates, and delivers instructional content, skill-building workshops, and information sessions to build the capacity of the early childhood system in Alameda County.

Our 2019 Kindergarten Readiness Assessment (KRA) found that fewer than half of the kindergarten teachers surveyed had received training related to children with special needs, trauma-informed care, cultural humility, and family engagement. Pediatricians have historically had limited specialized training on child development mental and behavioral health.<sup>33,34</sup> The same holds true for other direct service workers who serve young children and their families.<sup>35</sup> Equally important, parents and caregivers benefit from, and are eager for, information on topics relevant to their young children, but often do not know how to obtain it.<sup>36</sup>

The Training department delivers content aimed at supporting agency priorities and community needs. The Training team provides technical assistance to staff and community partners in best practices for identifying, planning, delivering, and evaluating educational programming.

### GOALS\*

1. Reassess training offerings to ensure greater alignment with agency and community priorities and needs to ensure programming is focused on areas critical to sustainability of key investments and ongoing service provision.
2. Assist human resources with implementation of staff trainings ranging from professional development and technical assistance directly linked to agency strategy and program goals.
3. Incorporate equity framework into content development and mode of delivery to increase reach into underrepresented child care providers.

## Agency Strategy: Policy and Advocacy

### PURPOSE

**First 5's Policy and Advocacy strategy utilizes analysis, data, information, and coalitions to support the evolution of an equity-centered local early childhood system. We engage in advocacy to scale and sustain effective programs and to promote public policies grounded in equity and justice.**

Our policy work seeks to shape, support, and sustain policies that proactively address the needs of families with young children and their caregivers in public systems. We anchor our policy efforts to our equity framework and the lessons learned from our program work with staff, community partners, providers, parents, and caregivers. Through our policy work, we mobilize a shared vision of an early childhood system of care that is a network of coordinated and responsive organizations that improve outcomes for children from birth to age five. First 5's biannual Kindergarten Readiness Assessment repeatedly points to the importance of structural conditions, e.g., socioeconomic, access to early care and education, as critical to supporting children's success. In Alameda County approximately 1 in 10 children under six years lives below the Federal Poverty Level (\$26,500 for a family of four).<sup>14</sup> It takes \$137,660 to meet the basic needs of a two-parent family with one infant and one preschooler.<sup>8</sup> Alameda County is the second most disparate county in California for children enrolled in licensed early care and education—a key driver for kindergarten readiness.<sup>20</sup>

By understanding the legislative, budgetary, regulatory, and administrative levers of public systems, we create a multifaceted policy agenda for systems change. We leverage our resources, access, expertise, analytical skill set, and partnerships to listen, lift up needs, share successes, and evaluate impact of public investments that improve outcomes for children and families.

### GOALS\*

1. Document success of First 5's work catalyzing sustainability, scale, and systems change initiatives that are contributing to the evolution of an early childhood system of care.
2. Convene partners, community, stakeholders, elected officials and their staff in discussions of policy issues and advocacy specific to families with young children, using findings from the 2021–2022 Kindergarten Readiness Assessment (KRA) and Neighborhoods Ready for School evaluation.
3. Create an annual policy agenda with input from staff and community; lift messages, insights, and policy priorities learned from programs including direct service needs of parents and caregivers, and gaps in the system.
4. Position First 5 with elected officials, policymakers, First 5 California, and other statewide associations as a key leader, partner, and convener in the work to advance the well-being of families with young children in Alameda County.
5. Craft a policy narrative in support of increased public investments in proven strategies to support an early childhood system of care with input from community leaders and policy makers.
6. Increase integration of data among systems at the local level to support data-driven policymaking with an equity and “whole community, whole family, whole child” approach.



## Agency Strategy: Data and Evaluation

### PURPOSE

First 5's Data and Evaluation strategy supports shared accountability, continued organizational learning, public awareness, and policy advocacy as part of our role in evolving the early childhood system.

Research and data can provide a roadmap to systems change. Our research has pointed to the underlying structural conditions and opportunities necessary to support families with young children. Our Kindergarten Readiness Assessment shows that differences in kindergarten readiness are largely attributable to inequities of access to resources and educational experiences.<sup>22</sup> Our 2018 longitudinal study found that 4 out of 5 children who are not ready for kindergarten are still not caught up to grade level by third grade, pointing to the importance of early investments in children, families, and communities.<sup>23</sup>

#### Working Definitions to Support Continued Learning and Practice:

**Data Decolonization** refers to practices adopted to intentionally shift focus and ownership of data collection and analysis to Indigenous, Black, and Brown communities.<sup>37</sup>

**Data Democratization** refers to practices adopted to intentionally approach data collection and analysis with a community lens, supporting broad access to data and data analysis, including by those whom the data is about, as powerful tools for change, and eliminating unnecessary barriers to accessing and utilizing data.

We believe data, research, and evaluation are tools for making policy change, and creating a shared system and partner understanding of community priorities and needs. We focus on generating and sharing data, research, and results to inform internal agency decision making and our work with partners, public policy, planning, and advocacy. Through participatory research, storytelling, and other practices consistent with data decolonization and democratization, we put the power of data back into the hands of the people. We use data to highlight community conditions, the strengths and needs of our county's youngest children, their families, and the providers who serve them, and to advance policies that promote equity.

We partner with colleagues and community stakeholders on data and evaluation efforts to identify promising practices, demonstrate effectiveness, support efforts to scale and sustain effective strategies, and promote continuous quality improvement in the early childhood system.

### GOALS\*

1. Deepen our understanding of equitable data and research practices, data decolonization, and democratization. Document learning, practices, and opportunities.
2. Use First 5's biannual Kindergarten Readiness study and NRFS evaluation in collaboration with the community to inform policy advocacy and program investments.
3. Streamline production and elevate dissemination of data and research products as policy and communication tools for use by external partners and staff.
4. Strengthen understanding and support the interconnected needs of families and communities by developing robust data sharing agreements with public agencies and other key partners.
5. Identify opportunities for evaluation/research projects in collaboration with partners and community to make a case for sustainability, scale, and/or systems change.
6. Streamline data collection, Results Based Accountability (RBA) measures, and reporting with an eye to information that would most meaningfully contribute to agency decision-making, continuous improvement, and the identification of promising practices.
7. Complete agencywide implementation of RBA framework so staff and leadership consistently use data and research findings to inform decisions and promote continuous improvement across all programs.

## Agency Strategy: Communications

### PURPOSE

First 5's communications strategy builds public awareness, mobilizes support, promotes systems coordination, and advocates for investments in an equity-centered early childhood system of care. The communication department works with internal and external audiences to inform and guide key partners and decisionmakers in understanding, building, and supporting an equitable, sustainable, and comprehensive early childhood system.

First 5's communications department creates compelling narratives about the importance of early childhood, positive and adverse childhood experiences, and "whole community, whole family, whole child" policy and programs. We use messages, stories, and data that point to the structural conditions, including racism and classism, underpinning children's outcomes and highlight opportunities to build thriving communities, families, and children.

First 5's communications strategy reinforces the agency's position as a leading local policy voice for children and families. Communications initiatives provide support for the early childhood system in the form of investments, capacity building, and community data to inform priorities and decision-making. We promote centralized resources, information, and services for parents, caregivers, and service providers.

First 5 advances equity and partner engagement in its communications by using feedback loops to listen to and report back to community partners, allowing us to:

- Create accessible content and design, using multiple languages and modalities.
- Elevate community voice in communications materials.
- Highlight family and community successes despite structural barriers.
- Represent diverse families and family structures across all media.

### GOALS\*

1. Update First 5's communications plan to advance equity commitment, promote programmatic success, policy advocacy, and partnerships for systems change, and to sustain and scale effective and promising programs.
2. Generate and disseminate content for policymakers, advocates, and providers by producing multimedia collateral material, policy and data briefs, case studies, website, social media, and media engagement.
3. Increase access to and ease of navigation of centralized information and resources for neighborhoods, families, caregivers, providers, and policymakers.





## INTRODUCTION TO OPERATIONAL SUPPORT FUNCTIONS

### **First 5 Alameda County Operations Division includes finance, human resources, technology, facilities, and administration.**

These teams support the day-to-day operations of the agency and allow the organization to play a backbone role to community-based organizations, providers, and public agencies that are part of the early childhood system.

The next phase of First 5 Alameda County will require us to continue doing our core work, while adding new capabilities, infrastructure, and capacity. Consistent with the direction set with our 2017-2022 Strategic Plan, much of our new funding will likely be contracted out to external parties. As a result, our hiring will reflect the staffing skillsets needed to support contract development (what to procure), performance measurement, planning and project management, communications, government relations, policy advocacy, and financial budgeting and forecasting.

As the administrative lead of significant public resources, we are uniquely positioned and have the responsibility to partner with community, parents, and providers to reimagine an early childhood system that is equity centered.

### **Administration and Facilities**

First 5's Administration and Facilities' strategy is to provide a safe, productive, efficient and inclusive work environment for staff and partners. Administrative and facilities staff ensure that the facility is operating as it should on a daily basis by completing regular inspections, ensuring compliance with all relevant requirements and standards, and conducting repairs and maintenance. Office administrative operations are performed in a seamless manner to ensure the efficient operations of the agency.

#### **GOALS\***

1. Maintain and operate an office facility that provides for a safe, clean, functional, and welcoming environment.
2. Perform maintenance and repairs in a minimally disruptive manner.
3. Review operational efficiencies to maximize the utilization of resources.
4. Ensure that the office facility meets legal requirements and health and safety standards.
5. Provide efficient and effective administration procedures and practices.

## Finance

### PURPOSE

First 5's Finance strategy enables the agency to use Proposition 10 funds strategically for direct service programs, as First 5 transitions away from providing direct services funded by Proposition 10 to a contracted and community-based model.

Finance focuses on budgeting, financial planning, forecasting, and managing revenue and expenditures for programs core to the agency's mission. The Finance department effectively and transparently communicates fiscal data to the First 5 Alameda County Commission to ensure the ongoing health and viability of the organization.

### GOALS\*

1. Develop and maintain fiscally responsible and sustainable budgets that reflect our strategies with input from partners and systems.
2. Present timely financial reports to identify current and future revenue and expenditure trends.
3. Implement the agency's financial policies and procedures to ensure the timely, accurate, and complete reporting of financial information.
4. Ensure that financial operations and transactions are accurate and in compliance with federal, state, and financial requirements.

## Human Resources

### PURPOSE

To serve First 5's function as a backbone to the early childhood system, Human Resources builds the capacity of the agency and our workforce. First 5's Human Resources strategy focuses on aligning agency structure, staffing, operations, and culture with its organizational focus on systems change work. Human Resources serves as an effective partner by providing efficient and solution-focused services, maintaining a culture of inclusiveness and belonging, and ensuring First 5 has the requisite expertise, competencies, and skills needed to successfully execute the 2022–2027 Strategic Plan. We seek to retain and recruit a diverse workforce that reflects Alameda County, supports staff development, ensures regulatory compliance, and supports agency planning to inform organizational structure and business processes.

### GOALS\*

1. Engage in organizational development to improve the agency's capability through alignment of our mission, strategy, people, structure, and processes.
2. Focus our talent acquisition strategies on attracting, developing, and retaining a talented and diverse workforce.
3. Expand professional development and create resources dedicated to offering learning opportunities that support our organizational goals while enhancing the knowledge and skills of our workforce and increasing employee engagement, retention, and morale.
4. Provide support and guidance to agency equity training and definition processes, incorporating future recommendations into internal practices.
5. Cultivate leadership within the agency, including succession planning and staff capacity building. Doing so will help to support the agency and develop leaders for the early childhood field.

## Technology

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### PURPOSE

First 5's Technology strategy focuses on deploying technology applications and tools to support coordination and linkages, communication, and shared accountability among agency staff, partners, and grantees. With equity at the center of service design and delivery, this strategy provides support to staff and partners for operational efficiencies, data collection and tracking, and performance management.

### GOALS\*

1. Conduct a technology assessment to create a roadmap for decision-making regarding applications for accounting, Salesforce, case management, resource directory, and website applications.
2. Develop a process for selection of technology solutions that foster teaching, learning, research, and operations.
3. Plan for the eventual implementation of data systems to prepare for the likely implementation of Measure C, including a child care Centralized Eligibility List (CEL) and enrollment systems, contingent on funding.

*\*Goals are listed in no particular order.*



# PROPOSITION 10 FY 2023/24 INVESTMENTS

**First 5 is using a Maintenance of Effort approach to this Strategic Plan for fiscal year 2023–2024 to maintain strategy budgets as we seek to build out the early childhood system. The budget will be updated annually.**

### Neighborhoods Ready for School

**(\$3,200,000)** is a place-based investment, asset building, and policy response to the relationship and interplay between neighborhood conditions, family, and child well-being and the structural factors that contribute to overall health, development, and kindergarten readiness.

### Early Care and Education

**(\$1,922,500)** provides quality improvement supports for centers, family child care (FCC) providers, and family, friend and neighbor (FFN) providers with coaching, training, professional development, technical assistance, and financial incentives and supports; learning networks for each type of child care delivery setting; funds community-based programming for those children who are not in a licensed early educational setting.

### Parent Partnership

**(\$1,693,672)** provides direct services to families and children with a focus on maternal and child health and the 0-3 years and uses parent leadership to inform programming and investments.

### Pediatric Care Coordination

**(\$1,801,328)** connects and strengthens public system and community resources to engage, assess, and connect children, with a focus on Medi-Cal-enrolled families, to pediatric preventative care, medically-necessary services, and community-based programming and support.

### Fatherhood

**(\$312,500)** strengthens collaboration with public systems and community-based organizations, increases the representation and improves the experiences of men and fathers through training, strategic messaging, and the development of high-quality father-centered services.

### Training

**(\$700,000)** identifies, coordinates, and delivers training to foster a diverse, well-trained provider workforce and supports awareness, leadership, and linkages in each of the core components of the early childhood system.

### Policy

**(\$1,146,600)** utilizes analysis, data, information, and coalitions to support the evolution of an equity-centered local early childhood system. We engage in advocacy to scale and sustain effective programs and to promote public policies grounded in equity and justice.

### Data and Evaluation

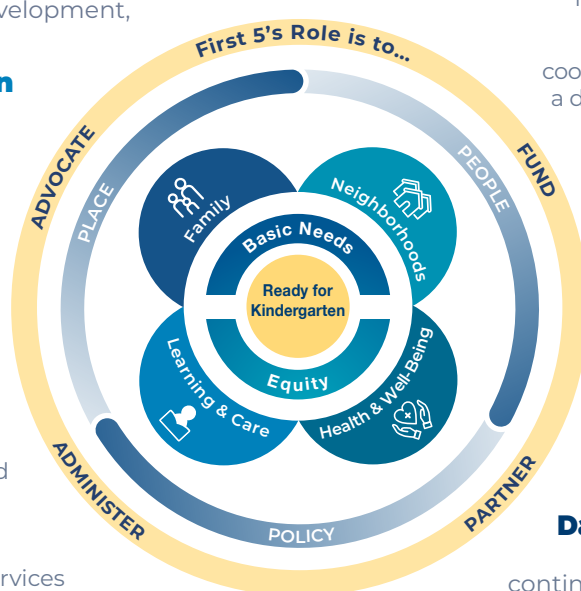
**(\$1,058,400)** supports shared accountability, continued organizational learning, public awareness, and policy advocacy as part of our role in evolving the early childhood system.

### Communications

**(\$605,000)** works with internal and external audiences to inform and guide key stakeholders and decisionmakers in understanding, building, and supporting an equitable, sustainable, and comprehensive early childhood system.

### Operations and Administration

**(\$3,510,000)** includes finance, human resources, technology, facilities, and administration.







# MEASURING OUR PROGRESS

## To understand, track, and guide our progress we use data, research, and parent and community knowledge.

Together this information helps us understand how well children and families in the county are doing in areas that we know correspond to kindergarten readiness—like access to basic needs, participation in quality early care and education, and neighborhood conditions.

We also use data to help us understand the performance and impact of our programs and investments and opportunities for continuous improvement.

This method of distinguishing “population” and “performance” data is part of a framework called Results Based Accountability (RBA), which is widely used by funders and public agencies, including Alameda County. It is a disciplined way of thinking and taking action that can be used to improve quality of life in communities, as well as to improve the performance of programs. Results Based Accountability (RBA) is a simple, plain language approach to measurement that puts the focus on the ends and works backward to the means.

In our approach we strive to use data for action, and we work within our agency and with partners to make data accessible, relevant, and actionable. We want to ask the “story” behind the data (what does the data tell us?), the partners who have a role to play, and steps we can take, including those that advance our equity commitment, are community-driven, and are low-cost to no-cost ideas.

We use evaluation as a tool to help us get “under the hood” to understand why and how investments or programs might be working, and lift promising practices for policy advocacy, sustainability, and scale.

Finally, we recognize the critical role of intentionally centering our approach around equity. We are committed to participatory, equity-informed, and community driven practices in our data, research, and evaluation work. This means that at every stage—from identifying research questions and measures, to data collection methods, to interpreting findings and developing recommendations—we seek to be in deep partnership with community.

## Implementation

The 2022-2027 purpose statements, goals, and key initiatives are the next phase of the new strategic direction set for First 5 Alameda County in the 2017-2022 Strategic Plan. In the first year of the implementation phase, we engaged in a participatory process with internal teams to identify performance measures to understand progress towards our goals and are collecting baseline data in fiscal year 2022-2023. The agency continues to prepare, adapt, and respond to the changing landscape as an influx of local resources becomes available to First 5 Alameda County and the larger early childhood system. As these shifts occur, we will continue to identify data, research, and evaluation approaches, in close partnership with community, to understand, monitor and ultimately improve outcomes for children, families and communities.

### Results Based Accountability (RBA) as a Tool for Equity

**Population Result:** The well-being of a whole population in a geographic area (e.g., all children under five in Alameda County, or all families with children under five in a zip code)

### All Children in Alameda County are Ready for Kindergarten

We look at disaggregated data to understand structural inequities that create disparities in outcomes. This helps to inform our programs and investments.

**Performance Accountability:** The well-being of client populations for programs, agencies, or service systems (i.e., all children 0-5 on Medi-Cal, all families served by ABC community organization)

For our programs and investments, we ask ourselves:

- How much do we do?
- How well do we do it?
- Is anyone better off?

For more on RBA and Equity, Racial Equity: [Getting to Results \(2017\)](#)

# APPENDIX A:

## Examples of First 5 Priority Efforts

Source: [Kindergarten Readiness in Alameda County 2021-22: Appendix B – May 2023 Update](#)



### FINANCIAL STABILITY

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#### PROGRAM INVESTMENTS

- Invested over \$5 million in [distribution of essential supplies](#), including diapers.
- Worked with family-serving shelters and provided capital awards, [supply stipends](#), and technical assistance.

#### POLICY ADVOCACY

- Advocated for increases in economic supports for families at local, state, and federal levels, e.g., child tax credits, diaper banks, supports for CalWORKs.
- Funded the [evaluation](#) of Help A Mother Out's diaper distribution and provided a [letter of recommendation](#) for the successful application to the California Commission on the Status of Women for a \$25,000 Women's Recovery Response grant.
- Signed on to an [open letter from the National Collaborative for Infants and Toddlers](#), laying out a vision for increased investments in prenatal-to-three issues in 2022 and beyond.
- Provided [public comment](#) to support Stable Rents and Stable Families campaign to strengthen rental protections for the unincorporated communities in Alameda County.
- Provided public comment in support of [AB 2053: The Social Housing Act](#) (Assemblymember Lee) to connect early childhood and affordable and stable housing.
- Submitted a [comment letter](#) to the City of Oakland's General Plan Housing Element highlighting the housing needs of families with young children and early care and education professionals living in Oakland and Alameda County.
- Signed-on to a [federal letter](#) urging Congress to include housing investments in the revised budget reconciliation bill.
- Submitted a letter in support of SB 1083 to increase access to homeless assistance support for pregnant CalWORKs families. The bill was signed into law in September 2022.
- Supported AB 230 (Assemblymember Reyes) and SB 59 (Assemblymember Skinner), which proposes increased access to period products as a form of basic needs.
- Signed on to a letter and provided public comment supporting a State Budget Proposal for \$30M over three years for diaper and wipe distribution.
- Submitted a [federal regulatory comment](#) in support of proposed updates to modernize the Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) by allowing online ordering and transactions and food delivery.
- Submitted a letter of support for AB 309 (Assemblymember Lee) which proposed to increase access to affordable and stable housing.



## THRIVING NEIGHBORHOODS

### PROGRAM INVESTMENTS

- As part of the Neighborhoods Ready for School strategy, First 5 funds trusted community organizations and family resource centers to build an ecosystem of support for families in the community.
- Contracting with Cities and People Advisors to facilitate grantee strategic planning process in 2023, and support intentional integration with the Oakland Thrives 10-year plan and significant philanthropic investment in Oakland.
- Provide training and coaching in early identification to newly recruited family child care providers.
- Help Me Grow trains providers to offer their families early screenings and offers direct screening through the [Developmental Screening Program](#); provides care coordination and navigation support to families referred to the Central Access Point (phone line); and conducts community outreach and networking events to stay on top of available services and resources.

### POLICY ADVOCACY

- Signed on to a [budget letter](#) requesting that the California legislature and administration increase wage replacement rates for low-wage workers in the State Disability Insurance and Paid Family Leave programs.
- In partnership with the City of Oakland, submitted a [one-time state budget request](#) to improve Oakland's play spaces for young children and their families.
- Funded an [evaluation](#) of our place-based Neighborhoods Ready for School strategy to inform policy advocacy and public investments.
- Partnered with parents and caregivers to inform the design, implementation, and interpretation of the 2021-22 Kindergarten Readiness Assessment (KRA) as part of a research to action approach and commitment to equity.
- Submitted letters of support for AB 2517 (Assemblymember Bonta) and AB 1321 (Assemblymember Bonta) which propose to establish a two-year California Coordinated Neighborhood and Community Services grant program to implement new, and strengthen existing, neighborhood and regional cradle-to-career networks to reduce inequities and increase economic mobility in communities across California through integrated place-based support systems.
- Advocated to ensure equitable implementation of CalAIM; submitted a letter to the state budget subcommittees in response to the state's proposed sunset of the Child Health and Disability Prevention program.
- Submitted a [letter](#) to the City of Oakland in support of San Antonio Neighborhood's recommendations and work with neighborhood members to finalize and implement a Master Plan that supports the health and well-being of children ages birth to 5.
- Submitted a public comment on the Draft PY21–24 Regional Plan Biennial Modification highlighting the workforce needs of families with young children and early care and education professional living and working in Alameda County.



## FAMILY HEALTH & WELL-BEING

### PROGRAM INVESTMENTS

- Help Me Grow Alameda County supports families to connect to medical check-ups, with particular focus on Medi-Cal clients; trains providers to offer screenings; and provides the Help Me Grow central access point (phone line) for information and care coordination.
- Awarded \$1.45 million from the Alameda Alliance for Health for an expanded partnership through HMG program to support access to pediatric preventative care, care management, and quality improvement.
- Fund Developmental Understanding and Legal Collaboration for Everyone (DULCE) at Highland Hospital to provide health, family, and legal services to families.
- As part of the Alameda County Emergency Child Care Response Team, partnered with Samuel Merritt University School of Nursing and ECE providers to provide health consultation support through the Health Heroes program.
- Support for Afrocentric playgroups and promotora programming. Promotores and community health workers are liaisons between their communities and health providers, social service providers, and resources.
- Lead on a regional grant application with Contra Costa to support Afghan family resettlement, funding planning and direct services, engaging in community events and advocacy.
- Participation in workgroup led by the Alameda County Office of Dental Health to improve access to dental care for the 0-5 age group through communication, outreach, and integration with primary care.
- Partner with the Alameda Alliance for Health, federally qualified health centers, and UCSF Benioff Children's hospital on efforts to expand care coordination and navigation to services through pediatric sites.
- Our Cultural Access Services program provides language supports, promotes cultural humility and appreciation of the county's diverse population through interpretation and translation for First 5 and partner programs to increase access to community-based services.
- Fund parent and caregiver supports, such as Dad-scussions, Parent Cafés, and culturally specific playgroups, through the work in each of the Neighborhoods Ready for School sites.
- Participates in systems building as a member of Alameda County's Perinatal Equity Initiative Steering Committee to dismantle unjust systems and practices that harm Black birthing people and their babies by addressing the causes of persistent inequality and identifying best practices to improve outcomes.
- Contracted with Mothers-for-Mothers Postpartum Justice to support a pilot project, Honoring & Unifying Gatherings (HUGs). This project will partner with local Black-owned cafes to provide a safe space for new mothers, birthing people, and caretakers of infants in the community to come and connect with each other weekly over a free beverage and pastry.
- Contracted with TLC Consulting & Maternal Healing-Midnight Milk Program to offer free afterhours infant feeding, pregnancy, and postpartum virtual support group to address existing inequities in accessing lactation support; and workforce development for participants interested in becoming lactation peer educators or birth workers.

### POLICY ADVOCACY

- Submitted a letter in support of AB 1995, a proposal to eliminate monthly Medi-Cal premiums or copayments so that low-income households can put resources toward other essential needs.
- In support of continuous Med-Cal eligibility, AB2402, staff gave testimony (beginning at the 2:36:50 mark) at the California State Assembly.

- Submitted a [letter](#) in support of SB 65, the California Momnibus bill, which would re-imagine maternal health to improve perinatal outcomes, close racial disparities in maternal and infant mortality and morbidity, and improve data collection and research on socioeconomic factors that contribute to negative birth outcomes.
- Provided the California Department of Health Care Services feedback on a draft of the Medi-Cal Community Health Worker Provider Manual to ensure that its language supports implementation to advance health equity.
- Wrote a [letter](#) to the state supporting the California Department of Public Health’s Maternal, Child and Adolescent Health priorities to advance health equity for women, birthing people, children, adolescents, and families.
- Signed on to a [letter](#) rejecting the Governor’s proposal to delay implementation of the Community Health Workers, Promotoras, and Representatives (CHWPR) workforce and training funds. We also signed on to a letter requesting that the Governor use funds from the Managed Care Organization Tax Proposal to raise CHWPR wages.
- Supported Alameda County’s Social Services Agency’s ask for three enrollment office mobile vehicles to help connect families to programs and services they are eligible for.
- Submitted a [letter](#) in support of AB 583 (Assemblymember Wicks), which would establish the Birthing Justice for California Families Pilot Project to support specified groups, including community-based doula groups, to provide full-spectrum doula care to pregnant and birthing people who are low income and do not qualify for Medi-Cal or who are from communities that experience high rates of negative birth outcomes, among others.
- Published a [Birth Equity Policy Brief](#) highlighting recommendations and local strategies to ensure Black women and birthing people have safe and healthy births.



## EARLY CARE & EDUCATION

- Named administrator of Measure C: Children’s Health and Child Care Initiative for Alameda County. Measure C creates a half-percent (0.5%) sales tax, estimated to raise ~ \$150 million per year, to provide support and enhancements for child care, preschool, early education, and pediatric health care in Alameda County. Measure C provides an opportunity to expand access to subsidized early care and education for thousands of families in Alameda County.
- Selected as the Early Education Fund implementation partner for Measure AA: Oakland Children’s Initiative (OCI, also known as Measure AA). The Oakland Children’s Initiative will leverage approximately \$30 million in annual revenue to dramatically expand availability, affordability, and the quality of preschool and early care and education, as well as significantly increase college enrollment and college graduation rates. Approximately  $\frac{2}{3}$  of the funds raised by Measure AA will support early childhood education and approximately  $\frac{1}{3}$  of the funds will support college access and persistence support.

## PROGRAM INVESTMENTS

- Awarded \$1,000,000 from Alameda County Social Services Agency to build a countywide child care centralized eligibility list (CEL) that will help caregivers access subsidized child care.
- Expanded number of licensed family child care providers participating and benefiting from Alameda County Quality Counts, building peer support.
- Jointly funded Alameda County’s [ECE Apprenticeship Program](#) and evaluation to provide CalWORKs participants training, advanced degrees, and employment in ECE settings; advocated for additional investments in the model.

- Help Me Grow care coordination and family navigation services provide connections to services and supports for parents and caregivers, as well as emotional support.
- Supported child care providers with technical assistance in English, Spanish, and Chinese for the statewide Minor Renovation and Repair Grant [Request for Applications](#) for both centers and family child care.
- Supported libraries to provide children's books in multiple languages, offer playgroups, provide take-home resources for parents, including over 1,000 literacy kits, and provided developmental screening and referral on-site through Help Me Grow.

## POLICY ADVOCACY

- Provided a letter of support for Food with Care: SB 1481 (Assemblymember Becker) that would provide free daily meals to children in child care by enabling all child care providers to qualify for the highest level of reimbursements for the meals they serve.
- Wrote to the Federal Alameda County Delegation urging them to support child care in the reconciliation process.
- Signed-on and wrote to our Federal Alameda County Delegation for their support on the Healthy Meals, Healthy Kids Act designed to strengthen school meals, child care food programs, Special Supplemental Nutrition Program for Women, Infants, and Children (WIC), and other federal nutrition programs for children.
- Submitted a letter of support for AB 679 (Assemblymember Wicks) to support an increase meal rate reimbursement for meals served by family child care providers.
- Submitted [public comment](#) on Alameda County's Mental Health Services Act (MHSA) three-year plan for FY 2022-23. The letter highlights findings from the 2021-22 KRA report and the continued need for mental health services and supports that target young children, their parents/ caregivers, and the early care and education workforce.
- Submitted letters of support for AB 1352 (Assemblymember Bonta) which proposes to expand the Alameda County's Child Care Pilot Program which will be expiring June 30, 2023.
- Submitted a [letter of support](#) for AB 51 (Assemblymember Bonta) to support effective and equitable functioning of California's early childhood system so that it meets the diverse childcare needs of families and the workforce in every community.



## KINDERGARTEN TRANSITION SUPPORTS

### PROGRAM INVESTMENTS

- Funded school districts in Alameda County, using an equity index, to support kindergarten transition programming (educational materials, books, tablets) and supports for families (basic needs).
- Developed a Summer Pre-K (SPK) Program that partnered with low-performing and high need elementary schools in Alameda County. SPK provides quality transitional early childhood experiences for children without prior preschool or child care experience entering kindergarten in the fall.
- Through the Neighborhoods Ready for School (NRFS) initiative, community partners promote child-and-family friendly communities, strong families, and school readiness.
- Leader of Alameda County Fathers Corps, a collaborative focused on empowering and supporting fathers, service providers, agencies, systems, and the wider community to raise awareness of the critical role of fathers and father-figures and the benefits of active father involvement on young children's development; provide training and support to service providers with implementation of the [Father-Friendly Principles](#); and advocate for more father-specific and father-friendly services.

- Awarded grants to community-based organizations to provide drop-in groups to support fathers in addressing their challenges in accessing public and community supports.
- Partnered with 10 libraries across the county to facilitate story time and playgroups for the community. At these events, families are also connected to the Help Me Grow program, where they can access support and resources for children's development, learning, and behavior.

## POLICY ADVOCACY

- Alameda County Fathers Corps advocates for local systems change and has championed a state resolution on the adoption of the Father-Friendly Principles.
- In partnership with Oakland Unified School District, Union City Family Center, and county libraries, First 5 published a policy brief on kindergarten transition supports.
- Hosted a Policy Breakfast focused on sharing and digesting key findings from the recent Kindergarten Readiness Assessment (KRA), and highlighting remarks from featured speaker Assemblymember Mia Bonta.



## SUPPORTED EDUCATORS & SYSTEMS

- Named administrator of Measure C: Children's Health and Child Care Initiative for Alameda County. Measure C creates a half-percent (0.5%) sales tax, estimated to raise ~ \$150 million per year, to provide support and enhancements for child care, preschool, early education, and pediatric health care in Alameda County. Measure C provides an opportunity to improve compensation for the early care and education workforce.
- Selected as the implementation partner for the Early Education Fund of Oakland Children's Initiative (Measure AA). The Oakland Children's Initiative will leverage approximately \$30 million in annual revenue to dramatically expand availability, affordability, and quality of preschool and early childhood education, as well as significantly increase college enrollment and college graduation rates. Approximately 2/3 of the funds raised by Measure AA will support early childhood education and approximately 1/3 of the funds will support college access and persistence support. OCI also includes a minimum wage requirement for providers.

## PROGRAM INVESTMENTS

- Expand participation in the number of providers participating in Quality Counts program for quality improvement, coaching, professional learning communities, and quality grants.
- Investing in training (over 4.5k attendees and 11k [YouTube views](#)) to strengthen providers' and families' understanding of best practices for early education, mental health, family support, health, and administration.
- Financially support school districts with kindergarten transition efforts, including through the Community Resilience Fund grants allocated using an equity index.
- Partnered with Alameda County Social Services Agency and Supplybank.org to distribute 880 air purifiers to 440 family child care providers.
- Administered \$3 million in family child care grants provided by Alameda County Social Services Agency from CARES Act funds.
- Invest in the CARE Family Resource Navigation program, which has been effective in supporting families experiencing homelessness with child care and access to basic needs.
- Distributed over 12,000 backpacks with supplies to incoming kindergarteners through schools and community partners.

## POLICY ADVOCACY

- Provided public comment to the Alameda County Behavioral Health — Mental Health Services Act Plan FY 2022-23 to highlight the need for infant and early childhood mental health services and supports through investments in the Infant and Early Childhood Mental Health Workforce and Consultation programs.
- Submitted a letter to the state supporting the Rate and Quality Stakeholder Workgroup's recommendations for investments in the workforce and for an equitable rate reimbursement system.
- Promote coordination between school districts and the early care and education mixed delivery system in planning for implementation of Universal Transitional Kindergarten/Prekindergarten.
- Signed on to [a letter](#) urging Governor Newsom and State Legislators to adopt an alternative methodology utilizing a cost-estimation model and multi-year transition plan to address the child care crisis and transform child care and early learning in California.
- Provided public comment at state workgroup meetings advocating for meaningful weights on regional adjustments that reflect the local cost of quality child care and cost of living.



# APPENDIX B:

## Summary of Strategic Plan Partner Feedback (June 2022 Version)

### Summary of Strategic Plan Stakeholder Feedback

Build/evolve the early childhood system.

Families and communities have strengths to build upon and should be valued, listened to, and leveraged.

Underlying structural inequities by race and class are impacting families, providers, and communities.



Families



Staff



Community  
Data



Stakeholder  
Interviews

#### PRIORITIES FOR SUPPORTING FAMILIES

A “seamless” system that addresses basic needs ( i.e., food, housing, transportation), child care, health and mental health/social connections

#### PRIORITIES FOR SUPPORTING PROVIDERS

Wages and professional development, flexible funding, and organizational capacity building

#### PRIORITIES FOR FIRST 5

- Define and clarify role
- Emphasize partnerships with families, community, community-based organizations, and systems
- Leverage place-based investments and consider other opportunities by place and population
- Use data and policy advocacy in partnership with community for systems change
- Build agency capacity to meet new need and opportunity
- Support staff leadership and well-being

#### PRIORITIES FOR SYSTEMS

- Invest in families with young children
- Coordinate resources for a system that is responsive and accessible
- Invest in community infrastructure that supports families (housing, libraries, parks)

# APPENDIX C: Local Child Care Ballot Measures

|  | The Oakland Children’s Initiative (Measure AA)  | The Children’s Health & Child Care Initiative for Alameda County (Measure C)   |
|--|---|--|
| Geography                                | City of Oakland   | Alameda County   |
| <b>Overview</b>                          | <ul style="list-style-type: none"> <li>• 30-year annual parcel tax of \$198 a year on single-family homes and \$135 a year per unit of each multi-unit residence</li> <li>• Revenues support early child care and preschool programs, and fund college readiness programs, tuition assistance, and efforts to fix racial inequities in access to higher education</li> <li>• Raises approximately \$25-\$30million annually with funds divided into three subaccounts: <ul style="list-style-type: none"> <li>• 62% to Early Education Fund</li> <li>• 31% to the Oakland Promise Fund</li> <li>• 7% for oversight and accountability</li> </ul> </li> </ul>  | <ul style="list-style-type: none"> <li>• A 20-year half-percent (0.5%) sales tax that would raise an estimated \$150 million per year to provide support and enhancements for child care, preschool, early education, and pediatric health care in Alameda County</li> <li>• The funds will be divided 80/20 into two subaccounts: <ul style="list-style-type: none"> <li>• a Pediatric Health Care Account (20%), overseen by a citizen oversight committee</li> <li>• a Child Care, Preschool, and Early Education Account (80%), administered by First 5</li> </ul> </li> </ul>   |
| <b>Status</b>                            | <p>The Oakland Children’s Initiative (Measure AA), was passed in November 2018 and upheld by the courts in 2021. In December 2022 First 5 Alameda County was awarded the contract to serve as the Early Education Implementation Partner</p>  | <p>Currently the implementation of Measure C is delayed due to litigation pending in Alameda County Superior Court that challenges Measure C on numerous grounds, including that it required a two-thirds vote, an argument that has already been rejected by several appellate courts. The trial court upheld the validity of Measure C, and the Court of Appeal is expected to rule on the plaintiffs’ appeal of that decision later this year.</p>  |
| <b>Key Components of Early Childhood</b> | <ul style="list-style-type: none"> <li>• Expand existing public services; first funding priority is to public agencies, particularly programs at Oakland Unified School District (OUSD) and Oakland Head Start</li> <li>• Priority on serving the children of families with the lowest incomes and/or those who are in high need. Support families who need FFN care</li> <li>• In order or priority: <ul style="list-style-type: none"> <li>• Availability of free or affordable and high quality ECE or preschool <ul style="list-style-type: none"> <li>• 4-year-olds from low-income families</li> <li>• 3-year-olds from low-income families</li> </ul> </li> <li>• Increase affordability or quality of preschool (not ECE) <ul style="list-style-type: none"> <li>• All 4-year-olds</li> <li>• All 3-year-olds</li> </ul> </li> <li>• Increase the availability and/or quality of child development support services for children from birth through age 3.</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• Increases access to quality care for participating providers through <ul style="list-style-type: none"> <li>• New enrollments</li> <li>• Rate enhancements</li> </ul> </li> <li>• Ensures teacher wages at a minimum of \$15 to be increased annually with revenue increases</li> <li>• Allows services to 0–12-year-olds, but defines a focus on 0–5-year-olds</li> <li>• Targets low-income families and those children/families with the greatest needs, e.g., families experiencing homelessness and children in foster care</li> </ul> |

|   |   |  |
|---|---|--|
| <p><b>Provider/Program Wage Requirements</b></p>            | <p><b>Pay all employees minimum \$15/hr. to be adjusted annually</b></p> <ul style="list-style-type: none"> <li>Adjusted annually based on the San Francisco-Oakland-Hayward Consumer Price Index (CPI)</li> <li>The City of Oakland has its own minimum wage schedule for employees working within the geographic boundaries of Oakland (\$15.97/hr. in 2023)</li> </ul>   | <p><b>Pay all ECE educator employees minimum \$15/hr. to be adjusted annually on January 1, beginning in 2022</b></p> <ul style="list-style-type: none"> <li>Based on the San Francisco-Oakland-Hayward Consumer Price Index (CPI) or the percentage increase in revenues raised during the previous calendar year by tax (whichever is less)</li> </ul>   |
| <p><b>Provider Quality Requirement Responsibilities</b></p> | <p><b>Participating center-based programs are able to, within reasonable timeframe</b></p> <ul style="list-style-type: none"> <li>Achieve baseline rating of 3 on QRIS or new system</li> <li>Utilize developmentally appropriate curriculum, aligned with CDE standards, and evidence-based and/or demonstrated success in improving preparation for kindergarten</li> <li>Conduct formative assessments</li> </ul> <p>Participate in valid, regular, and reliable assessments of quality in order to foster continuous improvement and to reduce disparities by income/wealth in child outcomes</p> | <p><b>Measure C outlines multiple strategies for improving ECE quality, including:</b></p> <ul style="list-style-type: none"> <li>Comprehensive training &amp; professional development system</li> <li>Support for educational advancement and degree attainment</li> <li>Teacher retention</li> <li>Maintaining, enhancing, and expanding quality ECE facilities</li> </ul>  |
| <p><b>First 5's Role as Administrator of Funds</b></p>      | <p><b>Contractor with the City of Oakland</b></p> <ul style="list-style-type: none"> <li>Early Education Implementation Partner</li> <li>Contracts are on a five-year cycle</li> </ul>  | <p><b>First 5's role as outlined in section 2.08.305.B of the Ordinance:</b></p> <ul style="list-style-type: none"> <li>Developing Program Plan &amp; Annual Expenditure Plan</li> <li>Allocating funds based on Expenditure Plan</li> <li>Developing, implementing, administering, and overseeing all programs and services paid for by the Child Care, Preschool, and Early Education account</li> <li>Providing staff support for the CAC</li> <li>Developing the Program Plan Evaluation</li> <li>Operating with transparency and public accountability, good fiscal stewardship of public resources; annual audit to ensure compliance</li> <li>Awarding funds pursuant to our contracting policies and the Ordinance requirements</li> </ul> |

|   |  |   |
|---|--|---|
| <p><b>Governing Bodies &amp; Responsibilities</b></p> | <p><b>Accountability Officer duties include:</b></p> <ul style="list-style-type: none"> <li>• Oversee programs and provide recommendations to the Citizens Oversight Commission</li> <li>• Preparing subsequent 5-year guidelines</li> <li>• Leading the selection process and contracting for the Implementation Partners, making recommendations to the Citizens Oversight Commission.</li> <li>• Ensuring independent financial audits</li> <li>• Monitoring performance of Implementation Partners</li> <li>• Oversee external evaluations, including selection</li> </ul>   | <p><b>Alameda County Board of Supervisors (BOS)</b></p> <ul style="list-style-type: none"> <li>• Conducts the annual independent audit</li> <li>• Can terminate First 5 and select a different entity as the Administering Agency</li> <li>• Approves Five-Year Program &amp; Budget Plans</li> </ul> <p><b>First 5 Alameda County Commission</b></p> <ul style="list-style-type: none"> <li>• Approves Annual Expenditure Plan</li> <li>• Approves Five-Year Program &amp; Budget Plans</li> </ul> |
| <p><b>Community-Seated Bodies</b></p>                 | <p><b>Citizen’s Oversight Commission (COC) duties include:</b></p> <ul style="list-style-type: none"> <li>• Approves (or rejects) City of Oakland staff’s recommendation of the Early Education Implementation Partner</li> <li>• Approves the five-year Guidelines for the Early Education funds</li> <li>• Approves or rejects plans, recommendations, audits</li> <li>• Approves (or rejects) recommendations; does not develop policy &amp; programmatic recommendations</li> </ul> <p><b>Oakland City Council</b><br/>Mayor appoints COC members &amp; Council confirms</p> | <p><b>Community Advisory Council (CAC)</b></p> <ul style="list-style-type: none"> <li>• Develops policy &amp; programmatic recommendations related to the Measure C account</li> <li>• First 5 has not initiated the Program Plan, which must be developed in coordination with the Community Advisory Committee (still to be seated) and community, for approval by the First 5 Alameda County Commission and Board of Supervisors.</li> </ul>   |
| <p><b>Auditing</b></p>                                | <p>Accountability Officer ensures annual audits are completed &amp; presented to COC</p>   | <p>Board of Supervisors conducts annual independent financial audit of Measure C revenues and expenditures</p>  |
| <p><b>Evaluation Cycles</b></p>                       | <ul style="list-style-type: none"> <li>• Accountability Officer oversees external evaluations of Implementation Partners’ performance</li> <li>• Progress &amp; performance reporting due to COC every two years</li> </ul>  | <ul style="list-style-type: none"> <li>• Evaluations during implementation period of each Plan and prior to the development of a new Plan (every fourth year).</li> <li>• First 5 oversees external evaluations with input for CAC for presentation to BOS</li> </ul>   |
| <p><b>Data Reporting</b></p>                          | <p>Oakland City Administrator has the authority to enter into a contract with legally required terms such as (but not limited to):</p> <ul style="list-style-type: none"> <li>• Performance metrics and benchmarks</li> <li>• Data sharing agreements</li> </ul>   | <p>First 5 develops data collection strategies &amp; collects data from participants in Measure C programs as part of initial application and evaluation process</p>  |

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**First 5 Alameda County Strategic Plan 2022-27: 2022-23 Annual Updates by Section – DRAFT**

- Updated text for FY 2022-23 Annual Update in **orange**
- [page numbers in brackets refer to content's page in original 2022-27 Strategic Plan, June 2022 version]

[COVER PAGE]

**First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT**

**Acknowledgements**

First 5 wishes to acknowledge the contributions of the many people who made this plan possible. This plan was developed in a challenging time two years into the pandemic, when families, communities, organizations, and public systems are stretched beyond limit. Our deepest respect and gratitude to our community for their fortitude, and appreciation to those who were able to take time to think about how to best use First 5's public resources and to envision an early childhood system where children and families can thrive. Special thanks to:

- Parents and caregivers for their wisdom and experiences
- Early childhood providers and community serving organizations for “on the ground” insight
- Community leaders for the clear-eyed systems perspective
- First 5 staff for thoughtful participation, dialogue, and decision-making
- Our consultant Hickman Strategies for their role in our strategic planning process
- First 5 Alameda County Commissioners for their guidance and support

*Our work is a continuation of the legacy of Alameda County Supervisor and First 5 founding Commissioner Wilma Chan.*



**First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT**

Table of Contents

A Moment of Urgency and Possibility..... 4

Who We Are..... 5

Evolving the Early Childhood System of Care ..... 7

Alameda County’s Context: Data for Action ..... 10

Meeting This Moment in Time..... 14

Summary of Strategic Plan Partner Feedback ..... 16

Our Approach..... 17

Commitment to Equity..... 19

Working in Partnership ..... 21

Strategic Plan Parameters and Financial Picture ..... 22

Local Revenue for Early Care & Education..... 24

Program Strategies..... 27

    Neighborhoods Ready for School ..... 27

    Quality Early Care and Education (QECE)..... 29

    Parent Partnership..... 31

    Pediatric Care Coordination..... 32

    Fatherhood..... 34

Agency Strategies..... 35

    Training ..... 35

    Policy and Advocacy..... 36

    Data and Evaluation..... 37

    Communications ..... 38

Introduction to Operational Support Functions ..... 39

    Administration and Facilities ..... 39

    Finance ..... 40

    Human Resources ..... 40

    Technology..... 41

Proposition 10 FY 23/24 Investments..... 42

Measuring Our Progress ..... 43

Appendixes..... 44

    A: Examples of First 5 Priority Efforts ..... 44

    B: Summary of Strategic Plan Partner Feedback (June 2022 Version) ..... 51

**First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT**

C: Local Child Care Ballot Measures..... 52

Citations ..... 55

### A Moment of Urgency and Possibility

Ensuring Alameda County’s children grow into healthy, productive adults is fundamental to our community’s prosperity, health, and well-being. Decades of research have demonstrated that the period from birth to age five is the most critical window of opportunity to **positively impact** a child’s future. The correlation between early childhood development, community and family conditions, and lifelong health have also been established and are undeniably intertwined.

The research makes clear that disparate life outcomes of children related to health, education, and employment are the result of historic and ongoing racist, classist policies that extract resources (i.e., poorly paid labor) and harm some communities, families, and children while benefiting others. Despite these forces, there are systemic interventions that can positively change the lives of children and their families. These findings have profound implications for public policy and the role of public systems.

It is evident that President Biden’s proposals in support of families with young children and Governor Newsom’s investments in early childhood **and the safety net** are informed by the growing recognition of both the conditions necessary to support family and child well-being and the need for public policy to address the increasing inequality.

Locally, Alameda County voters made significant investments in children and families that are coming closer to fruition. First 5’s role in two local ballot measures—as contracted implementation partner for the Oakland Children’s Initiative (Measure AA) and named administrator of The Children’s Health and Child Care Initiative for Alameda County (Measure C) (currently in litigation)—are anticipated to grow our Agency’s annual revenue from \$24 million to approximately \$200 million annually, an 8-fold increase. A major focus on this strategic plan is to ready our infrastructure and capacity to support the effective use of these precious public dollars as First 5 Alameda County adapts to these new local and state historic investments on children and families.

*This is the moment to invest in a better future through long-term, systemic solutions for children and families.*

First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT

Who We Are

Our “North Star,” the population result that guides our work, is that all *Children Are Ready for Kindergarten*; our work is to ensure that policies, systems, communities, and schools support families and children by creating the *conditions* that position all for success.

First 5 was established in 1998 by California’s Proposition 10. Our role is to improve life outcomes for Alameda County’s youngest children. We support, inform, and partner with public systems (i.e., health, early care and education, economic, and family supports) and community resources to create an early childhood system of care that is responsive to the needs of caregivers and families with young children.

We are guided by a “whole community, whole family, whole child” policy and programming approach

to our work. First 5 Alameda County uses lessons learned from our investments, research and data, and partnerships to inform policy positions and influence local, state, and national decision-making.

*First 5 policy efforts focus on systems change, particularly across sectors, with an intention to shift the conditions that hold problems in place, to achieve meaningful and lasting social change.*

- [First 5 Association 2022-24 Strategic Plan](#)

We recognize that the context of lived experience is essential to impactful investment, program design, and policy advocacy and support the efforts of families, caregivers, and community-based organizations. We have a multi-year investment in place-based initiatives, and we have funded community engagement work, including summer pre-K programs, alongside Alameda County’s school districts. We have partnered with community providers and pediatricians to support families’

concerns about their children’s development and access to resources. We provide technical assistance and infrastructure support to the early childhood education field and community-based providers. We invest in father-friendly programming and systems so that men and dads are not excluded from conversations impacting their children.

We routinely assess and evaluate our efforts to identify areas for improvement and capacity building, and where there are gaps in the early childhood system, we strive to fund and scale promising programs and proven interventions. Where possible we integrate and align our activities to improve equitable access to better serve the needs of Alameda County families.

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- Since 1998, First 5 Alameda County has:
- Raised \$42.5 million from philanthropic and other funding sources
  - Earned \$20 million from federal fiscal leveraging
  - Awarded \$262 million

Since 2008, First 5 has benchmarked results for our county’s children by conducting a biannual [Kindergarten Readiness Assessment \(KRA\)](#). Results have shown very little improvement over time and consistently point to the countervailing impact of systemic inequities - socioeconomics, community conditions, and limited enrollment in early education - as barriers to kindergarten readiness.

The findings and recommendations in the [2021-22 Kindergarten Readiness Assessment \(KRA\)](#), indicate a drop in readiness since the pandemic from 44% to 33% according to parents, and reinforce a systems-based approach to early childhood that centers on equity and basic needs. First 5’s programming, investments, and policy agenda are multipronged and cross Place, People, and Policy to improve conditions in the areas we support— Neighborhoods, Health & Well-Being, Learning & Care, and Family.

Exhibit 1: Defining Systems Building

**Defining Systems Building**  
 Systems initiatives are organized efforts to improve a system and its impacts. They can be publicly or privately funded or a combination of the two. Systems initiatives in the early childhood field may have different labels, such as systems building, systems change, or systems reform. Yet systems initiatives are best understood by their focus or by the areas of the system they are trying to improve. Specifically, an early childhood systems initiative might focus on one or more of the following five areas:

|  |  |   |   |   |
|--|--|---|---|---|
| <p><b>Context:</b><br/>                 Improving the political context that surrounds the system so it produces the policy and funding changes needed to create and sustain it.</p> | <p><b>Components:</b><br/>                 Establishing high-performance programs and services that produce results for children and families.</p> | <p><b>Connections:</b><br/>                 Creating strong linkages across system components that further improve results for children and families.</p> | <p><b>Infrastructure:</b><br/>                 Developing the supports needed to function effectively and with quality.</p> | <p><b>Scale:</b><br/>                 Ensuring a comprehensive system is available to as many people as possible.</p> |
|--|--|---|---|---|

From the [Early Childhood Systems Building Resource Guide \(hhs.gov\)](#)

First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT  
 Evolving the Early Childhood System of Care

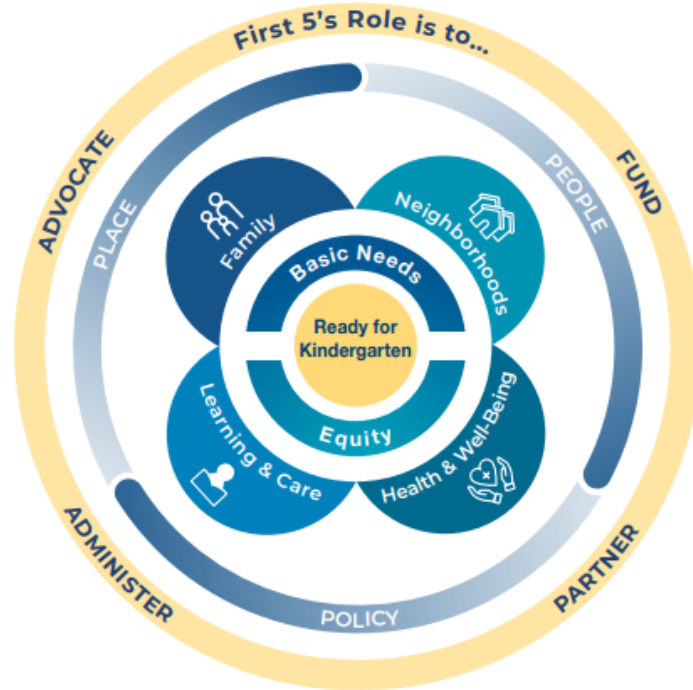
**Within the Early Childhood System, our role is to:**

**FUND** organizations and initiatives that are mission- and vision-aligned, and part of a community-based, family-informed early childhood system.

**PARTNER** with parents, caregivers, communities, early childhood providers, organizations, and public agencies in service to an accessible, effective, and responsive early childhood system.

**ADMINISTER** programs for young children and families that offer services, navigation, and care coordination; support and connections to resources; and training and capacity building for providers.

**ADVOCATE** to scale and sustain effective programs and for public policies grounded in equity and justice.



**Figure 1.** An early childhood system of care cultivates community and family conditions for children's kindergarten readiness.

After taking inventory of our impact, local system opportunities, and the needs of families and children in the 2017–2022 **strategic plan**, First 5:

1. Integrated signature programs into larger systems when applicable and sunset programs when appropriate.
2. Launched substantial investments in community-directed, place-based efforts.
3. Increased the agency's focus and capacity in policy advocacy, research, and data for action.
4. Identified public system partners to scale proven strategies, including Quality Early Care and Education (QECE), Pediatric Care Coordination, Fatherhood, ECE CalWORKs Apprenticeship.

Alameda County's context and our analysis of the public policy levers by which conditions for families can be improved has informed our embrace of equity as the center of our work. Coupled with a decline in Proposition 10 tobacco revenues, First 5 has adopted a **systems change approach** strategy—acting as a funder and a policy advocate—to address the underlying structural issues, the root causes, that face communities, families, and children.

**First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT**

**And since the adoption of the 2022-2027 strategic plan in June 2022**, we have continued to leverage our expertise, infrastructure, and investments in Place, People, and Policy, allowing us to scale the past 25 years of our work to build and evolve the early childhood system. Given this, the drivers of our accomplishments and agency growth in this strategic plan update are:

**#1 SYSTEM READYING, INFRASTRUCTURE, AND CAPACITY**

- **Continued to build and scale the local early childhood system with new revenue.** Our fiscal outlook is strong given new funds, coupled with a clean audit and a balanced budget. While First 5 Alameda County will be experiencing significant growth in the coming year, all other First 5 agencies around the State have declining revenues and are facing layoffs and program cuts. Our colleagues throughout California, and beyond, are looking to us as a model for leveraging funding, policy advocacy, and equity-centered systems building as they manage challenging local circumstances.
  - Locally, First 5 was selected as the Early Education Implementation Partner for Oakland Children’s Initiative (Measure AA), adding \$23 million to our annual budget.
  - At the local, state, and federal level, in FY22-23, we received: \$2.5 million from the Alameda County Social Services Agency (ACSSA) [*Footnote: Out of the \$2.5 million, \$1 million is a one-time allocation for FY22-24 and \$718K is an annual allocation.*], \$1.4 million from Alameda Alliance for Health (AAH), and \$2.5 million for Medi-Cal Administrative Activities (MAA). We also received \$375K an annual allocation of multi-year grants from philanthropy and a gift of \$1.4 million from Child, Family & Community Services (CFCS).
- **Restructured the agency and conducted hiring to ensure we have staffing and infrastructure to administer new incoming public funding**, including roles focused on compliance, health, advocacy and government affairs, performance management, planning and project management, financial budgeting and forecasting, and communications. The hiring and structural changes will continue into 2023 and beyond, as we have entered a three-to-five-year building phase. We seek to retain and recruit a workforce that reflects the diversity and cultural fabric of Alameda County, support staff development and professional growth, ensure regulatory compliance, and effectively implement existing and new initiatives.

**#2 OPERATIONALIZING EQUITY**

- **Completed a Kindergarten Readiness Assessment using a participatory, community-centered research-to-action approach** that resulted in data from over 3,000 Alameda County community members. The 2021-22 **Kindergarten Readiness Assessment (KRA)** findings and recommendations show how our county may improve kindergarten readiness in the overlapping environments that influence children’s readiness—communities, families, and schools. First 5 uses the KRA findings to inform our programs, investments, and policy advocacy. (See Appendix A on page 44)

**First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT**

- **Continued centering equity in our programming, investments, advocacy and intentionally engaging in dialogue regarding organizational culture.** First 5 has used equity to inform our work since our founding in 1998. Over the years, we have intentionally built upon and strengthened this commitment, including in our 2017-22 and 2022-27 strategic plans. As part of our evolution, in 2022-23 we engaged in participatory agency-wide learning and development process to update our equity statement to encompass our current work, intentions for continuous learning and improvement, and commitment to accountability. (See pages 19-20)
- **Ensuring that our governing body represents our commitment to community-directed investments by appointing a representative of a parent/community base building group as a First 5 Commissioner.**

**#3 EVOLVING TO MORE COMMUNITY-CENTERED PROGRAMMING**

- **Launched key programmatic and community investments, including:**
  - **A new division of Pediatric Care Coordination encompassing our existing family serving programs out of pediatric health settings;** including Help Me Grow’s developmental screening, outreach, referral, and navigation and the DULCE’s model health, resource, and legal supports.
  - **A strategic parent partnership program focused on supporting Black mothers and birthing people** and on investing in community-based strategies to disrupt inequities and disparities in birth outcomes.
  - **A strategic planning process with our Neighborhoods Ready for School (NRFS) grantees** in partnership with a local, BIPOC, woman-owned firm.
  - **The 2023 Fatherhood Summit** coordinated by our Fatherhood initiative and supported by a philanthropic investment of \$240,000.

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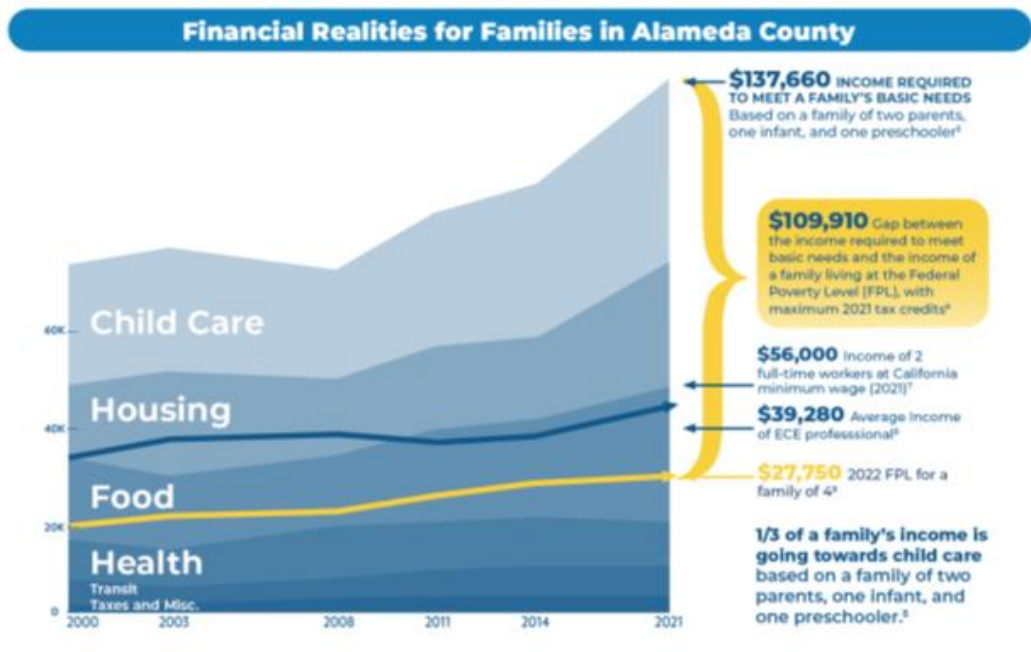
Alameda County’s Context: Data for Action

Alameda County’s context and our analysis of the public policy levers by which conditions for families can be improved has informed our embrace of equity as the center of our work. Coupled with a decline in Proposition 10 tobacco revenues, First 5 has adopted a **systems change approach** strategy—acting as a funder and a policy advocate—to address the underlying structural issues, the root causes, that face communities, families, and children.

**Alameda County Family Demographics**

- More than 16,000 births (2021)<sup>1</sup>
- Over 108,000 children under age 6 (2021)<sup>2</sup>
- Approximately 6.4% of total population under age 6 (2021)<sup>2,3</sup>
- Approximately 71,000 households with children under 6 (2019)<sup>4</sup>
- Alameda County is the 7th most diverse county in the United States (2020), with 76% of births to mothers of color (2019)<sup>22,1</sup>
- Half of children under age 6 live with at least one parent who was born outside of the US. (2019)<sup>6</sup>
- Nearly half of children live in households that speak a language other than English at home. (2019)<sup>7</sup>

**Financial Realities of Families**



**Children 0-6 Enrolled in Public Benefits in Alameda County 2021<sup>19</sup>**

**+** **Medi-Cal 32,008**  
(28% of total children 0-6)

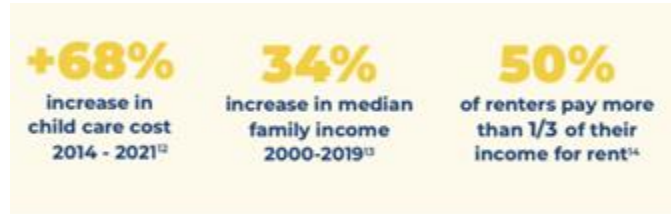
**🍏** **CalFresh 12,182**  
(11% of total children 0-6)



**First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT**

Approximately  
**1 in 10**  
children under 6 lives  
below the Federal  
Poverty Level (2019)<sup>11</sup>

- 3 out of 4 households struggling to meet their basic needs in Alameda County have a head of household that identify as a person of color.<sup>15</sup>
- In Alameda County and the Bay Area, more than 1 in 3 women—and 40% statewide—are caught in financial precarity.<sup>15</sup>
- **1 in 3 families are struggling to afford diapers.**<sup>41</sup>



**Structural Inequities Lead to Racial Disparities**

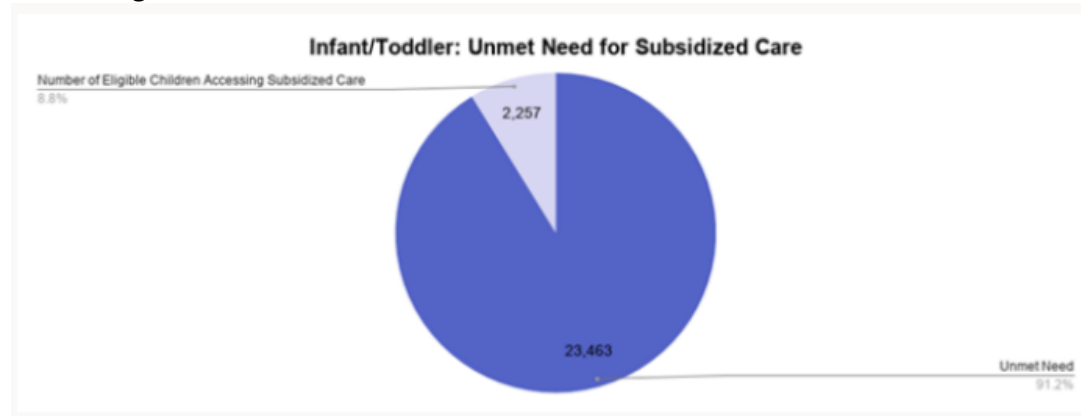
**Maternal and Newborn Health**<sup>19</sup>

- Black women and birthing people are 3x more likely to die during pregnancy or childbirth and to experience more maternal health complications.
- Black babies are 3-4 times more likely to be born too early, too small, or to die before their first birthday.
- **Black women are 2x as likely to live in poverty during pregnancy.**

**Access to Child Care**

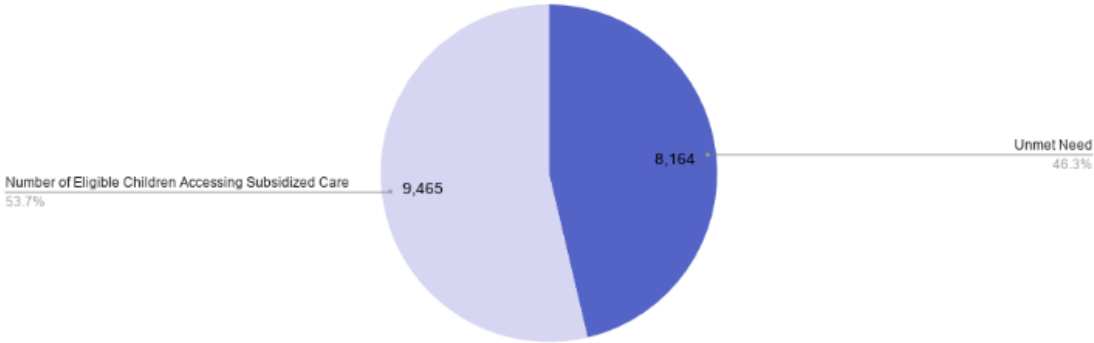
Alameda County is the **second** most disparate county in California for children enrolled in licensed early care and education—a key driver for kindergarten readiness.<sup>20</sup>

**There is significant unmet need for subsidized care.**



First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT

Preschool: Unmet Need for Subsidized Care



**Child Care Professionals Work in a Critical and Fragile System**

There is a significant need for investment and expansion in ECE licensed facilities. We estimate that the facilities cost to meet demand for licensed ECE child care in Alameda is likely in the range of \$2 billion to \$4 billion.<sup>28</sup>

**96%**  
of Alameda County  
ECE educators  
identify as women<sup>8</sup>

**79%**  
of Alameda County  
ECE educators  
identify as women  
of color<sup>8</sup>

**87%**  
of ECE educators are  
considered very low  
income for Alameda  
County<sup>8</sup>

**20%**  
of providers at child  
care centers reported  
earning less than \$15  
per hour<sup>8</sup>

- 39% of ECE educators are over 50 years old.<sup>12</sup>

Between March 2020 and January 2021, 153 (7%) of licensed child care facilities in Alameda County closed permanently.<sup>25</sup> From 2019 to 2021, there were **21 fewer licensed care centers and 270 fewer family child care (FCC) sites** in Alameda County.<sup>21</sup>

First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT

**Child Outcomes**

First 5's 2018 longitudinal study found that 4 in 5 children who are behind in kindergarten are still behind in 3<sup>rd</sup> grade, a predictor of high school graduation and later health and career success. We find that differences in kindergarten readiness are largely attributable to inequities in access to resources. The greatest moveable factor continues to be child health and well-being, which is tied to socioeconomics, housing stability, and stress among parents/caregivers.<sup>1</sup>

**Kindergarten Readiness™**



To learn more about how kindergarten readiness is assessed, view the

**Legend**

Kindergarten Readiness Zip Codes

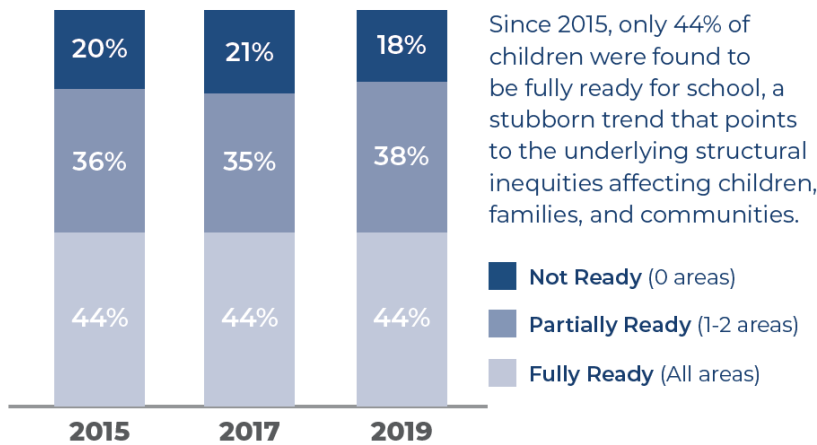
- Lowest 25%
- 25% to 50%
- 50% to 75%
- 75% to 100%

- Neighborhoods Ready for School Service Areas
- Alameda County COVID-19 Priority Neighborhoods
- Alameda County
- Freeways

\*Zip codes with fewer than 5 participants are not shown.  
\*\*Readiness scores represent individuals living in the zip code and do not represent the overall readiness of children in that zip code.

Learn more about how kindergarten readiness is assessed on our [website](#).

**Kindergarten Readiness 2015–2019<sup>1</sup>**



Since 2015, only 44% of children were found to be fully ready for school, a stubborn trend that points to the underlying structural inequities affecting children, families, and communities.

**Achievement gaps persist for children who are not ready for kindergarten.**



**4 in 5**

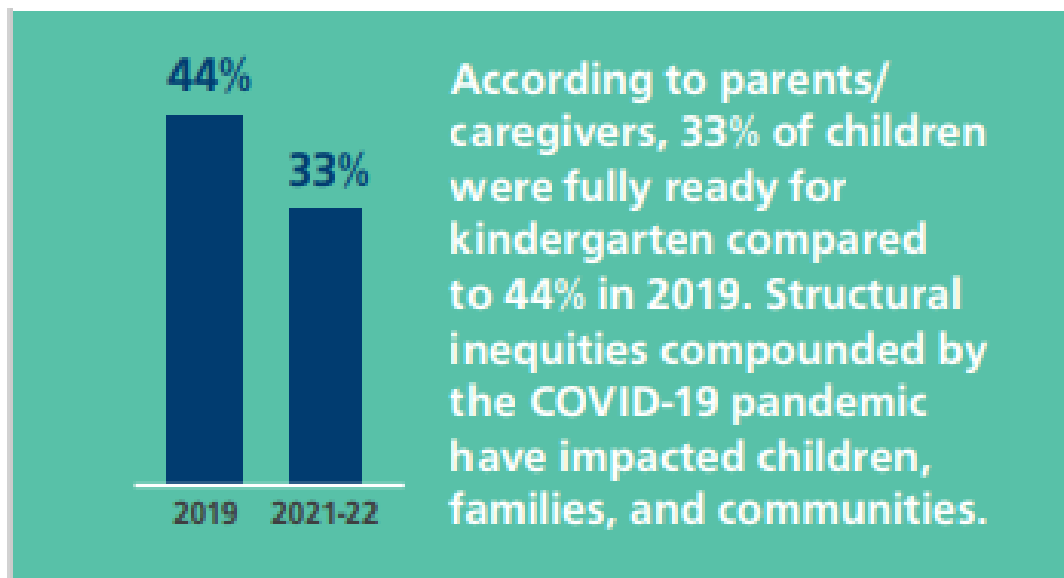
children who are not ready for kindergarten continue to struggle academically in third grade. (2018)<sup>24</sup>

First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT

Meeting This Moment in Time

Kindergarten readiness studies have consistently indicated that factors predicting readiness are closely associated with socioeconomic conditions rooted in structural racism, classism, and public disinvestment in neighborhoods with primarily Black, Indigenous, and People of Color (BIPOC) residents. The pandemic exacerbated persistent health and economic inequities that disproportionately impacted BIPOC communities, creating increased risks for families’ economic security, emotional well-being, educational progress, health, and safety. The long-term effects on kindergarten readiness are not yet fully understood, but in Alameda County we saw a drop in readiness from 44% to 33% in two years.

First 5 Alameda County’s 2021-22 Kindergarten Readiness Assessment (KRA) findings and recommendations point to *systemic inequities* and show how our county can reassess policies, programming, and investment in communities, families, and schools to increase kindergarten readiness. First 5 Alameda County is focused on building and evolving an equity-centered early childhood system that match the priority areas identified in the KRA study and the “[Roadmap to Kindergarten Readiness](#)” (see figure on page 15).



**Building an equity-centered early childhood system, which centers a “whole community, whole family, whole child approach,” to improve kindergarten readiness is essential to the current and future overall health of Alameda County.**

It will require the prioritization, commitment, and investment of a cross-section of partners, including public systems, community-based organizations, parent advocates and leaders, and philanthropic organizations. To this end, First 5 *funds, partners, administers, and advocates* to ensure that families have what they need at every stop along the “[Road to Kindergarten Readiness](#)” and that *systems* are prepared to meet the needs of children, families, and communities.

First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT

**FINANCIAL STABILITY**  
Sufficient income and supports to ensure families can meet their basic needs for housing, food, utilities, diapers, and resources required to create a safe, healthy, and enriching home environment.

**EARLY CARE & EDUCATION**  
Access to affordable, high-quality child care options that meet family needs and preferences, especially for families with low incomes and those most impacted by structural racism.

**FAMILY HEALTH & WELL-BEING**  
Connection to community-based resources through family navigation and access to health and mental health services that are culturally responsive and include vision, dental, and screenings and preventative care.

**KINDERGARTEN TRANSITION SUPPORT**  
Access to events and activities that ensure families' smooth transition into the TK-12 system, such as parent-teacher meetings, home visits, and kindergarten orientations, plus policies and practices that engage fathers.

**SUPPORTED EDUCATORS & SYSTEMS**  
Collaboration between systems, including early care and education (ECE), transitional kindergarten to 12th grade (TK-12), and community organizations to better support ECE professionals, teachers, and families with resources and services.

**FREEDOM FROM DISCRIMINATION**  
As noted by our Research Advisory Group, discrimination based on racism and classism negatively impacts family's ability to access services and resources and undermines conditions needed for kindergarten readiness.

**THRIVING NEIGHBORHOODS**  
Community conditions and a built environment that support family well-being, including affordable housing, access to public transportation, and family-friendly spaces.

**FIRST 5 ALAMEDA COUNTY**  
www.first5alameda.org

## First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT

### Summary of Strategic Plan Partner Feedback

We are building on the partner feedback from our 2021-22 planning process (see Appendix B on page 51), which highlighted priorities for supporting families and providers, and for First 5 and public systems, including:

- Build and evolve the early childhood system.
- Families and communities have strengths to build upon and should be valued, listened to, and leveraged.
- Underlying structural inequities by race and class are impacting families, providers, and communities.

Our system partner, Oakland Thrives, encapsulated our partner feedback succinctly at a November 2022 in-person gathering with this statement:

*We are "program rich and systems poor." We have a wealth of programs and opportunities for children, youth, and families in Oakland, but realizing the promise of those programs at neighborhood or citywide scale relies on collaboration, innovation, and alignment of public and private sector leaders, systems, and resources.*

We have hosted local, state, and national leaders to support our learning journey, including in March 2023 an all-staff presentation by Dr. Manuel Pastor who was also the keynote speaker at the First 5 Association state annual summit focused on systems change.

*"There is no going back to a normal that did not work for so many. We do not need a recovery but a reimagination, restructuring, and renewal that challenges inequality and lifts commonality"*

*- Dr. Manuel Pastor, speaking to First 5 Alameda County All-Staff meeting, March 9, 2023*

First 5 is guided by a whole community, whole family, whole child approach to our work. With our role as administrators of Oakland Children's Initiative (Measure AA) and The Children's Health and Child Care Initiative for Alameda County (Measure C) ballot measures, new sources of revenue are available for critical early childhood programming and system building. With these new investments, First 5 can reallocate Proposition 10 funds to return to source resources for BIPOC and low-income communities, and neighborhoods that have experienced historic and ongoing disinvestment and wealth extraction.

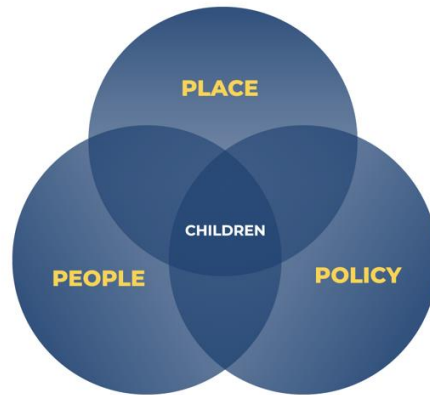
### Looking ahead for FY23-24, First 5 Alameda County will continue making progress on:

- #1 System Ready, Infrastructure, and Capacity
- #2 Operationalizing Equity
- #3 Evolving to More Community-Centered Programming

First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT

Our Approach

We will be successful when **all children in Alameda County are ready for kindergarten**. *Our work is to ensure that policies, systems, communities, and schools are ready to support families and children to position them for life-long educational success, health, and wellbeing.*



We have learned a lot over the last 25 years about the connection between community conditions and children’s outcomes, and our learning was reinforced again this past year with the 2021-22 Kindergarten Readiness Assessment (KRA). Given our mission, the consistent KRA findings, and our analysis of opportunities for impact, we have adopted a Place, People, Policy framework to guide our investment in children and families toward building an equity-centered early childhood system:

- PLACE – We believe that the health and well-being of children and their families are strongly influenced by the social and economic conditions of their neighborhoods. Strong, supportive communities help children and families thrive. We invest in programs and policies that promote economically prosperous and vibrant environments that afford access to opportunities and promote well-being by:
  - Building on Neighborhoods Ready for School (NRFS) place-based investments.
  - Integrating services across First 5’s targeted neighborhoods, in alignment with Alameda County’s priority ZIP Codes.
  - Strengthening place-based systems change and care coordination for families in NRFS sites.
- PEOPLE – We believe caregivers are the experts on their needs and the needs of their children and families. We work with them to identify their strengths, resources, and needs. We partner with them to reinforce their family and community supports and improve the effectiveness of our investments by:
  - Investing in parent partnership and leadership.

*“What really matters is childhood environment, rather than where you live as an adult. Every extra year of exposure to a positive childhood environment makes a significant impact on long-term outcomes.” – Dr. Raj Chetty*

From Dr. Chetty’s [presentation](#) as part of the [2021 First 5 Alameda County Commission Speaker Series](#)

**First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT**

- Connecting families to basic needs and resources.
  - Increasing access to affordable, quality child care options through the mandates of the Oakland Children’s Initiative (Measure AA) and named administrator of The Children’s Health and Child Care Initiative for Alameda County (Measure C) that meet the needs of low- to moderate- income families in Oakland and Alameda County.
  - Supporting educators and education systems to promote success for children by providing educators with wages, facilities resources, workforce development, coaching, and technical assistance.
  - Promoting early screening and care coordination to address social-emotional, trauma, or developmental concerns.
  - Fostering family wellbeing through innovative parent-centered programming.
  - Maintaining comprehensive, quality early childhood training content to providers, parents/caregivers, and community in line with our commitment to equity.
- POLICY – We believe that our policy work should address structural racism and childhood poverty and their impact on child development and family well-being. Furthermore, our policy work is most effective when families are engaged in its development and active in a leadership role. We believe that data, research, and evaluation should be conducted in partnership with the community, informing an action agenda for advocacy and organizing. We believe that public systems should be accessible, effective, and responsive to families’ needs. We take a systems-change approach by advancing solutions that move the early childhood system from a patchwork of services to an integrated ecosystem. We build an equity-centered early childhood system by:
    - Measuring continuous improvement in service to equity
    - Evolving quality early care and education and capacity building for the field
    - Expanding local pediatric strategies and systems care coordination capabilities (through Help Me Grow and DULCE)
    - Using data and policy advocacy to advance local, state, and national investments in people, place, and systems.
    - Preparing the agency to administer The Children’s Health and Child Care Initiative for Alameda County (Measure C) and other local, state, and federal funding initiatives.
    - Advancing policies and supports for early childcare workers’ professional development, workforce diversification, and equitable compensation and working conditions that support providers and quality care.

With this scaffolding in place, First 5 Alameda County is well-positioned to build out an equity-centered early childhood system. We will continue this transformation by partnering with parents, caregivers, community, providers, and public systems to address the underlying inequities. We will leverage the assets in Alameda County and seize the opportunity of once-in-a-generation federal, state, and local investments to build a more integrated early childhood system.



## First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT

### Commitment to Equity

**First 5 is committed to being an anti-racist organization.**

Our 2017–2022 [strategic plan](#) explicitly named equity as a central component of our work. Inequity negatively impacts the health and well-being of children and families. We promote equity in our organization and within the community broadly. Equity informs our hiring, staff development, investments, training, community partnerships, program design, [approach to data, research, evaluation, and policy advocacy](#).

Our equity work is an ongoing march toward justice and equality. In 2017 and 2018, we adopted [resolutions opposing inhumane immigration practices and the enforcement threats to immigrant families by the federal government](#). In June 2020, the First 5 Alameda County Commission reaffirmed this commitment to equity by adopting a [resolution on equity and social justice](#) to stand united with our Black and African American colleagues, partners, and the entire Black community against racism in all its forms. We consider these resolutions as public commitments by which we hold ourselves accountable.

In 2022, we committed to an agencywide process to create a shared understanding of equity to capture our current work, intentions for continuous learning and improvement, and commitment to accountability. A key consideration is how best to utilize our role within the Early Childhood System of Care to *operationalize* our shared understanding of equity. We do this by using the population result that guides our work—that all Children Are Ready for Kindergarten—to ensure that policies, systems, communities, and schools support families and children by creating the conditions that position all for success.

During the Fall of 2022 to Spring 2023, First 5 Alameda County partnered with [Radicle Root Collective](#) with learning from [Arnold Chandler](#) to engage all staff in a participatory process to articulate our shared understanding of and commitment to equity.

#### Equity Statement

First 5 Alameda County is committed to being an equity-centered, anti-racist, and anti-classist organization. We recognize that we operate in a racialized economic system characterized by extractive and exploitative labor practices and public policies that perpetuate long-standing disparate life outcomes. To this end, we use anti-racist and equity-based practices to invest in and support children, families, and neighborhoods. Our [Place, People, Policy framework](#) intentionally prioritizes our investments in communities that have experienced historic and systemic racism and disinvestment.

#### As a part of this commitment, we use our resources to redress these injustices by:

- Celebrating Black, Indigenous, and People of Color (BIPOC) cultures and honoring their assets, values, and needs by ensuring investments, programs, data, and policy work is directed by and reflects the richness and needs of these communities.

**First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT**

- Prioritizing the needs of low-to-moderate-income families and neighborhoods with historical disinvestment.
- Addressing root causes through the administration of public funds, advocacy, and operationalization of public policy.
- Interrupting inequities that impact the conditions needed for kindergarten readiness.
- Ensuring that our investments, policies, practices, and Agency culture are aligned with our equity principles.

We acknowledge that our unconscious and conscious bias impacts our practices. Therefore, we are committed to deepening our understanding of how power, wealth, and opportunity imbalances appear in policies, communities, organizations, and interpersonal relationships. We can only do this as lifelong learners with a growth mindset focused on transformative change.

We commit to continuous improvement and to hold ourselves accountable to operationalize this statement and our principles.

In addition to our co-created Equity Statement, we are adopting the “Guiding Principles for Federal Action on Racial Equity” developed by national leaders [PolicyLink](#) and [Race Forward](#) to further articulate our intentions. The statement and principles are consistent with our systems approach and will be operationalized into each of our strategies.

**PRINCIPLES**

**PRINCIPLE 1 UNDERSTAND THE PAST, THE PRESENT, AND YOUR INFLUENCE**

Understand and acknowledge the federal, state, and local\* government’s role in impacting society at a wide scale to this day—whether positive, negative, or seemingly neutral.

**PRINCIPLE 2 CONSISTENTLY ADDRESS ROOT DRIVERS**

Target the fundamental root drivers of gaps and inequities and prioritize the people who have traditionally been excluded, recognizing these investments will benefit all.

**PRINCIPLE 3 WORK IN PARTNERSHIP WITH IMPACT IN RELEVANT COMMUNITIES**

Leverage the expertise and experiences of all to promote equity, particularly leaders of color and their communities.

**PRINCIPLE 4 ADOPT A CONTINUOUS LEARNING AND ADAPTIVE APPROACH**

Acknowledge that the scale and complexity of reaching racial equity will require ongoing commitment, action, and adjustments to drive meaningful change and strengthen our democracy.

**PRINCIPLE 5 BE TRANSPARENT AND ACCOUNTABLE**

Build public trust and accountability in the long-term commitment for racial equity through data-driven decision-making and outcome tracking.

\*Edited from the original “Five guiding principles for federal action on racial equity” developed by PolicyLink. Original source: 2021 PolicyLink report, [For Love of Country: A Path for the Federal Government to Advance Racial Equity](#), page 36.

**First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT****Working in Partnership**

In conjunction with our agencywide equity work, First 5 Alameda County will refine its partner engagement approach and practices. We define partnership as the authentic and intentional work to develop responsive and reciprocal practices and relationships—with parents, caregivers, providers, and community so that our strategies reflect a collective community vision.

Through our practices, we will increase parent and community engagement to promote equity and broader systems change. This agencywide commitment is represented in *all* our strategies, and we are nurturing our continued growth in this area to fulfill our commitment.

In the years ahead, we commit to:

- **Adopting** agency principles for partner engagement in all facets of our work. We will examine existing models and frameworks, including those introduced via the First 5 Association, the Ripples of Transformation, and the Center for the Study of Social Policy’s manifesto for parent engagement to inform the development of agency principles.
- **Engaging** in a cross-agency effort to operationalize shared principles and goals to align our work, ensure operational equity, and focus the direction of partner engagement.
- Assessing our current approach and practices including resources to support parent, community, and partner participation.
- **Providing** the necessary resources and capacity to support this agencywide initiative.
- **Adopting community advisory and governance mechanisms as mandated by legislation to administer funding from the Oakland Children’s Initiative (Measure AA) and named administrator of The Children’s Health and Child Care Initiative for Alameda County (Measure C).**

First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT

Strategic Plan Parameters and Financial Picture

First 5 Alameda County identified the following planning assumptions and parameters, approved by the Commission to guide the development of this document. THEY ARE:

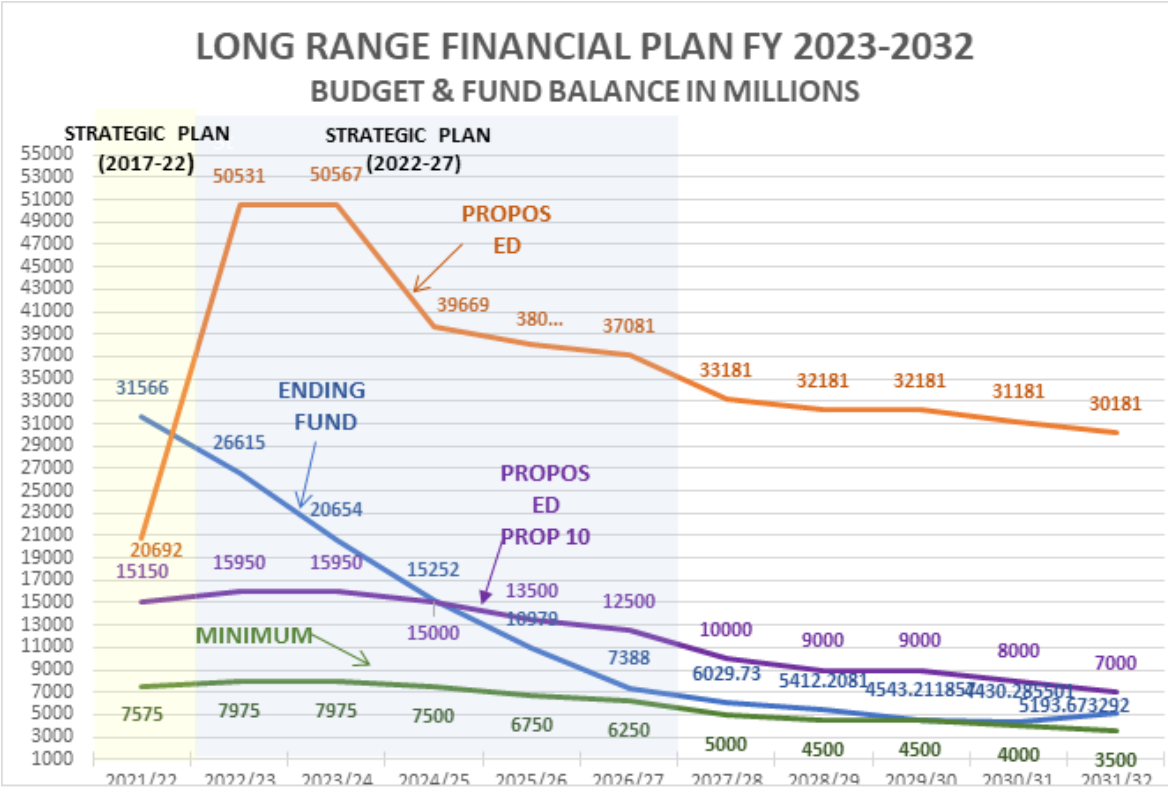
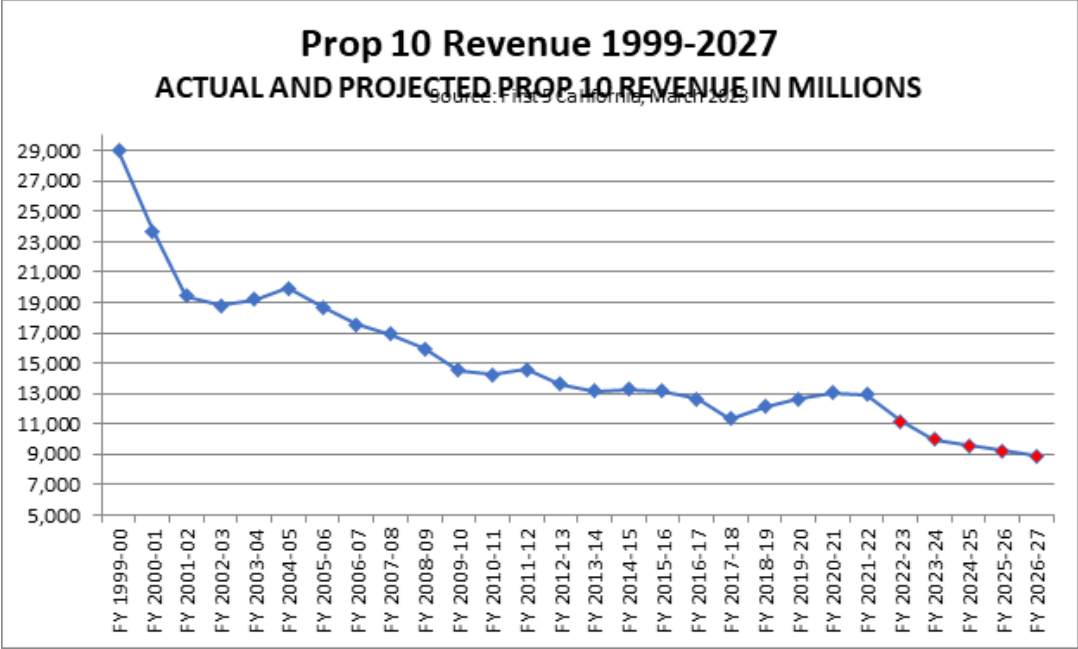
- **Continue to diversify revenue to support building an equity-centered early childhood system**, including partnerships with managed care, Social Services Agency, Health Care Services Agency, and other public entities to scale First 5 Alameda County programs fundamental to an early childhood system. This includes leveraging our infrastructure (financial, contract, staff expertise) to build out an equity-centered early childhood system.
  - Proposition 10 has been shoring up the early childhood system in preparation for the type of public investments we are now seeing from managed care for health, the Oakland Children’s Initiative (Measure AA), and The Children’s Health and Child Care Initiative for Alameda County (Measure C) for early care and education.
  - We are temporarily using our Sustainability Fund to make a loan to support a steady state so as not to reduce Agency capacity as we anticipate the continued build-out of the early childhood system.
- **New public funding liberates the flexible Proposition 10 funding to resource other parts of the early childhood system**, for example birth equity programs and advocacy supporting the “Family” part of the system (the size of the investment is subject to the decline in Prop. 10 funding).
- **Utilize a largely contracted and community-based, equity-focused model for Proposition 10-funded activities**, including direct services. Available Proposition 10 funds can be used to support proof-of-concept strategies for policy and systems change and provide funding to community-led initiatives. As a declining revenue source, it is not a sustainable funding stream to *scale* direct services staffed by First 5 Alameda County, or those we consider part of the county safety net.

**Strategic Planning Process**

First 5 engaged with Hickman Strategies LLC to facilitate a participatory strategic planning process that included:

- More than 40 **partner** interviews of county and community leaders
- Parent focus groups in English, Spanish, and Chinese, including parents with children with special needs, and one group specifically for fathers
- Commission engagement and adoption of strategic direction
- All-staff participation in multiple large and small group settings
- Executive Leadership Team retreats, and Senior Leadership working sessions

First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT

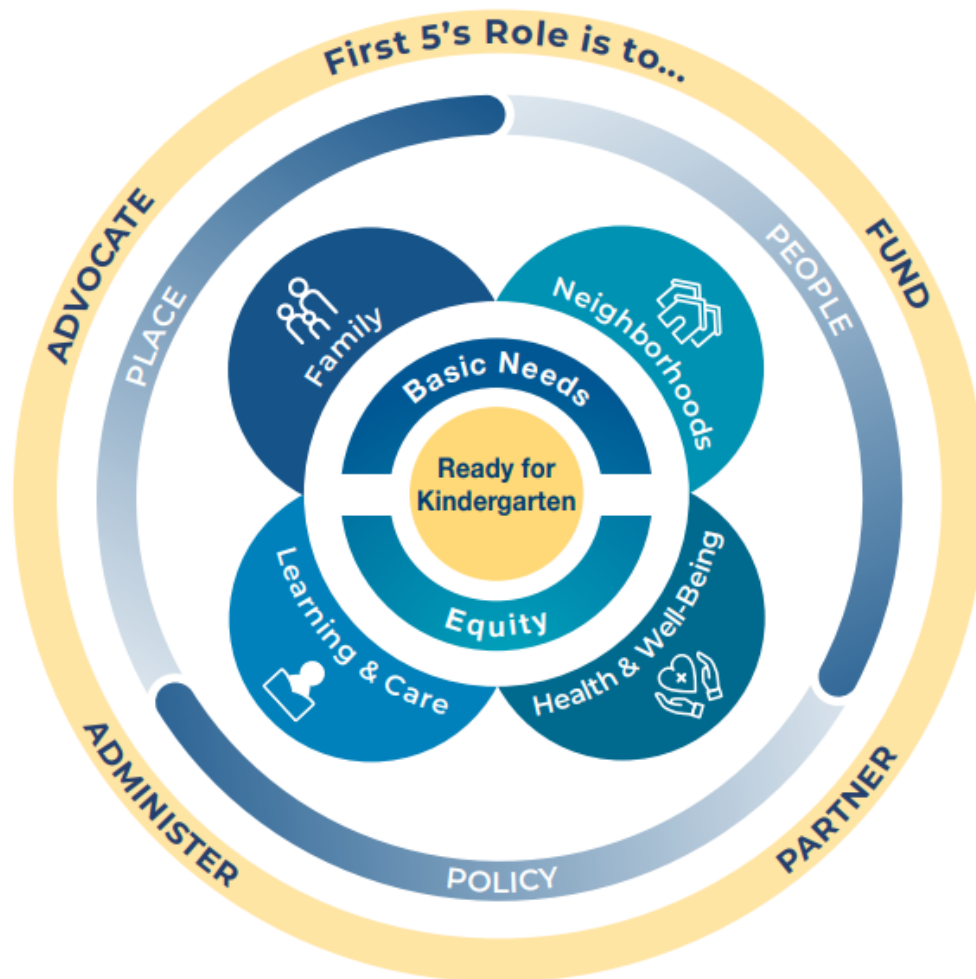


First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT

Local Revenue for Early Care & Education

**Additional Resources Create Opportunity**

The past five years have been a high-water mark for legislation and funding to address the divide in access to early care and education, healthcare, and social services in California. Both California and Alameda County are making significant investments in children and families. At the state level, California is implementing an unprecedented set of initiatives to redesign its social safety net, including Universal Pre-Kindergarten (UPK), California Advancing and Innovating Medi-Cal (CalAIM), and the Children and Youth Behavioral Health Initiative (CYBHI).



**Figure 1.** An early childhood system of care cultivates community and family conditions for children's kindergarten readiness.

In Alameda County there are two active ballot measures related to early care and education (See Appendix C on page 52 for more detail):

1. The **Oakland Children's Initiative (Measure AA)**, was passed in November 2018 and upheld by the courts in 2021. The Oakland Children's Initiative is funded by a parcel tax projected to provide approximately \$30 million annually in funding for early care and education and college preparedness programs for Oakland residents. In December 2022,

**First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT**

First 5 Alameda County was awarded the contract to serve as the Early Care and Education Implementation Partner for the Oakland Children’s Initiative.

2. The **Children’s Health and Child Care Initiative for Alameda County (Measure C)**, a countywide measure, was passed by voters in March 2020 and names First 5 Alameda County as the administrator of the Child Care, Preschool, and Early Education portion of the revenue. The Children’s Health and Child Care Initiative for Alameda County is facing litigation and if successful is expected to raise approximately \$150M annually for early care and education.

Given these federal and state policy initiatives, local ballot measures, and the groundbreaking partnership with the Alameda Alliance for Health, First 5 Alameda County is uniquely positioned for growth and sustainability when compared to its sister organizations. The new local revenue and scaling of programs, by tapping into federal and state allocations, afford an opportunity to reimagine a more equitable early childhood system. In doing so our lessons learned and local success could very well serve as a model and serve as an example for state and federal policies that recognize and invest in child care and the labor of providers as the public good that they are.

**Local Ballot Measures, First 5, and Alameda County’s Early Childhood System**

First 5 Alameda County commits to the responsible stewardship of these precious public resources, in partnership with the City of Oakland, Alameda County Board of Supervisors, community governance and advisory bodies, and other early care and education partners, particularly parents/caregivers and early care and education professionals. The Oakland Children’s Initiative (Measure AA) and The Children’s Health and Child Care Initiative for Alameda County (Measure C) will benefit Oakland and Alameda County’s early childhood system of care broadly and will impact First 5 Alameda County as the county’s only governmental agency solely dedicated to families/caregivers with children 0-5 by:

- Aligning new investment with our current investments and providing resources for backbone support to the early childhood system.
- Allowing us to leverage our subject matter expertise, community partnerships, and infrastructure.
- Facilitating integration with our programming and fiscal leveraging of Proposition 10, Measure AA and Measure C, in addition to federal, state, local, and philanthropic funds.
- Liberating the flexible Proposition 10 dollars to fund other components of the early childhood system (e.g., birth equity, neighborhood investments).
- Shifting our role, budget, operations, scale (i.e., staff and contracts), and community and public partnerships.

**Readying Our County for Systems Change**

*The intention is for First 5 Alameda County to leverage our Agency infrastructure to implement the mandates in the Oakland Children’s Initiative (Measure AA) and The Children’s*

**First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT**

***Health and Child Care Initiative for Alameda County (Measure C), and coordinate federal, state, and local funding streams to build a more coordinated, efficient, effective, and equity-centered early childhood system in Alameda County.***

The systems change opportunities for the early care and education system locally are profound. Measures AA and C will approximately double the amount of revenue the Alameda County ECE system receives from state and federal sources for early care and education. Given the local infusion of funding, what has been a broken, fragmented, and under-resourced system could look very different in the next 5 years. Our success will be dependent on our partnerships with community, providers, and public systems, and our administrative savvy and flexibility.

First 5 Alameda County preparations to administer Measure AA and Measure C required the agency to review its competencies, capabilities, capacity to perform this expanded role. Preparing our organization for growth was a top priority in 2022. This has included evolving the organizational infrastructure, bringing in resources to manage substantial organizational change, and successfully hiring critical positions. The hiring and structural changes will continue into 2023 – 2024 and beyond, as we have entered a 3–5-year building phase.

**To ready the agency and shore up the early childhood system in anticipation of Measure C, First 5 Alameda County has been planning, with community and partners, in the areas of:**

- **Quality Supports**
  - Supporting and advancing quality supports for early care and education providers, including family, friend, and neighbor (FFN) caregivers, in meeting their identified quality goals
- **Facilities Needs Assessment**
  - Investing in an early childhood and education Facilities Needs Assessment for centers and family child care providers to understand the infrastructure and space needed to offer high-quality care
- **Technology, Data Systems**
  - Assessing and planning for technology and data systems that promote and monitor the effectiveness of local strategies, including the mandated evaluation; integrate information on subsidies; quality and the ECE workforce
  - In FY24 convening a collaborative table inclusive of parents/caregivers, providers, and the ECE field for a local centralized child care subsidy eligibility list; and expand opportunities for parent, family, provider, and community engagement
- **Research and Evaluation**
  - In FY24 convening a countywide table to identify a common tool for measuring Kindergarten Readiness
- **Workforce Strategies**
  - Partnering with the field to develop workforce strategies to attract, train, retain, and promote early care and education professionals, including a landscape analysis to prioritize investments



## First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT

### Program Strategies

#### Overview

Since 2017, First 5 Alameda County has strategically enhanced its organizational capacity to engage in systems building by:

- 1) Increasing organizational capacity to center community need and voices;
- 2) Engaging in policy advocacy; and
- 3) Leveraging federal, state, and local funds to ensure sustainability and scale of programming vital to an early childhood system.

The evolution of our method of systems building has required us to take a multi-pronged approach, incorporating place-based investments, administration of programs, and building policy, data, evaluation, and communications capacity to articulate impact and advocate for resources.<sup>29</sup>

Using the Place, People, Policy implementation framework, First 5 Alameda County is catalyzing increased access to services and supporting family-friendly community conditions. This enabled us to be nimble in our response to the ongoing COVID-19 pandemic recovery, alongside support of building an equity-centered early childhood system in service to community, family, and child well-being.

### Neighborhoods Ready for School

#### Purpose

**Thriving neighborhoods are an essential component of an early childhood system.** First 5's Neighborhoods Ready for School (NRFS) strategy is a place-based investment, asset building, and policy response to the relationship and interplay between neighborhood conditions, family, and child well-being and the structural factors that contribute to overall health, development, and school readiness. The NRFS strategy funds trusted community-based organizations using an equity index to prioritize neighborhoods with young children that have been historically marginalized due to racist, classist systems and policies.

Our 2019 KRA confirmed the importance of this place-based approach. We found that neighborhood assets, especially the presence of mutual support among community members, along with sidewalks, walking paths, and libraries, significantly boost children's school readiness.<sup>22</sup> Families earning at least \$50,000 per year were significantly more likely than lower income families to report the availability of each asset in their neighborhood. Higher income families reported 6.1–6.7 assets in their neighborhoods, while lower income families reported 4.5–5.5 assets. Children in both low-income families and higher-income families had significantly higher kindergarten readiness if they also lived in asset-rich neighborhoods.

The NRFS strategy employs a trust-based philanthropy model that recognizes and prioritizes the knowledge and wisdom of those who live and work within communities. Community partners are best positioned to define their own needs, appropriate responses, and their role in policy advocacy. The key principles guiding this place-based community capacity building and infrastructure are:

- Strengthening economic supports and basic needs, food, and supply distribution during COVID-19 in service to systems change
- Increasing coordination of family services across systems, family navigation, and connection to resources
- Directing early childhood programs and services, including virtual supports

**First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT**

- Expanding the physical infrastructure to promote safe spaces for young children and their families
- Fostering family leadership and civic engagement
- Building partnerships among community organizations and government
- Supporting policy advocacy efforts catalyzed and led by residents

*Goals \**

1. Work with NRFS sites to identify priorities and current needs post-COVID-19 and make any needed refinements to the structure of our engagement.
2. Concentrate First 5 programs in NRFS catchment areas to leverage investments and generate multiplier effect across the neighborhoods.
3. Develop an essential data set for reporting and analysis to understand impact, identify areas for continuous improvement, and ease the reporting burden on grantees.
4. Invest in school district, service provider capacity and partnerships, and community infrastructure that supports families (housing, libraries, parks) and kindergarten readiness.
5. In collaboration with NRFS agencies use the qualitative and quantitative data collected from neighborhood partners and other sources to advocate for policy and systems changes that will help to improve conditions for families with young children.
6. Showcase successes and local stories that demonstrate effectiveness to support sustainability of the NRFS models.

## First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT

### Quality Early Care and Education (QECE)

#### *Purpose*

**Quality Early Care and Education (ECE) is a cornerstone of the early childhood system.** ECE enables parents to work outside the home and is a vital part of the local economy. It is an under-resourced and underappreciated profession.

Participation in quality early care and education (QECE) is a leading factor in predicting kindergarten readiness, as research has shown that **participation in QECE significantly narrowed readiness gaps.**<sup>22</sup> Our biannual Kindergarten Readiness **assessments** have consistently found *less than half* of children in Alameda County are fully ready for kindergarten, largely due to socioeconomics tied to structural racism, with particular consequences for African-American and Latinx children.

Affordability is a major barrier to accessing ECE. The cost of child care has risen 68% since 2014; a family of four in Alameda County with a preschooler and infant pay one-third of their income toward child care costs.<sup>15,8</sup> At the same time, there is a significant gap in access to subsidies for income-eligible families with an unmet need in 2018 of 91% of eligible infants and 46% of eligible preschool children in Alameda County.<sup>21</sup> The pandemic worsened existing inequities, with families facing historic levels of job loss, school and child care closures, and food insecurity.

ECE professionals are an underpaid and aging workforce, with high attrition rates. Eighty-seven (87%) of Alameda County ECE professionals, 79% of whom identify as Black, Indigenous, or other women of color, are considered very low-income for the county.<sup>12</sup> Across the county, the number of licensed family child care providers declined by 34% between 2007 and 2019.<sup>21</sup> These operational challenges increased in the pandemic. We estimate that the Alameda County ECE field lost \$395 million in FY2020-21 alone (\$220 million without taking into consideration the increased cost of providing care) and these losses are expected to continue in the current fiscal year.<sup>24</sup>

High-quality early care and education, licensed and community-based childhood development programming are key components of the early childhood system of care. The QECE strategy provides quality improvement supports for the mixed delivery system—centers, family child care (FCC) providers, and family friend and neighbor (FFN) providers—with coaching, training, professional development, technical assistance, and financial incentives and supports that include learning networks for each type of child care delivery setting, ensuring technical support, and fostering leadership and community. First 5 also partners with libraries and family resource centers to support quality developmental programming for those children who are not in a licensed early educational setting.

We recognize that the scarcity of public resources limits the existence of and access to quality child care and quality community-based programming. As a result, we prioritize those caring for children receiving subsidies and those that have historically been unable to access ECE supports, particularly FCCs and FFNs.

We recognize the strengths and needs of dual-language learners and promote inclusive practices in classrooms to meet the requirements of children with special needs, so all early learners are positioned for success.

Finally, we are updating our child care facilities census and charting the ECE workforce development needs. In addition, First 5 is creating opportunities to generate interest and professionalization of these

**First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT**

important roles by creating apprenticeship programs as a pathway to recruit people new to the field and retain teachers.

*Goals \**

1. Work with partners to design implementation strategy for Oakland Children’s Initiative (Measure AA), and lay a foundation for likely implementation of Measure C.
2. Co-design with parents, providers, and community partners, a more equity-informed approach to quality rating and Quality, Rating, and Improvement System (QRIS) in the mixed delivery system.
3. Shift First 5’s resources from formal assessment and rating to training, professional learning communities, curriculum support, coaching, professional development, stipends, and other financial supports, where allowable.
4. Provide core infrastructure support to the local Quality Counts California activities in Alameda County and maintain county readiness for additional partnership and funding opportunities.
5. Increase the number of FCC and FFN providers participating in Quality Counts, especially those serving low-income, dual-language learners, children with special needs, and children experiencing homelessness.
6. Expand partnerships with parks and recreation departments and libraries to serve children outside of formal care settings, while identifying ways to increase and improve place-based support for FFN and FCC in Neighborhoods Ready for School (NRFS) settings/neighborhoods.
7. Increase collaboration between QECE and other First 5 programs and investments, including NRFS, Help Me Grow, Parent Partnership, and Fatherhood.
8. Leverage and streamline, in partnership with Policy, Planning, and Evaluation staff, the local use of ECE data systems, including Hubbe and the California ECE Workforce Registry, to strengthen the collection of data and to better support planning, data decolonization, and tools for community partners and the ECE field.
9. Conduct and promote an ECE Facilities Needs Assessment to develop strategies to increase capacity and quality of facilities and infrastructure in key areas of unmet need.
10. Monitor, in partnership with Policy, Planning, and Evaluation staff, the implementation of TK-Universal Pre-K and support plans that incorporate best practices for meeting family and children’s needs and support the mixed delivery system.
11. Conduct a workforce landscape study, in partnership with the ECE Planning Council, Alameda County Office of Education, and community partners, to develop county strategies for leveraging state and local resources to address ECE workforce development pathways (i.e., apprenticeships, credentialing, higher education cohorts, etc.).

**First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT**

## Parent Partnership

*Purpose*

**Family Leadership is one of the core components of an early childhood system, as it enhances parents' leadership and advocacy in early childhood programs and at home.** First 5's redefined Parent Partnership strategy invests in direct services to families and children with a focus on maternal and child health and the 0–3 years and uses parent leadership to inform programming and investments. The Parent Partnership strategy increases access and reduces disparities stemming from inequities through program design, investments, and systems partnerships.

Inequities in policies, systems, and practices, with roots in structural racism, have an impact on families and children. Black women and birthing people are three times more likely to die during pregnancy or childbirth and to experience more maternal health complications.<sup>19</sup> Black babies are three to four times more likely to be born too early, too small, or to die before their first birthday.<sup>19</sup> Given the deep disparities and recognizing that the period from 0–3 is a critical time for children and families, First 5 is committed to programming, investments, and engagements that seek to improve underlying structural conditions and outcomes.

The revised Parent Partnership strategy includes: 1) formulating parent-advised investments in programs, supports, and services that promote equity in birth outcomes, maternal and child health, family well-being and kindergarten readiness, 2) ensuring parents representing the diversity of languages in Alameda County can be active partners through interpretation and translation, and 3) building partnerships with maternal and child health-serving agencies and organizations.

*Goals \**

1. Collaborate with parents and systems partners to define type of investment, program approach, and guiding frameworks to increase focus on birth equity, Black Maternal Morbidity and Mortality, and promoting equity in the 0-3 space.
2. Assess First 5's Cultural Access Services (CAS) structure within the Agency to best meet the diverse interpretation and translation needs of families, providers, and contractors.
3. Identify emerging opportunities, legislative and budgetary, related to maternal health and birth equity to inform program design, policy advocacy, and the evolution of the local early childhood system.
4. Employ data and lessons learned in collaboration with parents, staff, and partners to:
  - i) Advocate for scaling of DULCE, and the importance of legal, medical, and social services partnerships to address the social determinants of health.
  - ii) Demonstrate how parent partnership initiatives have improved outcomes for children and families to make a case for sustainability and systems change.

## First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT

### Pediatric Care Coordination

#### *Purpose*

**Comprehensive health and development is a key component of the early childhood system.** First 5's Pediatric Care Coordination (PCC) strategy focuses on achieving a common goal that all children in Alameda County grow up healthy, thriving, and strong. Decades of national research has demonstrated that early childhood development and overall well-being is affected by the social determinants of health including community and environmental conditions, racism, poverty, stress, relationships, access to resources, and education.

There are more than 32,000 low-income children under age six enrolled in Medi-Cal in Alameda County.<sup>18</sup> While Alameda County has been a state leader in enrolling income-eligible children in public health coverage, approximately 1 in 3 are not engaging in or receiving regular pediatric preventive care, including but not limited to well-child care and early childhood screenings.<sup>30</sup> Approximately 85% of children served through Help Me Grow, First 5's centerpiece program of this strategy, are insured through Medi-Cal, and 20% of families served were also referred to services for basic needs, such as food, housing, health care, and child care.<sup>31</sup>

Given this landscape, the primary goal of this strategy is to connect and integrate public and community screening, referral, and response resources. Our focus is to engage, assess, and connect children, especially Medi-Cal enrolled families, to pediatric preventative care, medically necessary services, and community-based programming and support.

Fundamental to this strategy is maximizing the family's pediatric visits. Pediatric visits are an entry point to care management, resource referral, and other community supports. Research has shown that expanding community-based care management improves overall family health and well-being.<sup>30</sup>

The Pediatric Care Coordination strategy fosters collaboration with community partners to leverage data and develop targeted strategies to fill service gaps, reduce barriers, and advance racial equity, thereby ensuring equitable access to supports and benefits.

First 5 adopted the nationally recognized Help Me Grow model as the primary implementation framework for the Pediatric Care Coordination strategy. The Help Me Grow program provides:

- Training and technical assistance to providers serving the Medi-Cal pediatric population (0-5) in Alameda County.
- Implementation and referral assistance to pediatric and early child care and education providers with recommended developmental, social-emotional, and/or Adverse Childhood Experiences Screenings (ACES), commonly known as toxic stress.
- Multilingual access to Help Me Grow's Central Access Point to provide support and care coordination to parent/caregivers for families of children with an identified need for developmental, behavioral, or other resources and services.
- Outreach and convenings to build a coordinated network of services and promote awareness of Help Me Grow.

#### *Goals \**

1. Build a menu of navigation services to provide support to families enrolled in Medi-Cal and other insurance for referrals to early intervention, community resources, family support, and basic needs.

**First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT**

2. Recommend strategies for increasing agency and **Help Me Grow** community capacity to address unmet needs, with a focus on First 5's Neighborhoods Ready for School catchment areas and other high need areas in the county.
3. Enhance the scope of Help Me Grow program training, screening, and resource referral activities to include social needs, support for pregnant and parenting populations, and those who have been exposed to Adverse Childhood Experiences (ACEs), with a particular emphasis on children insured through Medi-Cal.
4. Expand outreach and education that increases provider, community-based organization, and partner agencies understanding of individual and community conditions (such as social determinants of health and protective factors) that impact child development, well-being, and kindergarten readiness.
5. Assess opportunity and risks associated with funding streams that support EISCC, particularly the California Advancing and Innovating Medi-Cal (CalAIM) program.
6. Develop strategy and approach to enhance partnerships with early childhood system providers across health and education agencies, including Alameda Alliance for Health, Health Care Services Agency, Regional Center, and Local Educational Agencies to better connect supports and improve experiences for families.
7. Align and expand care coordination through pediatric delivery system programs and partnerships (e.g., **Help Me Grow** and Developmental Understanding and Legal Collaboration for Everyone, DULCE).
8. Assess opportunities for care coordination through early care and education, particularly with the expansion of Universal Transitional Kindergarten.
9. Evaluate new technology solutions, beginning with resource directory and referral platforms, to support improved coordination and communication among parent/families, providers, managed care plans, and First 5.

## First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT

### Fatherhood

#### *Purpose*

First 5's Fatherhood program is a unique approach to the early childhood system of care's family leadership principles. Historically, early childhood and family and community support programs have focused on serving mothers and children; in most cases, this unintentionally leaves fathers and father-figures out of the equation. **The Fatherhood program raises awareness of the benefits of the active role that fathers and father-figures have in early childhood development.** We have focused on strengthening collaboration with public systems and community-based organizations to promote and acknowledge the critical roles fathers and father-figures can play. To increase acceptance of and the experiences of fathers and father-figures participating in child development activities, First 5 sponsors training, support groups, and technical assistance geared toward the development of high-quality, father-centered services.

Our **KRA** studies have confirmed locally what the national research indicates. High-quality, involved fathering by dads who live in the child's home and apart, has strong, positive impacts on children's development, including academic achievement, emotional well-being, and behavior.<sup>31,32</sup> Locally, we found that fathers who accessed a greater number of community resources (parks, libraries, and museums) with their children contributed to their child's greater readiness for kindergarten.<sup>22</sup>

The Fatherhood program supports service providers with training that fosters healthy co-parenting relationships to ensure that parents are functioning as a team. High-functioning, healthier co-parenting relationships support young children's optimal development and bolster their social and emotional learning. These skills and interactions are shown to improve children's cognitive skills, which leads to increased kindergarten readiness.

#### *Goals \**

1. Incorporate Fatherhood and Father-Friendly Principles into First 5 structures and infuse Fatherhood strategies into First 5 programs: Neighborhoods Ready for School, Help Me Grow, Parent Leadership, and Quality ECE.
2. Engage fathers and male providers to inform the development of the Healthy Relationship Principles (HRP) tools to support providers with the integration of HRP in work with families and provide training on HRP.
3. Position the Fatherhood work for sustainability and scale through fund development and public systems partnerships.
4. Promote integration of Father-Friendly Principles in public and community-based systems of care.
5. Identify strategies to strengthen internal collaboration and referral pathways for additional public system support connecting fathers to employment, financial education, health, and housing.



**First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT**

## Agency Strategies

## Training

*Purpose*

**A diverse, well-informed, and well-trained provider and parent community are critical elements of the Early Childhood System.** In partnership with First 5 staff and community, First 5's Training department identifies, coordinates, and delivers instructional content, skill-building workshops, and information sessions to build the capacity of the early childhood system in Alameda County.

Our 2019 **KRA** study found that fewer than half of the kindergarten teachers surveyed had received training related to children with special needs, trauma-informed care, cultural humility, and family engagement. Pediatricians have historically had limited specialized training on child development, mental and behavioral health.<sup>33,34</sup> The same holds true for other direct service workers who serve young children and their families.<sup>35</sup> Equally importantly, parents and caregivers benefit from, and are eager for, information on topics relevant to their young children, but often do not know how to obtain it.<sup>36</sup>

The Training department delivers content aimed at supporting agency priorities and community needs. The Training team provides technical assistance to staff and community partners in best practices for identifying, planning, delivering, and evaluating educational programming.

*Goals \**

1. Reassess training offerings to ensure greater alignment with agency and community priorities and needs to ensure programming is focused on areas critical to sustainability of key investments and ongoing service provision.
2. Assist human resources with implementation of staff trainings ranging from professional development and technical assistance directly linked to agency strategy and program goals.
3. Incorporate equity framework into content development and mode of delivery to increase reach into underrepresented child care providers.

**First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT**

## Policy and Advocacy

*Purpose*

**First 5's Policy and Advocacy strategy utilizes analysis, data, information, and coalitions to support the evolution of an equity-centered local early childhood system. We engage in advocacy to scale and sustain effective programs and to promote public policies grounded in equity and justice.**

Our policy work seeks to shape, support, and sustain policies that proactively address the needs of families with young children and their caregivers in public systems. We anchor our policy efforts to our equity framework and the lessons learned from our program work with staff, community partners, providers, parents, and caregivers. Through our policy work, we mobilize a shared vision of an early childhood system of care that is a network of coordinated and responsive organizations that improve outcomes for children from birth to age five. First 5's biannual Kindergarten Readiness **Assessment** study repeatedly points to the importance of structural conditions, e.g., socioeconomics and access to early care and education, as critical to supporting children's success. In Alameda County approximately 1 in 10 children under six years lives below the Federal Poverty Level (\$26,500 for a family of four).<sup>16</sup> It takes \$137,660 to meet the basic needs of a two-parent family with one infant and one preschooler.<sup>8</sup> Alameda County is the second most disparate county in California for children enrolled in licensed early care and education—a key driver for kindergarten readiness.<sup>20</sup>

By understanding the legislative, budgetary, regulatory, and administrative levers of public systems, we create a multifaceted policy agenda for systems change. We leverage our resources, access, expertise, analytical skill set, and partnerships to listen, lift up needs, share successes, and evaluate impact of public investments that improve outcomes for children and families.

*Goals \**

1. Document success of First 5's work catalyzing sustainability, scale, and systems change initiatives that are contributing to the evolution of an early childhood system of care.
2. Convene partners, community, elected officials and their staff in discussions of policy issues and advocacy specific to families with young children, using findings from the 2021–2022 Kindergarten Readiness **Assessment** study and Neighborhoods Ready for School evaluation.
3. Create an annual policy agenda with input from staff and community; lift messages, insights, and policy priorities learned from programs including direct service needs of parents and caregivers, and gaps in the system.
4. Position First 5 with elected officials, policymakers, First 5 California, and other statewide associations as a key leader, partner, and convener in the work to advance the wellbeing of families with young children in Alameda County.
5. Craft a policy narrative in support of increased public investments in proven strategies to support an early childhood system of care with input from community leaders and policy makers.
6. Increase integration of data among systems at the local level to support data-driven policymaking with an equity and “whole community, whole family, whole child” approach.

**First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT**

Data and Evaluation

*Purpose*

**First 5’s Data and Evaluation strategy supports shared accountability, continued organizational learning, public awareness, and policy advocacy as part of our role in evolving the early childhood system.**

Research and data can provide a roadmap to systems change. Our research has pointed to the underlying structural conditions and opportunities necessary to support families with young children. Our Kindergarten Readiness **Assessment** shows that differences in kindergarten readiness are largely attributable to inequities of access to resources and educational experiences.<sup>1</sup> Our 2018 longitudinal study found that 4 out of 5 children who are not ready for kindergarten are still not caught up to grade level by third grade, pointing to the importance of early investments in children, families, and communities.<sup>23</sup>

**Working Definitions to Support Continued Learning and Practice:**

**Data Decolonization** refers to practices adopted to intentionally shift focus and ownership of data collection and analysis to Indigenous, Black, and Brown communities.<sup>37</sup>

**Data Democratization** refers to practices adopted to intentionally approach data collection and analysis with a community lens, supporting broad access to data and data analysis, including by those whom the data is about, as powerful tools for change, and eliminating unnecessary barriers to accessing and utilizing data.

We believe data, research, and evaluation are tools for making policy change, and creating a shared system and **partner** understanding of community priorities and needs. We focus on generating and sharing data, research, and results to inform internal agency decision making, our work with partners, public policy, planning, and advocacy. Through participatory research, storytelling, and other practices consistent with data decolonization and democratization, we put the power of data back into the hands of the people. We use data to highlight community conditions, the strengths and needs of our county’s youngest children, their families, and the providers who serve them, and to advance policies that promote equity.

We partner with colleagues and community on data and evaluation efforts to identify promising practices, demonstrate effectiveness, support efforts to scale and sustain effective strategies, and promote continuous quality improvement in the early childhood system.

*Goals \**

1. Deepen our understanding of equitable data and research practices, data decolonization, and democratization. Document learning, practices, and opportunities.
2. Use First 5’s biannual Kindergarten Readiness study and NRFS evaluation in collaboration with the community to inform policy advocacy and program investments.
3. Streamline production and elevate dissemination of data and research products as policy and communication tools for use by external **partners** and staff.
4. Strengthen understanding and support the interconnected needs of families and communities by developing robust data sharing agreements with public agencies and other key partners.
5. Identify opportunities for evaluation/research projects in collaboration with partners and community to make a case for sustainability, scale, and/or systems change.
6. Streamline data collection, Results Based Accountability (RBA) measures, and reporting with an eye to information that would most meaningfully contribute to agency decision-making, continuous improvement, and the identification of promising practices.
7. Complete agencywide implementation of RBA framework so that staff and leadership consistently use data and research findings to inform decisions and promote continuous improvement across all programs.

## First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT

### Communications

#### *Purpose*

**First 5's communications strategy builds public awareness, mobilizes support, promotes systems coordination, and advocates for investments in an equity-centered early childhood system of care.**

The communication department works with internal and external audiences to inform and guide key **partners** and decisionmakers in understanding, building, and supporting an equitable, sustainable, and comprehensive early childhood system.

First 5's communication department creates compelling narratives about the importance of early childhood, positive and adverse childhood experiences, and "whole community, whole family, whole child" policy and programs. We use messages, stories, and data that point to the structural conditions, including racism and classism, underpinning children's outcomes, and highlight opportunities to build thriving communities, families, and children.

First 5's communications strategy reinforces the agency's position as leading local policy voice for children and families. Communication initiatives provide support for the early childhood system in the form of investments, capacity building, and community data to inform priorities and decision making. We promote centralized resources, information, and services for parents, caregivers, and service providers.

First 5 advances equity and **partner** engagement in its communications by using feedback loops to listen to and report back to community **partners**, allowing us to:

- Create accessible content and design, multiple languages, and modalities
- Elevate community voice in communications materials
- Highlight family and community successes despite structural barriers
- Represent diverse families and family structures across all media.

#### *Goals \**

1. Update First 5's Communications Plan to advance equity commitment, promote programmatic success, policy advocacy, and partnerships for systems change, and to sustain and scale effective and promising programs.
2. Generate and disseminate content for policymakers, advocates, and providers by producing multimedia collateral material, policy and data briefs, case studies, website, social media, and media engagement.
3. Increase access to and ease of navigation of centralized information and resources for neighborhoods, families, caregivers, providers, and policymakers.

## First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT

### Introduction to Operational Support Functions

First 5 Alameda County Operations Division includes finance, human resources, technology, facilities, and administration. **These teams support** the day-to-day operations of the agency and allow the organization to play a backbone role to community-based organizations, providers, and public agencies that are part of the early childhood system.

The next phase of First 5 Alameda County will require us to continue doing our core work, while adding new capabilities, infrastructure, and capacity. Consistent with the direction set with our 2017-2022 Strategic Plan, much of our new funding will likely be contracted out to external parties. As a result, our hiring will reflect the staffing skillsets needed to support contract development (what to procure), performance measurement, planning and project management, communications, government relations, policy advocacy, and financial budgeting and forecasting.

As the administrative lead of significant public resources, we are uniquely positioned and have the responsibility to partner with community, parents, and providers to reimagine an early childhood system that is equity centered.

### Administration and Facilities

**First 5's Administration and Facilities' strategy is to provide a safe, productive, efficient, and inclusive work environment for staff and partners.** The Administration and Facilities teams ensure that the facility is operating as it should on a daily basis by completing regular inspections, ensuring compliance with all relevant requirements and standards, and conducting repairs and maintenance. Additionally, office administrative operations are performed in a seamless manner to ensure the efficient operations of the agency.

#### Goals \*

1. Maintain and operate an office facility that provides a safe, clean, functional, and welcoming environment.
2. Perform maintenance and repairs in a minimally disruptive manner.
3. Review operational efficiencies to maximize the utilization of resources.
4. Ensure that the office facility meets legal requirements and health and safety standards.
5. Provide efficient and effective administration procedures and practices.

## First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT

### Finance

#### Purpose

**First 5's Finance strategy enables the agency to use Proposition 10 funds strategically for direct service programs, as First 5 transitions away from providing direct services funded by Proposition 10 to a contracted and community-based model.**

Finance focuses on budgeting, financial planning, forecasting and managing revenue and expenditures for programs core to the agency's mission. The Finance department effectively and transparently communicates fiscal data to the First 5 Alameda County Commission to ensure the ongoing health and viability of the organization.

#### Goals \*

1. Develop and maintain fiscally responsible and sustainable budgets that reflect our strategies with input from **partners** and **systems**.
2. Present timely financial reports to identify current and future revenue and expenditure trends.
3. Implement the agency's financial policies and procedures to ensure the timely, accurate, and complete reporting of financial information.
4. Ensure that financial operations and transactions are accurate and in compliance with federal, state, and financial requirements.

### Human Resources

#### Purpose

**To serve First 5's function as a backbone to the early childhood system, Human Resources builds the capacity of the agency and our workforce.** First 5's Human Resource strategy focuses on aligning agency structure, staffing, operations, and culture with its organizational focus on systems change work. Human Resources serves as an effective partner by providing efficient and solution-focused services, maintaining a culture of inclusiveness and belonging, and ensuring First 5 has the requisite expertise, competencies, and skills needed to successfully execute the 2022–2027 Strategic Plan. We seek to retain and recruit a diverse workforce that reflects Alameda County, support staff development, ensure regulatory compliance, and support agency planning to inform organizational structure and business processes.

#### Goals \*

1. Engage in organizational development to improve the agency's capability through alignment of our mission, strategy, people, structure, and processes.
2. Focus our talent acquisition strategies on attracting, developing, and retaining a talented and diverse workforce.
3. Expand professional development and create resources dedicated to offering learning opportunities that support our organizational goals while enhancing the knowledge and skills of our workforce and increasing employee engagement, retention, and morale.
4. Provide support and guidance to agency equity training and definition processes, incorporating future recommendations into internal practices.
5. Cultivate leadership within the agency, including succession planning and staff capacity building. Doing so will help to support the agency and develop leaders for the early childhood field.

**First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT**

## Technology

*Purpose*

First 5's Technology strategy focuses on deploying technology applications and tools to support **coordination and linkages, communication, and shared accountability among agency staff, partners, and grantees**. With equity at the center of service design and delivery, this strategy provides support to staff and partners for operational efficiencies, data collection and tracking, and performance management.

*Goals \**

1. Conduct a technology assessment to create a roadmap for decision making regarding applications for accounting, Salesforce, case management, resource directory, and website applications.
2. Develop a process for selection of technology solutions that foster teaching, learning, research, and operations.
3. Plan for the eventual implementation of data systems to prepare for the likely implementation of Measure C, including a child care Centralized Eligibility List (CEL) and enrollment systems, contingent on funding.

*\*Goals are listed in no particular order.*

**First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT**  
**Proposition 10 FY 23/24 Investments**

First 5 is using a Maintenance of Effort approach to this Strategic Plan for fiscal year 2023-2024 to maintain strategy budgets as we seek to build out the early childhood system. The budget will be updated annually.

| Strategy  | Annual MOE Allocation |
|---|-----------------------|
| <b>Neighborhoods Ready for School</b> is a place-based investment, asset building, and policy response to the relationship and interplay between neighborhood conditions, family, and child well-being and the structural factors that contribute to overall health, development, and school readiness.   | \$3,200,000           |
| <b>Quality Early Care and Education</b> provides quality improvement supports for centers, family child care (FCC) providers, and family friend and neighbor (FFN) providers with coaching, training, professional development, technical assistance, and financial incentives and supports; learning networks for each type of childcare delivery setting; funds community-based programming for those children who are not in a licensed early educational setting. | \$1,922,500           |
| <b>Parent Partnership</b> provides direct services to families and children with a focus on maternal child health and the 0-3 years and uses parent leadership to inform programming and investments.   | \$1,693,672           |
| <b>Pediatric Care Coordination</b> connects and strengthens public system and community resources to engage, assess, and connect children, with a focus on Medi-Cal enrolled families to pediatric preventative care, medically necessary services, and community-based programming and support.  | \$1,801,328           |
| <b>Fatherhood</b> strengthens collaboration with public systems and community-based organizations, increases the representation and improves the experiences of men and fathers through training, strategic messaging, and the development of high-quality father-centered services.  | \$312,500             |
| <b>Training</b> identifies, coordinates, and delivers training to foster a diverse well-trained provider workforce, and supports awareness, leadership, and linkages in each of the core components of the early childhood system.  | \$700,000             |
| <b>Policy</b> utilizes analysis, data, information, and coalitions to support the evolution of an equity-centered local early childhood system. We engage in advocacy to scale and sustain effective programs and to promote public policies grounded in equity and justice.  | \$1,146,600           |
| <b>Data and Evaluation</b> supports shared accountability, continued organizational learning, public awareness, and policy advocacy as part of our role in evolving the early childhood system.   | \$1,058,400           |
| <b>Communications</b> works with internal and external audiences to inform and guide key stakeholders and decisionmakers in understanding, building, and supporting an equitable, sustainable, and comprehensive early childhood system.  | \$ 605,000            |
| <b>Operations and Administration</b> includes finance, human resources, technology, facilities, and administration.   | \$3,510,000           |



First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT

Measuring Our Progress

**Results Based Accountability (RBA) as a Tool for Equity**

**Population Result:** The wellbeing of a whole population in a geographic area (e.g., all children under 5 in Alameda County, or all families with children under 5 in a zip code)

**All Children in Alameda County are Ready for Kindergarten**

We look at disaggregated data to understand structural inequities that create disparities in outcomes. This helps to inform our programs and investments.

**Performance Accountability:** The well-being of client populations for programs, agencies, or service systems (e.g., all children 0-5 on Medi-Cal, all families served by ABC community organization)

*For our programs and investments, we ask ourselves:*

- *How much do we do?*
- *How well do we do it?*
- *Is anyone better off?*

**For more on Results Based Accountability and Equity, [Racial Equity: Getting to Results](#) (2017)**

To understand, track, and guide our progress towards the results outlined in this plan, we use data, research, and parent and community knowledge. Together this information helps us understand how well children and families in the county are doing in areas that we know correspond to **kindergarten readiness**—like access to basic needs, participation in early care and education, and neighborhood conditions.

We also use data to help us understand the performance and impact of our programs and investments and opportunities for continuous improvement.

This method of distinguishing “**population**” and “**performance**” data is part of a framework called Results Based Accountability (RBA) which is widely used by funders and public agencies, including Alameda County. It is a disciplined way of thinking and taking action that can be used to improve quality of life in communities, as well as to improve the performance of programs. RBA is a simple, plain language approach to measurement that puts the focus on the ends and works backwards to the means.

In our approach we strive to use data for action, and we work within our agency and with partners to make data accessible, relevant, and actionable. We want to ask the “story” behind the data (what does the data tell us?), the partners who have a role to play, and steps we can take, including those that advance our equity commitment, are community-driven, and are low-cost to no-cost ideas.

We use **evaluation** as a tool to help us get “under the hood” to understand why and how investments or programs might be working, and lift promising practices for policy advocacy, sustainability, and scale.

Finally, we recognize the critical role of intentionally centering our approach around equity. We are committed to participatory, equity-informed, and community driven practices in our data, research, and evaluation work. This means that at every stage—from identifying research questions and measures, to data

collection methods, to interpreting findings and developing recommendations—we seek to be in deep partnership with community.

*Implementation*

The 2022-2027 purpose statements, goals, and key initiatives are the next phase of the new strategic direction set for First 5 Alameda County in the 2017-2022 Strategic Plan. In the first year of the implementation phase, we engaged in a participatory process with internal teams to identify performance measures to understand progress towards our goals and are collecting baseline data in fiscal year 2022-2023. The agency continues to prepare, adapt, and respond to the changing landscape as an influx of local resources becomes available to First 5 Alameda County and the larger early childhood system. As these shifts occur, we will continue to identify data, research,

**First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT**

and evaluation approaches, in close partnership with community, to understand, monitor and ultimately improve outcomes for children, families and communities.

## Appendixes

### A: Examples of First 5 Priority Efforts

Source: [Kindergarten Readiness in Alameda County 2021-22: Appendix B – May 2023 Update](#)

**Support Communities**



**FINANCIAL STABILITY**

**Program Investments**

- Invested over \$5 million in [distribution of essential supplies](#), including diapers.
- Worked with family-serving shelters and provided capital awards, [supply stipends](#), and technical assistance.

**Policy Advocacy**

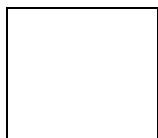
- Advocated for increases in economic supports for families at local, state, and federal levels, e.g., child tax credits, diaper banks, supports for CalWORKs.
- Funded the [evaluation](#) of Help A Mother Out’s diaper distribution and provided a [letter of recommendation](#) for the successful application to the California Commission on the Status of Women for a \$25,000 Women’s Recovery Response grant.
- Signed on to an [open letter from the National Collaborative for Infants and Toddlers](#), laying out a vision for increased investments in prenatal-to-three issues in 2022 and beyond.
- Provided [public comment](#) to support Stable Rents and Stable Families campaign to strengthen rental protections for the unincorporated communities in Alameda County.
- Provided public comment in support of [AB 2053: The Social Housing Act](#) (Assemblymember Lee) to connect early childhood and affordable and stable housing.
- Submitted a [comment letter](#) to the City of Oakland’s General Plan Housing Element highlighting the housing needs of families with young children and early care and education professionals living in Oakland and Alameda County.
- Signed-on to a [federal letter](#) urging Congress to include housing investments in the revised budget reconciliation bill.
- Submitted a letter in support of SB 1083 to increase access to homeless assistance support for pregnant CalWORKs families. The bill was signed into law in September 2022.
- Supported AB 230 (Assemblymember Reyes) and SB 59 (Senator Skinner), which proposes increased access to period products as a form of basic needs.
- Signed on to a letter and provided public comment supporting a State Budget Proposal for \$30M over three years for diaper and wipe distribution.
- Submitted a federal [regulatory comment](#) in support of proposed updates to modernize the Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) by allowing online ordering and transactions and food delivery.
- Submitted a letter of support for AB 309 (Lee) which proposed to increase access to affordable and stable housing.



**THRIVING NEIGHBORHOODS**

**Program Investments**

- As part of the [Neighborhoods Ready for School strategy](#), First 5 funds trusted community organizations and family resource centers to build an ecosystem of support for families in the community.



**First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT**

- Contracting with [Cities and People Advisors](#) to facilitate grantee strategic planning process in 2023, and support intentional integration with the Oakland Thrives 10-year plan and significant philanthropic investment in Oakland.
- Provide training and coaching in early identification to newly recruited family child care providers.
- Help Me Grow trains providers to offer their families early screenings and offers direct screening through the [Developmental Screening Program](#); provides care coordination and navigation support to families referred to the Central Access Point (phone line); and conducts community outreach and networking events to stay on top of available services and resources.

**Policy Advocacy**

- Signed on to a [budget letter](#) requesting that the California legislature and administration increase wage replacement rates for low-wage workers in the State Disability Insurance and Paid Family Leave programs.
- In partnership with the City of Oakland, submitted a [one-time state budget request](#) to improve Oakland’s play spaces for young children and their families.
- Funded an [evaluation](#) of our place-based Neighborhoods Ready for School strategy to inform policy advocacy and public investments.
- Partnered with parents and caregivers to inform the design, implementation, and interpretation of the [2021-22 Kindergarten Readiness Assessment \(KRA\)](#) as part of a research to action approach and commitment to equity.
- Submitted letters of support for [AB 2517 \(Assemblymember Bonta\)](#) and AB 1321 (Assemblymember Bonta) which propose to establish a two-year California Coordinated Neighborhood and Community Services grant program to implement new, and strengthen existing, neighborhood and regional cradle-to-career networks to reduce inequities and increase economic mobility in communities across California through integrated place-based support systems.
- Advocated to ensure equitable implementation of CalAIM; submitted a [letter](#) to the state budget subcommittees in response to the state’s proposed sunset of the Child Health and Disability Prevention program.
- Submitted a [letter](#) to the City of Oakland in support of San Antonio Neighborhood’s recommendations and work with neighborhood members to finalize and implement a Master Plan that supports the health and well-being of children ages birth to 5.
- Submitted a public comment on the Draft PY21–24 Regional Plan Biennial Modification highlighting the workforce needs of families with young children and early care and education professional living and working in Alameda County.

Support Families



FAMILY HEALTH & WELL-BEING

## First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT

### Program Investments

- [Help Me Grow Alameda County](#) supports families to connect to medical check-ups, with particular focus on Medi-Cal clients; trains providers to offer screenings; and provides the HMG central access point (phone line) for information and care coordination.
- Awarded \$1.45 million from the Alameda Alliance for Health for an expanded partnership through HMG program to support access to pediatric preventative care, care management, and quality improvement.
- Fund DULCE at Highland Hospital to provide health, family, and legal services to families.
- As part of the Alameda County Emergency Child Care Response Team, partnered with Samuel Merritt University School of Nursing and ECE providers to provide health consultation support through the [Health Heroes program](#).
- Support for Afrocentric playgroups and promotora programming. Promotores and community health workers are liaisons between their communities and health providers, social service providers, and resources.
- Lead on a regional grant application with Contra Costa to support Afghan family resettlement, funding planning and direct services, engaging in community events and advocacy.
- Participation in workgroup led by the Alameda County Office of Dental Health to improve access to dental care for the 0-5 age group through communication, outreach, and integration with primary care.
- Partner with the Alameda Alliance for Health, federally qualified health centers, and UCSF Benioff Children's hospital on efforts [to expand care coordination and navigation to services through pediatric sites](#).
- Our Cultural Access Services program provides language supports, promotes cultural humility and appreciation of the county's diverse population through interpretation and translation for First 5 and partner programs to increase access to community-based services.
- Fund parent and caregiver supports, such as [Dad-scussions](#), Parent Cafés, and culturally specific playgroups, through the work in each of the Neighborhoods Ready for School sites.
- Participates in systems building as a member of Alameda County's Perinatal Equity Initiative Steering Committee to dismantle unjust systems and practices that harm Black birthing people and their babies by addressing the causes of persistent inequality and identifying best practices to improve outcomes.
- Contracted with Mothers-for-Mothers Postpartum Justice to support a pilot project, Honoring & Unifying Gatherings (HUGs). This project will partner with local Black-owned cafes to provide a safe space for new mothers, birthing people, and caretakers of infants in the community to come and connect with each other weekly over a free beverage and pastry.
- Contracted with TLC Consulting & Maternal Healing-Midnight Milk Program to offer free afterhours infant feeding, pregnancy, and postpartum virtual support group to address existing inequities in accessing lactation support; and workforce development for participants interested in becoming lactation peer educators or birth workers.

### Policy Advocacy

- Submitted a letter in support of [AB 1995](#), a proposal to eliminate monthly Medi-Cal premiums or copayments so that low-income households can put resources toward other essential needs.
- In support of continuous Med-Cal eligibility, AB2402, staff [gave testimony](#) (beginning at the 2:36:50 mark) at the California State Assembly.

**First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT**

- Submitted a letter in support of [SB 65 the California Momnibus bill](#), which would re-imagine maternal health to improve perinatal outcomes, close racial disparities in maternal and infant mortality and morbidity, and improve data collection and research on socioeconomic factors that contribute to negative birth outcomes.
- Provided the California Department of Health Care Services feedback on a draft of the Medi-Cal Community Health Worker Provider Manual to ensure that its language supports implementation to advance health equity.
- Wrote a [letter to the state](#) supporting the California Department of Public Health’s Maternal, Child and Adolescent Health priorities to advance health equity for women, birthing people, children, adolescents, and families.
- Signed on to a [letter](#) rejecting the Governor’s proposal to delay implementation of the Community Health Workers, Promotoras, and Representatives (CHWPR) workforce and training funds. We also signed on to a letter requesting that the Governor use funds from the Managed Care Organization Tax Proposal to raise CHWPR wages.
- Supported Alameda County’s Social Services Agency’s ask for three enrollment office mobile vehicles to help connect families to programs and services they are eligible for.
- Submitted a [letter](#) in support of AB 583 (Assemblymember Wicks), which would establish the Birthing Justice for California Families Pilot Project to support specified groups, including community-based doula groups, to provide full-spectrum doula care to pregnant and birthing people who are low income and do not qualify for Medi-Cal or who are from communities that experience high rates of negative birth outcomes, among others.
- Published a Birth Equity Policy [Brief](#) highlighting recommendations and local strategies to ensure Black women and birthing people have safe and healthy births.



**EARLY CARE & EDUCATION**

- Named administrator of [Measure C: Children’s Health and Child Care Initiative](#) for Alameda County. Measure C creates a half-percent (0.5%) sales tax, estimated to raise ~ \$150 million per year, to provide support and enhancements for child care, preschool, early education, and pediatric health care in Alameda County. Measure C provides an opportunity to expand access to subsidized early care and education for thousands of families in Alameda County.
- Selected as the Early Education Fund implementation partner for Measure AA: Oakland Children’s Initiative (OCI, also known as Measure AA). The Oakland Children’s Initiative will leverage approximately \$30 million in annual revenue to dramatically expand availability, affordability, and the quality of preschool and early care and education, as well as significantly increase college enrollment and college graduation rates. Approximately ⅔ of the funds raised by Measure AA will support early childhood education and approximately ⅓ of the funds will support college access and persistence support.

**Program Investments**

- Awarded \$1,000,000 from Alameda County Social Services Agency to build a countywide child care centralized eligibility list (CEL) that will help caregivers access subsidized child care.
- Expanded number of licensed family child care providers participating and benefiting from [Alameda County Quality Counts](#), building peer support.
- Jointly funded Alameda County’s ECE [Apprenticeship Program](#) and evaluation to provide CalWORKs participants training, advanced degrees, and employment in ECE settings; advocated for additional investments in the model.

**First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT**

- HMG care coordination and family navigation services provide connections to services and supports for parents and caregivers, as well as emotional support.
- Supported child care providers with technical assistance in English, Spanish, and Chinese for the statewide [Minor Renovation and Repair Grant Request for Applications](#) for both centers and family child care.
- Support libraries to provide children’s books in multiple languages, offer playgroups, provide [take-home resources for parents, including over 1000 literacy kits](#), and provide developmental screening and referral on-site through HMG.

**Policy Advocacy**

- Provided a letter of support for Food with Care: [SB 1481](#) (Senator Becker) that would provide free daily meals to children in child care by enabling all child care providers to qualify for the highest level of reimbursements for the meals they serve.
- Wrote to the Federal Alameda County Delegation urging them to support child care in the reconciliation process.
- Signed-on and wrote to our Federal Alameda County Delegation for their support on the [Healthy Meals, Healthy Kids Act](#) designed to strengthen school meals, child care food programs, Special Supplemental Nutrition Program for Women, Infants, and Children (WIC), and other federal nutrition programs for children.
- Submitted a letter of support for AB 679 (Assemblymember Wicks) to support an increase meal rate reimbursement for meals served by family child care providers.
- Submitted public [comment](#) on Alameda County’s Mental Health Services Act (MHSA) [three-year plan for FY 2022-23](#). The letter highlights findings from our most recent KRA report and the continued need for mental health services and [supports that target young children, their parents/caregivers, and the early care and education workforce](#).
- Submitted letters of support for AB 1352 (Bonta) which proposes to expand the Alameda County’s Child Care Pilot Program which will be expiring June 30, 2023.
- Submitted a [letter of support](#) for AB 51 (Bonta) to support effective and equitable functioning of California’s early childhood system so that it meets the diverse childcare needs of families and the workforce in every community.

Support ECE  
Professionals,



**KINDERGARTEN TRANSITION SUPPORTS**

**First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT**

**Teachers, and Care and Education Systems**

**Program Investments**

- Developed a Summer Pre-K (SPK) program that partnered with low-performing and high need elementary schools in Alameda County. SPK provides quality transitional early childhood experiences for children without prior preschool or child care experience entering kindergarten in the fall.
- Funded school districts in Alameda County, using an equity index, to support kindergarten transition programming (educational materials, books, tablets) and supports for families (basic needs).
- Through the Neighborhoods Ready for School (NRFS) initiative, community partners promote child-and-family friendly communities, strong families, and school readiness.
- Leader of Alameda County Fathers Corps, a collaborative focused on empowering and supporting fathers, service providers, agencies, systems, and the wider community to raise awareness of the critical role of fathers and father-figures and the benefits of active father involvement on young children’s development; provide training and support to service providers with implementation of the Father-Friendly Principles; and advocate for more father-specific and father-friendly services.
- Awarded grants to community-based organizations to provide drop-in groups to support fathers in addressing their challenges in accessing public and community supports.
- Partnered with 10 libraries across the county to facilitate story time and playgroups for the community. At these events, families are also connected to the Help Me Grow program, where they can access support and resources for children’s development, learning, and behavior.

**Policy Advocacy**

- Alameda County Fathers Corps advocates for local systems change and has championed a state resolution on the adoption of the Father-Friendly Principles.
- In partnership with Oakland Unified School District, Union City Family Center, and county libraries, First 5 published a policy brief on kindergarten transition supports.
- Hosted a Policy Breakfast focused on sharing and digesting key findings from the recent Kindergarten Readiness Assessment (KRA), and highlighting remarks from featured speaker Assemblymember Mia Bonta.

**Support ECE Professionals, Teachers, and Care and Education Systems**



**SUPPORTED EDUCATORS & SYSTEMS**

- Named administrator of Measure C: Children’s Health and Child Care Initiative for Alameda County. Measure C creates a half-percent (0.5%) sales tax, estimated to raise ~\$150 million per year, to provide support and enhancements for child care, preschool, early education, and pediatric health care in Alameda County. Measure C provides an opportunity to improve compensation for the early care and education workforce.
- Selected as the implementation partner for the Early Education Fund of Oakland Children’s Initiative (also known as Measure AA). The Oakland Children’s Initiative will leverage approximately \$30 million in annual revenue to dramatically expand availability, affordability, and quality of preschool and early childhood education, as well as significantly increase college enrollment and college graduation rates. Approximately 2/3 of the funds raised by Measure AA will support early childhood education and approximately 1/3 of the funds will support college access and persistence support. OCI also includes a minimum wage requirement for providers.

**Program Investments**

**First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT**

- Expand participation in the number of providers participating in Quality Counts program for quality improvement, coaching, professional learning communities, and quality grants.
- Investing in training (over 4.5k attendees and 11k [YouTube views](#)) to strengthen providers' and families' understanding of best practices for early education, mental health, family support, health, and administration.
- Financially support school districts with kindergarten transition efforts, including through the [Community Resilience Fund](#) grants allocated using an equity index.
- Partnered with Alameda County Social Services Agency and Supplybank.org to [distribute 880 air purifiers to 440 family child care providers.](#)
- Administered [\\$3 million in family child care grants](#) provided by Alameda County Social Services Agency from CARES Act funds.
- Invest in the [CARE Family Resource Navigation](#) program, which has been effective in supporting families experiencing homelessness with child care and access to basic needs.
- Distributed over [12,000 backpacks with supplies](#) to incoming kindergarteners through schools and community partners.

**Policy Advocacy**

- Provided public comment to the Alameda County Behavioral Health — Mental Health Services Act Plan FY 2022-23 to highlight the need for infant and early childhood mental health services and supports through investments in the Infant and Early Childhood Mental Health workforce and Consultation programs.
- Submitted a [letter](#) to the state supporting the Rate and Quality Stakeholder Workgroup's recommendations for investments in the workforce and for an equitable rate reimbursement system.
- Promote coordination between school districts and the early care and education mixed delivery system in planning for implementation of Universal Transitional Kindergarten/Prekindergarten.
- Signed on to a [letter](#) urging Governor Newsom and State Legislators to adopt an alternative methodology utilizing a cost-estimation model and multi-year transition plan to address the child care crisis and transform child care and early learning in California.
- Provided public comment at state workgroup meetings advocating for meaningful weights on regional adjustments that reflect the local cost of quality child care and cost of living.



First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT  
 B: Summary of Strategic Plan Partner Feedback (June 2022 Version)

## Summary of Strategic Plan Stakeholder Feedback

**Build/evolve the early childhood system.**

**Families and communities have strengths to build upon and should be valued, listened to, and leveraged.**

**Underlying structural inequities by race and class are impacting families, providers, and communities.**



**Families**

**Staff**

**Community  
Data**

**Stakeholder  
Interviews**

### PRIORITIES FOR SUPPORTING FAMILIES

**A “seamless” system that addresses basic needs ( i.e., food, housing, transportation), child care, health and mental health/social connections**

### PRIORITIES FOR SUPPORTING PROVIDERS

**Wages and professional development, flexible funding, and organizational capacity building**

### PRIORITIES FOR FIRST 5

- **Define and clarify role**
- **Emphasize partnerships with families, community, community-based organizations, and systems**
- **Leverage place-based investments and consider other opportunities by place and population**
- **Use data and policy advocacy in partnership with community for systems change**
- **Build agency capacity to meet new need and opportunity**
- **Support staff leadership and well-being**

### PRIORITIES FOR SYSTEMS

- **Invest in families with young children**
- **Coordinate resources for a system that is responsive and accessible**
- **Invest in community infrastructure that supports families (housing, libraries, parks)**

First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT

C: Local Child Care Ballot Measures

|   | The Oakland Children’s Initiative (Measure AA)  | The Children’s Health and Child Care Initiative for Alameda County (Measure C)   |
|---|---|--|
| <b>Geography</b>                                  | City of Oakland   | Alameda County   |
| <b>Overview</b>                                   | <ul style="list-style-type: none"> <li>• 30-year annual parcel tax of \$198 a year on single-family homes and \$135 a year per unit of each multi-unit residence</li> <li>• Revenues support early child care and preschool programs, and fund college readiness programs, tuition assistance, and efforts to fix racial inequities in access to higher education</li> <li>• Raises approximately \$25-\$30million annually with funds divided into three subaccounts:               <ul style="list-style-type: none"> <li>○ 62% to Early Education Fund</li> <li>○ 31% to the Oakland Promise Fund</li> <li>○ 7% for oversight and accountability</li> </ul> </li> </ul>  | <ul style="list-style-type: none"> <li>• A 20-year half-percent (0.5%) sales tax that would raise an estimated \$150 million per year to provide support and enhancements for child care, preschool, early education, and pediatric health care in Alameda County</li> <li>• The funds will be divided 80/20 into two subaccounts:               <ul style="list-style-type: none"> <li>○ a Pediatric Health Care Account (20%), overseen by a citizen oversight committee</li> <li>○ a Child Care, Preschool, and Early Education Account (80%), administered by First 5</li> </ul> </li> </ul>   |
| <b>Status</b>                                     | The Oakland Children’s Initiative (Measure AA), was passed in November 2018 and upheld by the courts in 2021. In December 2022 First 5 Alameda County was awarded the contract to serve as the Early Education Implementation Partner   | Currently the implementation of Measure C is delayed due to litigation pending in the First District Court of Appeal that challenges Measure C on numerous grounds, including that it required a two-thirds vote, an argument that has already been rejected by several appellate courts. The trial court upheld the validity of Measure C, and the Court of Appeal is expected to rule on the plaintiffs’ appeal of that decision later this year.  |
| <b>Key Components of Early Childhood Portions</b> | <ul style="list-style-type: none"> <li>• Expand existing public services; first funding priority is to public agencies, particularly programs at Oakland Unified School District (OUSD) and Oakland Head Start</li> <li>• Priority on serving the children of families with the lowest incomes and/or those who are in high need. Support families who need FFN care</li> <li>• In order or priority:               <ul style="list-style-type: none"> <li>○ Availability of free or affordable and high quality ECE or preschool                   <ul style="list-style-type: none"> <li>▪ 4-year-olds from low-income families</li> <li>▪ 3-year-olds from low-income families</li> </ul> </li> <li>○ Increase affordability or quality of preschool (not ECE)                   <ul style="list-style-type: none"> <li>▪ All 4-year-olds</li> <li>▪ All 3-year-olds</li> </ul> </li> <li>○ Increase the availability and/or quality of child development support services for children from birth through age 3.</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• Increases access to quality care for participating providers through               <ul style="list-style-type: none"> <li>○ New enrollments</li> <li>○ Rate enhancements</li> </ul> </li> <li>• Ensures teacher wages at a minimum of \$15 to be increased annually with revenue increases</li> <li>• Allows services to 0–12-year-olds, but defines a focus on 0–5-year-olds</li> <li>• Targets low-income families and those children/families with the greatest needs, e.g., families experiencing homelessness and children in foster care</li> </ul> |
| <b>Provider/Program Wage Requirements</b>         | Pay all employees minimum \$15/hr. to be adjusted annually  | Pay all ECE educator employees minimum \$15/hr. to be adjusted annually on January 1, beginning in 2022  |

First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT

|  |  |   |
|--|--|---|
|  | <ul style="list-style-type: none"> <li>Adjusted annually based on the San Francisco-Oakland-Hayward Consumer Price Index (CPI)</li> <li>The City of Oakland has its own minimum wage schedule for employees working within the geographic boundaries of Oakland (\$15.97/hr. in 2023)</li> </ul>   | <ul style="list-style-type: none"> <li>Based on the San Francisco-Oakland-Hayward Consumer Price Index (CPI) or the percentage increase in revenues raised during the previous calendar year by tax (whichever is less)</li> </ul>  |
| <p><b>Provider Quality Requirement</b></p>             | <p>Participating center-based programs are able to, within reasonable timeframe</p> <ul style="list-style-type: none"> <li>Achieve baseline rating of 3 on QRIS or new system</li> <li>Utilize developmentally appropriate curriculum, aligned with CDE standards, and evidence-based and/or demonstrated success in improving preparation for kindergarten</li> <li>Conduct formative assessments</li> </ul> <p>Participate in valid, regular, and reliable assessments of quality in order to foster continuous improvement and to reduce disparities by income/wealth in child outcomes</p> | <p>Measure C outlines multiple strategies for improving ECE quality, including:</p> <ul style="list-style-type: none"> <li>Comprehensive training &amp; professional development system</li> <li>Support for educational advancement and degree attainment</li> <li>Teacher retention</li> <li>Maintaining, enhancing, and expanding quality ECE facilities</li> </ul>  |
| <p><b>First 5's Role as Administrator of Funds</b></p> | <p>Contractor with the City of Oakland</p> <ul style="list-style-type: none"> <li>Early Education Implementation Partner</li> <li>Contracts are on a five-year cycle</li> </ul>  | <p>First 5's role as outlined in section 2.08.305.B of the Ordinance:</p> <ul style="list-style-type: none"> <li>Developing Program Plan &amp; Annual Expenditure Plan</li> <li>Allocating funds based on Expenditure Plan</li> <li>Developing, implementing, administering, and overseeing all programs and services paid for by the Child Care, Preschool, and Early Education account</li> <li>Providing staff support for the CAC</li> <li>Developing the Program Plan Evaluation</li> <li>Operating with transparency and public accountability, good fiscal stewardship of public resources; annual audit to ensure compliance</li> <li>Awarding funds pursuant to our contracting policies and the Ordinance requirements</li> </ul> |
| <p><b>Governing Bodies &amp; Responsibilities</b></p>  | <p><u>Accountability Officer duties include:</u></p> <ul style="list-style-type: none"> <li>Oversee programs and provide recommendations to the Citizens Oversight Commission</li> <li>Preparing subsequent 5-year guidelines</li> <li>Leading the selection process and contracting for the Implementation Partners, making recommendations to the Citizens Oversight Commission.</li> </ul>  | <p><u>Alameda County Board of Supervisors (BOS)</u></p> <ul style="list-style-type: none"> <li>Conducts the annual independent audit</li> <li>Can terminate First 5 and select a different entity as the Administering Agency</li> <li>Approves Five-Year Program &amp; Budget Plans</li> </ul> <p><u>First 5 Alameda County Commission</u></p> <ul style="list-style-type: none"> <li>Approves Annual Expenditure Plan</li> <li>Approves Five-Year Program &amp; Budget Plans</li> </ul>   |
| <p><b>Community-Seated Bodies</b></p>                  | <ul style="list-style-type: none"> <li>Ensuring independent financial audits</li> <li>Monitoring performance of Implementation Partners</li> <li>Oversee external evaluations, including selection</li> </ul> <p><u>Citizen's Oversight Commission (COC) duties include:</u></p>   | <p><u>Community Advisory Council (CAC)</u></p> <ul style="list-style-type: none"> <li>Develops policy &amp; programmatic recommendations related to the Measure C account</li> <li>First 5 has not initiated the Program Plan, which must be developed in coordination with the Community Advisory Committee (still to be seated) and community, for approval by the</li> </ul>   |

**First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT**

|                          |   |  |
|--------------------------|---|--|
|                          | <ul style="list-style-type: none"> <li>• Approves (or rejects) City of Oakland staff's recommendation of the Early Education Implementation Partner</li> <li>• Approves the five-year Guidelines for the Early Education funds</li> <li>• Approves or rejects plans, recommendations, audits</li> <li>• Approves (or rejects) recommendations; does not develop policy &amp; programmatic recommendations</li> </ul> <p><u>Oakland City Council</u></p> <ul style="list-style-type: none"> <li>• Mayor appoints COC members &amp; Council confirms</li> </ul> | <p>First 5 Alameda County Commission and Board of Supervisors.</p>   |
| <b>Auditing</b>          | <p>Accountability Officer ensures annual audits are completed &amp; presented to COC</p>  | <p>Board of Supervisors conducts annual independent financial audit of Measure C revenues and expenditures</p>   |
| <b>Evaluation Cycles</b> | <p>Accountability Officer oversees external evaluations of Implementation Partners' performance</p> <p>Progress &amp; performance reporting due to COC every <b>two</b> years</p>   | <p>Evaluations during implementation period of each Plan and prior to the development of a new Plan (every fourth year).</p> <p>First 5 oversees external evaluations with input for CAC for presentation to BOS</p> |
| <b>Data Reporting</b>    | <p>Oakland City Administrator has the authority to enter into a contract with legally required terms such as (but not limited to):</p> <ul style="list-style-type: none"> <li>• Performance metrics and benchmarks</li> <li>• Data sharing agreements</li> </ul>  | <p>First 5 develops data collection strategies &amp; collects data from participants in Measure C programs as part of initial application and evaluation process</p>   |

## First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT

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**First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT**

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**First 5 Alameda County FY 2022-27 Strategic Plan: 2022-23 Annual Update DRAFT**

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**To:** First 5 Alameda County Commission

**From:** Kristin Spanos, Chief Executive Officer  
Christine Hom, Chief Operating Officer  
Maria Canteros, Finance Administrator

**Date:** June 22, 2023

**Subject:** FY 2023-25 Budget Proposal – Final Reading

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#### **ACTION REQUESTED**

To review the following FY 2023-25 Budget Proposal.

#### **BACKGROUND**

Each First 5 Commission is required by statute to adopt a Strategic Plan that outlines the use of tobacco tax funds to serve children age 0-5 and their families. The First 5 Alameda County Commission has approved a five-year Strategic Plan for FY 2022-27. This budget proposal covers the second and third year of the plan, FY 2023-25. First 5 Alameda staff is requesting approval in principle of the second year of the budget (FY 2024-25) at the identical revenue and expense amounts of FY 2023-24 to enable the agency to engage in two-year awards that span FY 2023-25. The full FY 2024-25 budget will be brought to the Commission for consideration beginning in April 2024.

This presentation is the second reading of the FY 2023-25 budget proposal and incorporates new information related to revenue streams. In addition, the list of proposed FY 2023-24 and FY 2023-25 contracts will be presented in conjunction with the proposed budget.

As is the practice of First 5 Alameda County, changes that occur during the course of the fiscal year will be formally incorporated into the budget during the Mid-Year Budget Modification in February 2024.

#### **CURRENT BUDGET PROPOSAL**

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

- First 5 Salaries and Benefits
- Contracts
- Grants & Stipends
- Professional Service contracts
- Program Operating costs
- Infrastructure costs



The following Revenue and Expense projections reflect the priorities of the FY 2022-27 Strategic Plan that was approved by the Commission in June 2022.

**REVENUE AND AVAILABLE FUNDS FOR FY 2023-24**

Combined Revenues and Sustainability Funds for FY 2023-24 are projected to be \$50.6 million. We are temporarily using our Sustainability Fund to make a loan to support a steady state so as not to reduce Agency capacity as we anticipate the continued build-out of the early childhood system. This means we are continuing our maintenance of effort approach as we anticipate the receipt of Measure C funding, which will allow us to repay the loan from our Sustainability Fund, and to replace Prop 10 as tobacco tax revenue declines. Therefore, \$5.9 million of Sustainability Funds is budgeted as a loan to close the gap between revenue and projected expenses. This figure is consistent with the proposed FY 2023-32 Long Range Financial Plan.

| REVENUE TYPE                  | 2023-24 PROPOSED | RATIONALE/DETAILS  |
|-------------------------------|------------------|--|
| <b>Tobacco Tax</b>            |                  |  |
|                               | \$9,989,067      | The tobacco tax revenue projection (Prop 10 and 56) is based on California Department of Finance and First 5 California projections for county commissions. Tobacco taxes are expected to decrease as per First 5 California's projections updated in March 2023 and reflect the decreased revenue due to the passing of the Prop 31 Flavored Tobacco Ban.   |
| <b>Measure AA Tax Revenue</b> |                  |  |
|                               | \$23,181,428     | City of Oakland Measure AA parcel tax funding for the Oakland Children's Initiative.   |
| <b>Other First 5 Income</b>   |                  |  |
|                               | \$1,370,293      | Funding includes the projected First 5 California IMPACT grant to support local QRIS work and Children's Council of San Francisco (First 5 San Francisco) funding for the IMPACT Local Regional Training and Technical Assistance Hub.   |
| <b>Interagency Income</b>     |                  |  |
|                               | \$3,847,469      | Funding includes contracts with Alameda County Health Care Services Agency (with combined contribution from Social Services Agency, Probation Department, Child Support Services and HCSA) to support Fathers Corp work; funding from the Alameda County Office of Education/CA State Block Grant for projected monies for QRIS grant and Inclusive Learning Grant; funding from Alameda County Public Health Department for shared ECChange maintenance and hosting costs, support of Perinatal Health Outreach Services staffing and the Help Me Grow Central Access Phone Line Services; funding from Alameda County Social Services Agency for workforce development |

| REVENUE TYPE                             | 2023-24 PROPOSED    | RATIONALE/DETAILS  |
|--|---------------------|--|
|  |                     | activities, Early ID activities, continued development of the CEL application; carryover of funding from the Alameda County Housing and Community Development Agency to continue the ECE needs assessment in Unincorporated Alameda County and projected monies from the California Department of Social Services for Quality Counts California QRIS Block Grant; and a new award from the City of Berkeley to provide Fathers Corp trainings and technical assistance for Berkeley's Fatherhood Initiative. |
| <b>Grants</b>                            |                     |  |
|  | \$3,393,513         | Funding from Sunlight Giving for general operating support; Alameda Alliance for Health and Stupski Foundation funding for the HMG Pediatric Care Pilot; Child Family & Community Services funding to support Parent Engagement and Operations activities and Kaiser Permanente Hospitals Foundation monies for Fatherhood activities; and funds from the California Wellness Foundation and Heising-Simons Foundation to support the Fatherhood Summit, October 2023.                                       |
| <b>Fiscal Leveraging</b>                 |                     |  |
|  | \$2,500,000         | Projected funding for Medi-Cal Administrative Activities (MAA); estimates are based on MAA invoices submitted in FY 2022-23.   |
| <b>Other Income</b>                      |                     |  |
|  | \$324,000           | Projected other income includes revenue from investments.  |
| <b>Total Revenue (1)</b>                 | <b>\$44,605,770</b> | Tobacco Tax, Other First 5 Income, Interagency Income, Grants, Fiscal Leveraging and Other Income.   |
| <b>Reserves: Sustainability Fund (2)</b> | <b>\$5,960,933</b>  | Draw down from Sustainability Fund to balance the budget.  |
| <b>Grand Total</b>                       | <b>\$50,566,703</b> | Total Revenues and Available Funds = (1) + (2)   |

**EXPENDITURES FOR FY 2023-24**

In the FY 2022-27 Strategic Plan planned activities are categorized under ten major strategies:

**PROGRAMS STRATEGIES:**

- Pediatric Care Coordination (Early Identification, Screening and Care Coordination)
- Parent Partnership
- Neighborhoods Ready for School
- Fatherhood
- Quality Early Childhood Education
  - Children's Health Initiative and Expansion

**AGENCY STRATEGIES:**

- Data and Evaluation
- Policy and Advocacy
- Training
- Communications

**OPERATIONAL SUPPORT STRATEGY:**

- Finance
- Human Resources
- Technology
- Administration and Facilities

The following Expense proposal provides the cost for each of the ten strategies detailed in the Strategic Plan. The program strategy expenditures presented below consist of Salaries and Benefits, Program related Contracts, Grants, Stipends, Professional Services costs and Program Operating costs. Operational Support Strategies include Finance, Human Resources, Technology, Administration and Facilities costs. Indirect agency infrastructure costs are reflected in the Operational Support Strategies budgets. The budget narrative provides detail on each Strategy and is to be read in conjunction with the Strategic Plan.

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

**Salaries and Benefits**

For FY 2023-24, total salaries and benefits are projected to be \$18,649,906. Salaries are budgeted based on actual amounts. Benefits are budgeted at 53% of salaries. Consistent with direction from the Commission, the approved benefit package has remained mostly consistent with Alameda County, including membership in the Alameda County Employee's Retirement Association (ACERA). The 53% benefit allocation is based on actual cost estimates that are revised periodically as needed.

### Expenditures by Strategies

The **Pediatric Care Coordination** (formerly Early Identification) strategy budget proposal for FY 2023-24 is **\$4,525,360** and consists of:

| FY 2023-24<br>PROPOSED AMOUNT | FUNDING SOURCES  | PROPOSED ACTIVITIES  |
|-------------------------------|--|--|
| \$4,525,360                   | <ul style="list-style-type: none"> <li>▪ Tobacco Tax</li> <li>▪ Medi-Cal Administrative Activities (MAA)</li> <li>▪ Alameda County Public Health Department</li> <li>▪ Alameda County Social Services Agency</li> <li>▪ Alameda Alliance for Health</li> <li>▪ Stupski Foundation</li> </ul> | <ul style="list-style-type: none"> <li>▪ Continue support to parents and caregivers in accessing resources, and increase parent knowledge of child development through family navigation</li> <li>▪ Broaden screening efforts in alignment with Pediatric Care Coordination Strategic Plan, including enhancing screening technology and purchase of ASQ kits</li> <li>▪ Continue support for HMG Pediatric Care Pilot</li> <li>▪ Continue local system integration and expansion with managed care plans, health care and social services agencies</li> <li>▪ Continue support of Project DULCE activities</li> </ul> |

The **Parent Partnership** strategy budget proposal for FY 2023-24 is **\$2,378,546** and consists of:

| FY 2023-24<br>PROPOSED AMOUNT | FUNDING SOURCES   | PROPOSED ACTIVITIES  |
|-------------------------------|---|--|
| \$2,378,546                   | <ul style="list-style-type: none"> <li>▪ Tobacco Tax</li> <li>▪ Medi-Cal Administrative Activities (MAA)</li> <li>▪ Child Family &amp; Community Services</li> <li>▪ Alameda County Public Health Department</li> </ul> | <ul style="list-style-type: none"> <li>▪ Continue support of Family Navigation services</li> <li>▪ Continue support of parent focused services prioritizing children age 0-3 years with community partners and parent leaders to inform programming and investments</li> </ul> |

The **Neighborhoods Ready for School** strategy budget proposal for FY 2023-24 is **\$3,200,000** and consists of:

| FY 2023-24<br>PROPOSED AMOUNT | FUNDING SOURCES   | PROPOSED ACTIVITIES  |
|-------------------------------|---|--|
| \$3,200,000                   | <ul style="list-style-type: none"> <li>▪ Tobacco Tax</li> </ul> | <ul style="list-style-type: none"> <li>▪ Continue support of school readiness and place based work with Oakland Unified School District in the Castlemont Corridor</li> <li>▪ Continue support of Parent Café programming</li> <li>▪ Continue implementation of place based investments including West and East Oakland, Fruitvale/San Antonio neighborhoods and Union City</li> </ul> |

The **Fatherhood** strategy budget proposal for FY 2023-24 is **\$863,800** and consists of:

| FY 2023-24<br>PROPOSED AMOUNT | FUNDING SOURCES  | PROPOSED ACTIVITIES   |
|-------------------------------|--|---|
| \$863,800                     | <ul style="list-style-type: none"> <li>▪ Tobacco Tax</li> <li>▪ Alameda County Health Care Services Agency</li> <li>▪ Kaiser Permanente Hospitals Foundation</li> <li>▪ City of Berkeley</li> <li>▪ California Wellness Foundation</li> <li>▪ Heising-Simons Foundation</li> </ul> | <ul style="list-style-type: none"> <li>▪ Continue incorporating Father Friendly Principles into additional programs and community initiatives</li> <li>▪ Continue Father Friendly Principles awareness, adoption, implementation, and capacity building campaign to public systems and CBOs</li> <li>▪ Implement Fatherhood Interagency Workgroup</li> <li>▪ Support for Fatherhood Training and Technical Assistance for Northern California FJC Collaborative</li> <li>▪ Fatherhood Summit support</li> </ul> |

The **Quality Early Childhood Education (QECE)** strategy budget proposal for FY 2023-24 is **\$5,243,903** and consists of:

| FY 2023-24<br>PROPOSED AMOUNT | FUNDING SOURCES  | PROPOSED ACTIVITIES   |
|-------------------------------|--|---|
| \$5,243,903                   | <ul style="list-style-type: none"> <li>▪ Tobacco Tax</li> <li>▪ First 5 California</li> <li>▪ Children’s Council of San Francisco (Regional IMPACT T/TA Hub)</li> <li>▪ Alameda County Office of Education</li> <li>▪ CA Department of Education</li> <li>▪ CA Department of Social Services</li> <li>▪ Alameda County Social Services Agency</li> <li>▪ Grant Indirect Revenue</li> </ul> | <ul style="list-style-type: none"> <li>▪ Continue to provide core infrastructure, coordinator and convener role for the Quality Rating and Improvement System (QRIS)</li> <li>▪ Continue the recruitment, training and engagement of ECE providers in to the QRIS</li> <li>▪ Continue to conduct and communicate assessment and rating with providers</li> <li>▪ Continue to support trainings, playgroups and provide stipends for Family, Friend and Neighbor providers and Family Child Care sites</li> <li>▪ Provide coaching, consultation, quality improvement services and training on social emotional development (CSEFEL)</li> <li>▪ Continue support for sustainable advising and professional development in institutions of higher education</li> <li>▪ Continue support of ECE workforce pilot program</li> </ul> |

The **Data and Evaluation** strategy budget proposal for FY 2023-24 is **\$1,378,411** and consists of:

| FY 2023-24<br>PROPOSED AMOUNT | FUNDING SOURCES  | PROPOSED ACTIVITIES  |
|-------------------------------|--|--|
| \$1,378,411                   | <ul style="list-style-type: none"> <li>▪ Tobacco Tax</li> <li>▪ Child Family &amp; Community Services</li> <li>▪ Grant Indirect Revenue</li> </ul> | <ul style="list-style-type: none"> <li>▪ Funding to support evaluations of ECE Workforce activities, HMG Parent Survey, Fathers Corp 10 Year report, place-based work</li> <li>▪ Technical assistance to contractors for RBA reporting</li> <li>▪ Continue development of data dashboard, performance monitoring and analysis for each F5AC program strategy in alignment with results-based accountability</li> <li>▪ Continue support of the Unincorporated Alameda County ECE Needs Assessment</li> </ul> |

The **Policy and Advocacy** strategy budget proposal for FY 2023-24 is **\$2,334,703** and consists of:

| FY 2023-24<br>PROPOSED AMOUNT | FUNDING SOURCES  | PROPOSED ACTIVITIES  |
|-------------------------------|--|--|
| \$2,334,703                   | <ul style="list-style-type: none"> <li>▪ Tobacco Tax</li> <li>▪ Alameda County Housing &amp; Community Development Agency</li> <li>▪ Medi-Cal Administrative Activities (MAA)</li> <li>▪ Grant Indirect Revenue</li> </ul> | <ul style="list-style-type: none"> <li>▪ Continue focus on local policy and systems changes to result in the institutionalization of the work that began at First 5</li> <li>▪ Contribute to First 5 Association policy work</li> <li>▪ Continue developing an annual policy platform for local efforts aligned with F5AC programs and priorities around school readiness, child development, family supports, child friendly neighborhoods</li> <li>▪ Continue support of Alameda County Early Childhood Policy Committee activities</li> <li>▪ Continue support of the Unincorporated Alameda County ECE Needs Assessment</li> </ul> |

The **Training** strategy budget proposal for FY 2023-24 is **\$700,000** and consists of:

| FY 2023-24<br>PROPOSED AMOUNT | FUNDING SOURCES   | PROPOSED ACTIVITIES   |
|-------------------------------|---|---|
| \$700,000                     | <ul style="list-style-type: none"> <li>▪ Tobacco Tax</li> </ul> | <ul style="list-style-type: none"> <li>▪ Continue to provide training on best, promising practices and peer learning communities for the multi-disciplinary workforce serving families with young children</li> <li>▪ Develop curriculum and capacity building tools connecting trainings to workforce development, parent engagement and place based strategies</li> <li>▪ Support training for staff development program</li> </ul> |

The **Communications** strategy budget proposal for FY 2023-24 is **\$843,000** and consists of:

| <b>FY 2023-24<br/>PROPOSED AMOUNT</b> | <b>FUNDING SOURCES</b>   | <b>PROPOSED ACTIVITIES</b>  |
|---------------------------------------|--|---|
| \$843,000                             | <ul style="list-style-type: none"> <li>▪ Tobacco Tax</li> <li>▪ Child Family &amp; Community Services</li> <li>▪ Medi-Cal Administrative Activities (MAA)</li> </ul> | <ul style="list-style-type: none"> <li>▪ Continue development of dissemination strategy for F5AC reports and information</li> <li>▪ Continue development of social media strategy</li> <li>▪ Continue enhancements to agency website</li> <li>▪ Develop multi-year campaign that connects with policy platform, parent engagement and education on child development</li> <li>▪ Develop collateral materials regarding impacts of F5 investments to promote sustainability</li> </ul> |

The **Children’s Health Initiative and Expansion** budget proposal for FY 2023-24 is **\$19,911,981** and consists of:

| <b>FY 2023-24<br/>PROPOSED AMOUNT</b> | <b>FUNDING SOURCES</b>  | <b>PROPOSED ACTIVITIES</b>   |
|---------------------------------------|---|--|
| \$19,911,981                          | <ul style="list-style-type: none"> <li>▪ Measure AA Tax</li> <li>▪ Alameda County Social Services Agency</li> </ul> | <ul style="list-style-type: none"> <li>▪ Implementation of the Oakland Children’s Initiative</li> <li>▪ Development of the Centralized Eligibility List (CEL) application</li> </ul> |

The **Operational Support (Finance, Human Resources, Technology, Administration and Facilities)** strategy budget proposal for FY 2023-24 is **\$9,187,000** and consists of:

| <b>ADMINISTRATION, INFORMATION AND TECHNOLOGY STRATEGY</b> |  |   |
|--|--|---|
| <b>FY 2023-24<br/>PROPOSED AMOUNT</b>                      | <b>FUNDING SOURCES</b>   | <b>PROPOSED ACTIVITIES</b>  |
| \$9,187,000  | <ul style="list-style-type: none"> <li>▪ Tobacco Tax</li> <li>▪ Medi-Cal Administrative Activities (MAA)</li> <li>▪ Alameda County Public Health Department</li> <li>▪ Alameda County Social Services Agency</li> <li>▪ Investment Revenue</li> <li>▪ Child Family &amp; Community Services</li> <li>▪ Grant Indirect Revenue</li> </ul> | <ul style="list-style-type: none"> <li>▪ Includes Administration, Technology, Finance, Human Resources, Commission, facilities management and consolidated operating costs to support agency operations</li> <li>▪ Expand and update data systems to build capacity for cross data systems exchange of information, including the enhancement of internal databases, expansion of data system agility and responsiveness, improved performance and productivity, update of electronic data sharing confidentiality and privacy practices</li> <li>▪ Includes agency wide infrastructure costs of insurance, memberships/dues, professional services, utilities, janitorial and maintenance</li> </ul> |

**Administrative Cap**

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

The proposed budgets’ costs are:

| FY 2023-24 COSTS |             |
|------------------|-------------|
| Program          | 82%         |
| Evaluation       | 3%          |
| Administration   | 15%         |
| <b>TOTAL</b>     | <b>100%</b> |

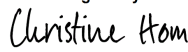
**Fiscal Impact**

The fiscal impact is \$50,566,703 in budgeted expenses, a major portion of which will be funded by a combination of Measure AA, tobacco taxes and other revenue sources amounting to \$44,605,770. The balance is proposed to be funded by the use of Sustainability Funds totaling \$5,960,933 in FY 2023-24.

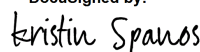
**RECOMMENDATION**

That the Commission approve the FY 2023-25 Budget Proposal – Final Reading.

Submitted by:

DocuSigned by:  
  
 5659DF0B756A46A  
 Christine Hom  
 Chief Operating Officer

Approved by:

DocuSigned by:  
  
 ED639B4561544E4...  
 Kristin Spanos  
 Chief Executive Officer

DocuSigned by:  
  
 8493762444274E9...  
 Maria Canteros  
 Finance Administrator



**First 5 Alameda County  
Proposed Budget - Revenue  
July 1, 2023 - June 30, 2024**

| Revenues  | Approved 2nd Modified Budget FY2022-23 | Final Reading Proposed Budget FY2023-24 | Change Increase/ (Decrease) | Notes | NOTES   |
|---|--|---|-----------------------------|-------|---|
| <b>Tobacco Tax Revenue</b>  | 10,998,811                             | 9,989,067                               | (1,009,744)                 | 1     | Projected Tobacco Tax revenue, budgeted amount for Alameda County, updated in March 2023.   |
| <b>Measure AA Parcel Tax Revenue</b>  | 23,181,428                             | 23,181,428                              | 0                           | 2     | City of Oakland's annual revenue from Measure AA tax for the Oakland Children's Initiative.   |
| <b>Other First 5 Income</b>   |  |   |                             |       |   |
| First 5 California (IMPACT 2020)  | 1,225,293                              | 1,225,293                               | -                           | 3     | Projected First 5 California IMPACT grant year 1 of 2, term July 2023 to June 2024  |
| Children's Council of San Francisco (First 5 San Francisco/Hub)   | 186,069                                | 145,000                                 | (41,069)                    | 4     | Projected First 5 IMPACT Regional Training and Technical Assistance Hub for Region 4, term July 2023 to June 2024.  |
| <b>Total Other First 5 Income</b>   | 1,411,362                              | 1,370,293                               | (41,069)                    |       |   |
| <b>Interagency Income</b>   |  |   |                             |       |   |
| Alameda County Health Care Services Agency (Fathers Corp)   | 400,000                                | 400,000                                 | -                           | 5     | ACHCSA Fathers Corp funding for year 2 of 5 year award, term July 2023 to June 2024.  |
| Alameda County Office of Education (QRIS Block Grant)   | 447,292                                | 489,585                                 | 42,293                      | 6     | Projected ACOE QRIS Block Grant grant award term July 2023 to June 2024.  |
| Alameda County Office of Education (Inclusive ELC Grant)  | 74,723                                 | 26,561                                  | (48,162)                    | 7     | ACOE Inclusive ELC grant award ends December 31, 2023.  |
| Alameda County Public Health Dept. (shared Technology costs)  | 122,812                                | 141,409                                 | 18,597                      | 8     | Projected ACPHD annual shared technology costs to support ECChange maintenance and hosting.   |
| Alameda County Public Health Dept. (Perinatal Health Outreach Services)                                       | 140,000                                | 140,000                                 | -                           | 9     | ACPHD grant award for Perinatal Health Outreach Support services, term July 2023 to June 2024.  |
| Alameda County Social Services Agency (CEL Application)   | 1,000,000                              | 882,222                                 | (117,778)                   | 10    | Carryover of ACSSA funds supporting the development of the CEL Application, term ends December 2023.  |
| City of Berkeley (Fathers Corp)   | -                                      | 25,000                                  | 25,000                      | 11    | New award from the City of Berkeley to provide Fathers Corp trainings and technical assistance for Berkeley's Fatherhood Initiative, term July 2023 to June 2024.                           |
| <b>Federal Pass-through Grants:</b>   |  |   |                             |       |   |
| Alameda County Housing and Community Development Agency   | 51,158                                 | 30,407                                  | (20,751)                    | 12    | Carryover of ACHCDA grant for the ECE needs assesment in Unincorporated Alameda County, term ends December 2024.  |
| Alameda County Public Health Dept. CHDP (CAP)   | 479,658                                | 479,658                                 | -                           | 13    | Projected ACPHD HMG Central Access Phone Line Services, term July 2023 to June 2024.  |
| Alameda County Social Services Agency (Family Navigator, Comprehensive Child Development and Workforce Pilot) | 807,507                                | 717,508                                 | (89,999)                    | 14    | Projected ACSSA grant to support Family Navigator, Comprehensive Child Development and Workforce Pilot, term July 2023 to June 2024.  |
| <b>Federal Pass-through State Grants:</b>   |  |   |                             |       |   |
| California Dept. of Social Services (QCC QRIS Block Grant)  | 515,119                                | 515,119                                 | -                           | 15    | Projected CDSS Quality Counts California Block Grant, term July 2023 to June 2024.  |
| California Dept. of Education (Preschool Development Grant)   | 55,081                                 | -                                       | (55,081)                    | 16    | CDE grant for Preschool Development Grant Renewal ended December 2022.  |
| <b>Total Interagency Income</b>   | 4,093,350                              | 3,847,469                               | (245,882)                   |       |   |
| <b>Grants</b>   |  |   |                             |       |   |
| Sunlight Giving   | 390,000                                | 525,000                                 | 135,000                     | 17    | Sunlight Giving general support award of \$200,000, year 2 of 3, plus carryover of unspent funds received in prior periods.   |
| Alameda Alliance for Health   | 1,453,036                              | 1,453,036                               | -                           | 18    | Projected Alameda Alliance for Health grant to support HMG's Pediatric Care Pilot (care coordination member engagement activities).   |
| Tipping Point   | 20,000                                 | -                                       | (20,000)                    | 19    | One-time funding in the prior fiscal year to support the evaluation of the ECE Workforce Pilot.   |
| Stupski Foundation  | 160,500                                | 214,877                                 | 54,377                      | 20    | Stupski Foundation grant award to support personnel costs for the Director of Pediatric Care Coordination position, term is January 2023 to December 2024.                                  |
| Kaiser Permanente Hospitals Foundation  | 110,000                                | 88,000                                  | (22,000)                    | 21    | Kaiser Permanente Hospitals Foundation grant award, term January 2022 to December 2023, to support Fatherhood Training and T/A for Northern California Family Justice Center Collaborative. |
| Child Family & Community Services (via CA Children and Families Foundation)                                   | 1,392,600                              | 1,072,600                               | (320,000)                   | 22    | Carryover of funds received from the defunct Child Family & Community Services agency to support Parent Partnership and other infrastructure costs.   |
| California Wellness Foundation  |  | 20,000                                  | 20,000                      | 23    | Funds to support the Fatherhood Summit, October 2023.   |
| Heising-Simons Foundation   |  | 20,000                                  | 20,000                      | 24    | Funds to support the Fatherhood Summit, October 2023.   |
| <b>Total Grants</b>   | 3,526,136                              | 3,393,513                               | (132,623)                   |       |   |
| <b>Fiscal Leveraging - MediCal Administrative Activities</b>  | 2,000,000                              | 2,500,000                               | 500,000                     | 25    | MAA FY2023-24 projected revenue from FY2022-23 invoices (paid a year in arrears).   |
| <b>Other Income</b>   |  |   |                             |       |   |
| Investment Revenue  | 324,000                                | 324,000                                 | -                           | 26    | Projected investment revenue for FY2023-24.   |
| Miscellaneous Revenue - Other   | 14,850                                 | -                                       | (14,850)                    | 27    | No rental income in FY23-24; Office space lease was terminated with First 5 Association in December 2022.   |
| <b>TOTAL REVENUE</b>  | 45,549,937                             | 44,605,770                              | (944,167)                   |       |   |
| <b>RESERVES</b>   |  |   |                             |       |   |
| Proposition 10 - Sustainability Funds   | 4,981,188                              | 5,960,933                               | 979,745                     |       |   |
| <b>TOTAL REVENUES &amp; AVAILABLE FUNDS</b>   | 50,531,125                             | 50,566,703                              | 35,578                      |       |   |

First 5 Alameda County  
Proposed Expenditure Budget by Expenditure Category  
July 1, 2023 - June 30, 2024

AGENDA ITEM 8b2

| Expenditures              | 2nd Modified Budget<br>FY 2022-23 | Final Reading<br>Proposed Budget<br>FY 2023-24 | Variance from<br>Prior Year | Variance<br>from Prior<br>Year % | Notes |
|---------------------------|-----------------------------------|--|-----------------------------|----------------------------------|-------|
| Personnel Costs           | \$18,235,424                      | \$18,649,906                                   | \$414,483                   | 2%                               | 1     |
| Program Contracts/Grants  | \$30,471,703                      | \$29,863,530                                   | (\$608,173)                 | -2%                              | 2     |
| Program Operating Costs   | \$532,253                         | \$551,419                                      | \$19,166                    | 4%                               |       |
| Infrastructure Costs      | \$1,291,746                       | \$1,501,848                                    | \$210,102                   | 16%                              | 3     |
| <b>TOTAL EXPENDITURES</b> | <b>\$50,531,126</b>               | <b>\$50,566,703</b>                            | <b>\$35,578</b>             | <b>0%</b>                        |       |

**Notes:**

Major changes in Expenditure Category costs, between the FY 2022-23 Second Modified Budget and the Proposed FY 2023-24 Budget.

**1. Personnel Costs**

FY 2023-24 proposed personnel increase is in support of the implementation of the Children's Health Initiative (Measure AA), expansion of Pediatric Care Coordination activities and infrastructure expansion.

**2. Program Contracts/Grants**

FY 2023-24 proposed decrease in contracts and grants reflect the prior year's one-time funding awards and re-direction of budget to support personnel costs.

**3. Infrastructure Costs**

FY 2023-24 proposed increase in infrastructure costs due to additional funding activities.

**First 5 Alameda County  
Proposed Operating Expenditure Budget By Strategy  
July 1, 2023 - June 30, 2024**

AGENDA ITEM 8b3

|   | Parent Partnership | Pediatric Care Coordination | Quality Early Childhood Education | Fatherhood     | Neighborhoods Ready for School | Policy & Advocacy | Data & Evaluation | Training       | Communications | Operational Support (Finance, Human Resources, Technology & Admin/Facilities) | Children's Health Initiative and Expansion | TOTAL PROPOSED ORIGINAL BUDGET |
|---|--------------------|-----------------------------|-----------------------------------|----------------|--------------------------------|-------------------|-------------------|----------------|----------------|---|--|--------------------------------|
| <b>PROPOSED FY2023-24 BUDGET - SECOND READING</b> |                    |                             |                                   |                |                                |                   |                   |                |                |   |  |                                |
|   | FY 2023-24         | FY 2023-24                  | FY 2023-24                        | FY 2023-24     | FY 2023-24                     | FY 2023-24        | FY 2023-24        | FY 2023-24     | FY 2023-24     | FY 2023-24  | FY 2023-24                                 | FY 2023-24                     |
| <b>Personnel Costs</b>                            |                    |                             |                                   |                |                                |                   |                   |                |                |   |  |                                |
| Salaries & Benefits                               | 1,030,315          | 3,387,212                   | 2,491,392                         | 460,916        | 530,848                        | 2,231,938         | 1,059,701         | 408,097        | 499,655        | 5,566,434   | 983,397                                    | 18,649,906                     |
| <b>Program Contracts/Grants</b>                   |                    |                             |                                   |                |                                |                   |                   |                |                |   |  |                                |
| Contracts   | 1,340,480          | 1,044,649                   | 2,121,912                         | 300,955        | 2,654,152                      | 90,413            | 310,100           | 175,000        | 265,413        | 1,883,527   | 18,928,584                                 | 29,115,185                     |
| Grants & Stipends                                 | 0                  | 0                           | 452,000                           | 3,000          | 0                              | 0                 | 0                 | 0              | 0              | 0   | 0  | 455,000                        |
| Professional Services*                            | 0                  | 4,000                       | 63,446                            | 75,000         | 0                              | 3,165             | 0                 | 97,000         | 0              | 50,734  | 0  | 293,345                        |
| Total Contracts/Grants                            | 1,340,480          | 1,048,649                   | 2,637,358                         | 378,955        | 2,654,152                      | 93,578            | 310,100           | 272,000        | 265,413        | 1,934,261   | 18,928,584                                 | 29,863,530                     |
| <b>Program Operating Costs**</b>                  | 7,750              | 89,499                      | 115,153                           | 23,929         | 15,000                         | 9,187             | 8,610             | 19,903         | 77,932         | 184,456   | 0  | 551,419                        |
| <b>Infrastructure Costs</b>                       | 0                  | 0                           | 0                                 | 0              | 0                              | 0                 | 0                 | 0              | 0              | 1,501,848   | 0  | 1,501,848                      |
| <b>Total Direct Program Costs</b>                 | <b>2,378,545</b>   | <b>4,525,360</b>            | <b>5,243,903</b>                  | <b>863,800</b> | <b>3,200,000</b>               | <b>2,334,703</b>  | <b>1,378,411</b>  | <b>700,000</b> | <b>843,000</b> | <b>9,187,000</b>  | <b>19,911,981</b>                          | <b>50,566,703</b>              |



**To:** First 5 Alameda County Commission

**From:** Kristin Spanos, Chief Executive Officer  
Christine Hom, Chief Operating Officer  
Maria Canteros, Finance Administrator

**Date:** June 22, 2023

**Subject:** FY 2023-2032 Long Range Financial Plan – Final Reading

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**ACTION REQUESTED**

To review the following FY 2023-32 Long Range Financial Plan.

**BACKGROUND**

First 5 Alameda County has adopted a Long Range Financial Plan (LRFP) annually since March 2004. Adoption of a Long Range Financial Plan has been a statutory requirement of all First 5 Commissions since 2006-07. The current LRFP was formally approved by the Commission in June 2022. An update to the LRFP is included with underlying assumptions as well as historical background information. The update reflects the Proposed Budget for FY 2023-24 and the most recent Tobacco Tax revenue forecast from the California Department of Finance and First 5 California as of March 2023.

**MINIMUM FUND BALANCE REQUIREMENTS**

First 5 Alameda County has used Sustainability Funds to augment operating budget needs and to mitigate Proposition 10 tobacco tax revenue declines, to the extent authorized by the Commission. The Sustainability Fund balance as of June 30, 2022 was \$32.1 million. This Fund may not be spent down to zero; some funds must be maintained as an operating reserve to cover ongoing cash flow requirements to act as a buffer for delays in receiving state tobacco tax monies or other revenues. The policy is to maintain an amount in the Fund Balance, at a minimum, equal to six months of operating expenses plus an amount to cover fiscal obligations under the Reduction in Workforce Policy.

**FISCAL IMPACT**

There is no fiscal impact.

**RECOMMENDATION**

That the Commission approve the following FY 2023-32 Long Range Financial Plan.

Submitted by:

Approved by:

DocuSigned by:  
*Christine Hom*  
5659DE0B756A46A  
\_\_\_\_\_  
Christine Hom  
Chief Operating Officer

DocuSigned by:  
*Kristin Spanos*  
ED639B4561544E4  
\_\_\_\_\_  
Kristin Spanos  
Chief Executive Officer

DocuSigned by:  
*Maria Canteros*  
8493762444274F9  
\_\_\_\_\_  
Maria Canteros  
Finance Administrator

**ASSUMPTIONS FOR THE REVISED LONG RANGE FINANCIAL PLAN**

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

**REVENUES**

FY 2022-23 figures reflect the revised budget approved in February 2023. For FY 2022-23 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 April 2023 through the period ending FY 2026-27. These consider the effects of the federal tobacco tax, other declines in state tobacco tax revenues due to newer legislation (SBx2-7 Smoking Age Increase to 21 effective June 2016, Proposition 56 \$2 dollar tobacco tax increase effective April 2017, Proposition 31 Flavored Tobacco Ban), Prop 99, backfill amounts and other factors. The projections listed below cover FY 2027-2032.

Historically, the DoF projections have been on the conservative side; actual revenues received being equal to or higher than projections with the exception of FY 2018-19 and FY 2021-22. We anticipate receiving updated revenue projections from the DoF and First 5 CA periodically and we will continue to forecast revenue conservatively.

| <u>Fiscal Year</u> | <u>DoF Projection</u> | <u>Actual Revenue</u> |
|--------------------|-----------------------|-----------------------|
| 2010-2011          | \$14.0m               | \$14.3m               |
| 2011-2012          | \$13.8m               | \$14.5m               |
| 2012-2013          | \$13.3m               | \$13.6m               |
| 2013-2014          | \$13.2m               | \$13.2m               |
| 2014-2015          | \$13.0m               | \$13.3m               |
| 2015-2016          | \$12.1m               | \$13.2m               |
| 2016-2017          | \$11.6m               | \$12.6m               |
| 2017-2018          | \$10.6m               | \$11.3m               |
| 2018-2019          | \$12.8m               | \$12.1m               |
| 2019-2020          | \$11.5m               | \$12.6m               |
| 2020-2021          | \$11.9m               | \$13.0m               |
| 2021-2022          | \$12.9m               | \$12.5m               |
| 2022-2023          | \$11.0m               |                       |
| 2023-2024          | \$10.0m               |                       |
| 2024-2025          | \$9.6m                |                       |
| 2025-2026          | \$9.2m                |                       |
| 2026-2027          | \$8.9m                |                       |
| 2027-2028          | \$8.6m                |                       |
| 2028-2029          | \$8.3m                |                       |
| 2029-2030          | \$8.1m                |                       |
| 2030-2031          | \$7.9m                |                       |
| 2031-2032          | \$7.7m                |                       |

Based on the above DoF projection for FY 2022-23, the Long Range Financial Plan assumes a 12.4% decrease in tax revenue from the prior year. Moving forward beyond FY 2023-24, revenues are expected to continue decreasing at rates between approximately 9.2% to

**AGENDA ITEM 8c1**

approximately 4% and 3% per year through 2032. If actual revenues show a significant change during the year, the projection for the current year will be brought to the Commission at mid-year, along with other budget modification proposals.

- **Measure AA Tax Revenue** – Funding from the City of Oakland Measure AA parcel tax for the Oakland Children’s Initiative activities (\$23,000,000)
- **Interagency Income -**
  - Funding from First 5 California (IMPACT) – to support local QRIS work including rating and quality improvement in child care settings (\$1,225,000)
  - Funding from First 5 San Francisco via Children’s Council of San Francisco – for the IMPACT Local Regional T/TA Hub (\$145,000)
  - Funding from AC Health Care Services Agency and AC Social Services Agency to support Fathers Corps work (\$400,000)
  - AC Public Health Department funding for ECChange database hosting and maintenance (\$141,000)
  - AC Public Health Department funding to support the Prenatal Health Outreach Services program (\$140,000)
  - Funding from AC Office of Education Block Grant 9 to support Quality Rating Improvement Systems work (projected award \$490,000)
  - Funding from the AC Office of Education to support the Inclusive Early Learning Grant (\$27,000)
  - AC Public Health Department funding for Help Me Grow (HMG) Linkage Line services (\$480,000)
  - Pass through funding from AC Social Services Agency to support early child development activities in the Castlemont neighborhood, workforce development pilot and family navigation services (\$718,000)
  - Funding from AC Social Services Agency to support the Centralized Eligibility List (CEL) Application Project (\$882,000)
  - Funding from the City of Berkeley to support Fathers Corp activities (\$25,000)
- **State Grants -**
  - Funding from the California Department of Social Services QCC QRIS Block Grant (projected award \$515,000)
- **Other Grants –**
  - Projected funding from the Alameda Alliance for Health for continued support of HMG's Pediatric Care Pilot to conduct member engagement activities related to care coordination (projected award \$1,450,000)
  - Funding from the Stupski Foundation through October 2022 to support HMG’s Pediatric Care Coordination activities (\$215,000)
  - Funding from Sunlight Giving for general operating support (\$525,000)
  - Funding from Kaiser Permanente Hospitals Foundation in support of Fatherhood activities (\$88,000)
  - Funding from the California Wellness Foundation and Heising-Simons Foundation to support the Fatherhood Summit (\$40,000)

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

- **Miscellaneous Income** – None
- **Fiscal Leveraging** – Since FY 2009-10, fiscal leveraging revenues consist entirely of federal reimbursements under the Medi-Cal Administrative Activities (MAA) program. Gross MAA revenues for the prior fiscal year are usually received 8-12 months in arrears. As a result of the perpetual time study methodology introduced by the granting agency in FY 2013-14 and the inclusion of actual client count for invoicing, revenues are expected to average approximately \$2.5 million. For the purposes of this LRFP, it is assumed that programs eligible for MAA claiming will be reimbursed at this level in the FY 2023-24 budget year and conservatively continuing between \$2.5 million to \$1.8 million through FY 2031-32.
- **Investment Revenue** – The FY 2023-24 proposed budget assumes \$324,000 of investment revenue due based on current year projections.

#### EXPENSES

FY 2023-24 expenditure figures are from the current proposed budget process. For FY 2024-32, total projected Proposition 10 funded expenses are estimated in line with projected revenue declines and are in compliance with the Agency's minimum fund balance policy. Other expenses have been budgeted if supported by committed external fundings such as Oakland Children's Initiative. The plan, outside of FY 2023-24, does not provide for any cost of living allowances or inflationary increases. In prior years these increases have been covered within the range of annual budgetary savings, and this is expected to continue in future years as well.

#### Use of Sustainability Funds

We are temporarily using our Sustainability Fund to make a loan to support a steady state so as not to reduce Agency capacity as we anticipate the continued build-out of the early childhood system. This means we are continuing our maintenance of effort approach as we anticipate the receipt of Measure C funding, which will allow us to repay the loan from our Sustainability Fund, and to replace Prop 10 as tobacco tax revenue declines. Therefore, \$5.9 million of Sustainability Funds is budgeted as a loan to close the gap between revenue and projected expenses. This figure is consistent with the proposed FY 2023-32 Long Range Financial Plan.

#### MINIMUM FUND BALANCE REQUIREMENTS

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

#### HISTORICAL BACKGROUND

The Long Range Financial Plan tool was designed to strategically guide the use of First 5 Alameda County's Sustainability Fund. The Sustainability Fund was established by the First 5 Alameda County



**AGENDA ITEM 8c1**

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 \$27 million at the end of the current 2022-23 fiscal year and was accumulated in a number of ways over the past years. First, the Fund developed through the initial reserve that occurred when tax dollars were accumulated but could not be spent until a Strategic Plan was passed (Jan. 1999-Jan. 2000). Thereafter, contributions to the Sustainability Fund were intentionally budgeted over several years (2001-2004). Finally, budgeted funds that remained unspent were directed by the Commission to be added to the Sustainability Fund, rather than be rolled-over to the subsequent year's budget (2001-present). It is important to note however that, Sustainability Funds have been budgeted for program use since 2005-06, which means that expenses have been projected higher than revenues in each of those years, but budget savings in those years made it unnecessary to draw from the Fund. These changes have resulted in draws periodically from the Sustainability Fund only since FY 2009-10.

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

| <u>Draw down from Sustainability for Operations (\$millions)</u> |                          |                            |
|--|--------------------------|----------------------------|
| <u>Fiscal Year</u>   | <u>Planned draw down</u> | <u>Actual amount drawn</u> |
| <u>FY 2009-2013 Strategic Plan</u>                               |                          |                            |
| 2009-10  | \$6.9m                   | \$3.3m                     |
| 2010-11  | \$9.3m                   | \$6.7m <sup>1</sup>        |
| 2011-12  | \$4.1m                   | \$0.8m                     |
| 2012-13  | \$9.0m                   | \$5.3m <sup>2</sup>        |
| <u>FY 2013-17 Strategic Plan</u>                                 |                          |                            |
| 2013-14  | \$1.7m                   | \$0.0                      |
| 2014-15  | \$2.3m                   | \$1.5m                     |
| 2015-16  | \$2.3m                   | \$1.2m                     |
| 2016-17  | \$4.9m                   | \$0.0                      |
| <u>FY 2017-22 Strategic Plan</u>                                 |                          |                            |
| 2017-18  | \$3.5m                   | \$0.0                      |
| 2018-19  | \$2.0m                   | \$0.0                      |
| 2019-20  | \$3.7m                   | \$0.0                      |
| 2020-21  | \$6.1m                   | \$1.4m                     |
| 2021-22  | \$4.1m                   | \$2.0m                     |
| <u>FY 2022-27 Strategic Plan</u>                                 |                          |                            |
| 2022-23  | \$5.0m                   |                            |
| 2023-24  | \$5.9m                   |                            |

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

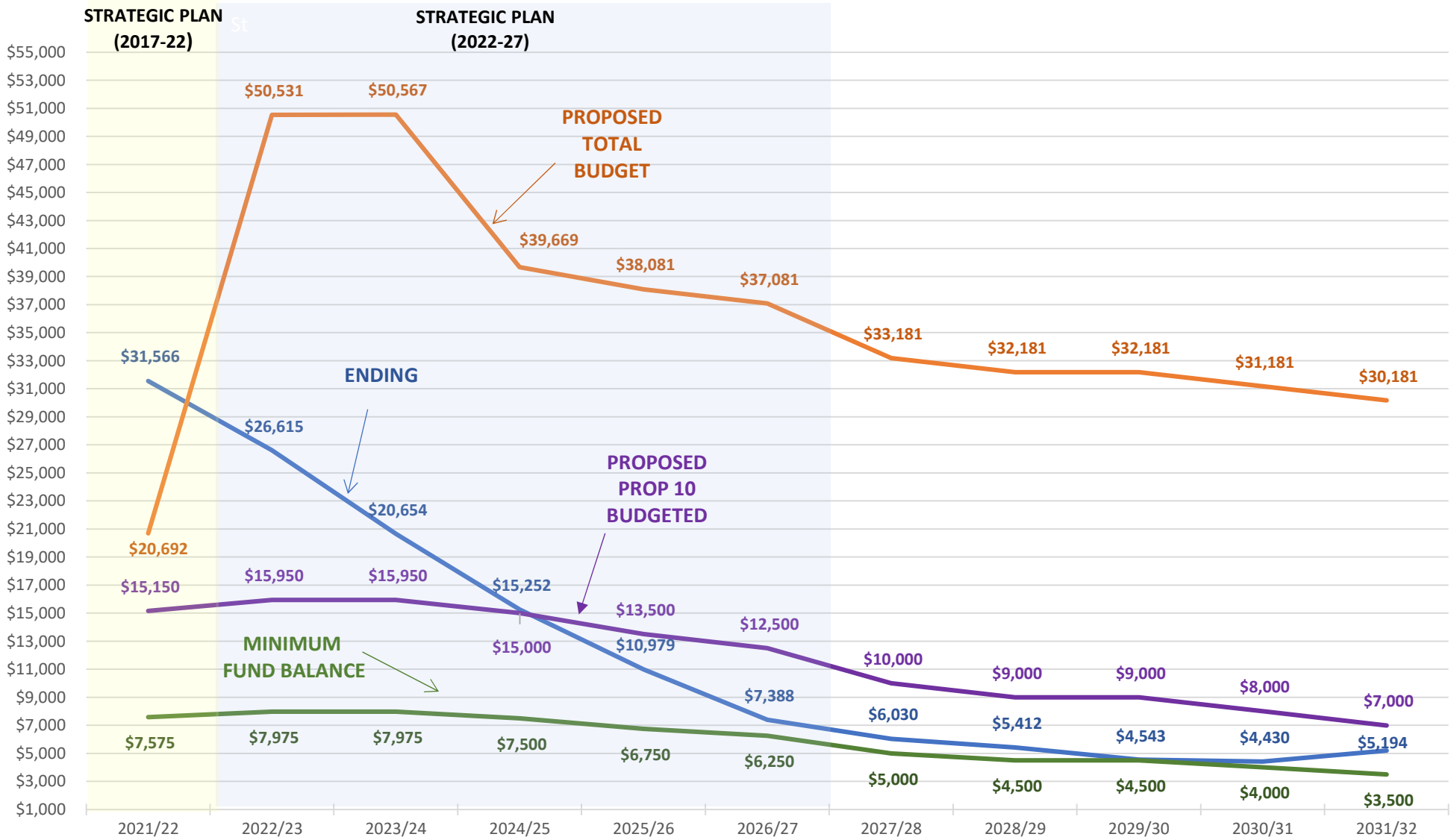
<sup>2</sup> Purchase of office building at 1115 Atlantic Ave., Alameda in April 2013.

| Dollars in Thousands                                       | 2017 - 2022    | 2022 - 2027 Strategic Plan |                 |             |           |           | 2027-2032 Strategic Plan TBD |           |           |           |           |
|--|----------------|----------------------------|-----------------|-------------|-----------|-----------|------------------------------|-----------|-----------|-----------|-----------|
|  | Strategic Plan | Modified Budget            | Proposed Budget | Projections |           |           | Projections                  |           |           |           |           |
|  | Actual 2021/22 | 2022/23                    | 2023/24         | 2024/25     | 2025/26   | 2026/27   | 2027/28                      | 2028/29   | 2029/30   | 2030/31   | 2031/32   |
| <b>Beginning Fund Balance</b>                              | \$ 34,158      | \$ 31,566                  | \$ 26,615       | \$ 20,654   | \$ 15,252 | \$ 10,979 | \$ 7,388                     | \$ 6,030  | \$ 5,412  | \$ 4,543  | \$ 4,543  |
| <b>REVENUES</b>  |                |                            |                 |             |           |           |                              |           |           |           |           |
| <b>Proposition 10 Tobacco Tax</b>                          | \$ 12,558      | \$ 10,999                  | \$ 9,989        | \$ 9,598    | \$ 9,227  | \$ 8,909  | \$ 8,642                     | \$ 8,382  | \$ 8,131  | \$ 7,887  | \$ 7,650  |
| <b>City of Oakland Measure AA Tax</b>                      |                | \$ 23,181                  | \$ 23,181       | \$ 23,181   | \$ 23,181 | \$ 23,181 | \$ 23,181                    | \$ 23,181 | \$ 23,181 | \$ 23,181 | \$ 23,181 |
| <b>Other First 5 Revenue</b>                               | \$ 989         | \$ 1,411                   | \$ 1,370        | \$ 1,000    | \$ 1,000  | \$ 1,000  |                              |           |           |           |           |
| - First 5 California (IMPACT 2020)                         | \$ 900         | \$ 1,225                   | \$ 1,225        | \$ 1,000    | \$ 1,000  | \$ 1,000  |                              |           |           |           |           |
| - First 5 San Francisco/Childrens Council of SF (T/TA Hub) | \$ 89          | \$ 186                     | \$ 145          |             |           |           |                              |           |           |           |           |
| <b>Interagency Income - County</b>                         | \$ 2,501       | \$ 3,523                   | \$ 3,333        | \$ 400      | \$ 400    | \$ 400    |                              |           |           |           |           |
| - ACHCSA (Fathers Corps)                                   | \$ 138         | \$ 400                     | \$ 400          | \$ 400      | \$ 400    | \$ 400    |                              |           |           |           |           |
| - ACPHD (Data Systems Hosting and Maintenance)             | \$ 117         | \$ 123                     | \$ 141          |             |           |           |                              |           |           |           |           |
| - ACPHD (Home Visiting/PHOC)                               |                | \$ 140                     | \$ 140          |             |           |           |                              |           |           |           |           |
| - AC Office of Educ. (QRIS Block Grant)                    | \$ 568         | \$ 447                     | \$ 490          |             |           |           |                              |           |           |           |           |
| - AC Office of Educ. (Inclusive Early Learning)            | \$ 121         | \$ 74                      | \$ 27           |             |           |           |                              |           |           |           |           |
| - City of Berkeley (Fathers Corp)                          |                |                            | \$ 25           |             |           |           |                              |           |           |           |           |
| <b>Interagency Income - Federal Pass-through</b>           |                |                            |                 |             |           |           |                              |           |           |           |           |
| - ACPHD HMG Linkage Line                                   | \$ 459         | \$ 480                     | \$ 480          |             |           |           |                              |           |           |           |           |
| - ACHCDA (Unincorporated Needs Assessment)                 |                | \$ 51                      | \$ 30           |             |           |           |                              |           |           |           |           |
| - ACSSA (Navigation, Workforce Pilot, Comp Child Dev)      | \$ 698         | \$ 808                     | \$ 718          |             |           |           |                              |           |           |           |           |
| - ACSSA (FCC Grants)                                       | \$ 400         |                            |                 |             |           |           |                              |           |           |           |           |
| - ACSSA (CEL Application Project)                          |                | \$ 1,000                   | \$ 882          |             |           |           |                              |           |           |           |           |
| <b>State Grants - Federal Pass-through</b>                 | \$ 539         | \$ 570                     | \$ 515          |             |           |           |                              |           |           |           |           |
| - CA Dept. of Social Services (QCC QRIS Block Grant)       | \$ 454         | \$ 515                     | \$ 515          |             |           |           |                              |           |           |           |           |
| - CA Dept. of Education (Preschool Development Grant)      | \$ 85          | \$ 55                      |                 |             |           |           |                              |           |           |           |           |
| <b>Other Grants (Private, Foundation or Other)</b>         | \$ 1,140       | \$ 3,527                   | \$ 3,394        | \$ 88       |           |           |                              |           |           |           |           |
| - Alameda Alliance for Health                              | \$ 572         | \$ 1,453                   | \$ 1,453        |             |           |           |                              |           |           |           |           |
| - Aurrera Health Group                                     | \$ 49          |                            |                 |             |           |           |                              |           |           |           |           |
| - Sunlight Giving  | \$ 320         | \$ 390                     | \$ 525          |             |           |           |                              |           |           |           |           |
| - Stupski Foundation                                       | \$ 169         | \$ 161                     | \$ 215          | \$ 88       |           |           |                              |           |           |           |           |
| - CA Wellness Foundation                                   | \$ 20          |                            | \$ 20           |             |           |           |                              |           |           |           |           |
| - Heising-Simons Foundation                                |                |                            | \$ 20           |             |           |           |                              |           |           |           |           |
| - Child Family & Community Services                        |                | \$ 1,393                   | \$ 1,073        |             |           |           |                              |           |           |           |           |
| - Tipping Point  |                | \$ 20                      |                 |             |           |           |                              |           |           |           |           |
| - Kaiser Permanente Hospitals Foundation                   | \$ 10          | \$ 110                     | \$ 88           |             |           |           |                              |           |           |           |           |
| <b>Miscellaneous Income</b>                                | \$ 67          | \$ 15                      |                 |             |           |           |                              |           |           |           |           |
| <b>Fiscal Leveraging (MAA)</b>                             | \$ 2,043       | \$ 2,000                   | \$ 2,500        | \$ 2,500    | \$ 2,500  | \$ 2,500  | \$ 1,850                     | \$ 1,850  | \$ 1,850  | \$ 1,850  | \$ 1,850  |
| <b>Investment Income</b>                                   | \$ 549         | \$ 324                     | \$ 324          | \$ 217      | \$ 160    | \$ 115    | \$ 78                        | \$ 63     | \$ 57     | \$ 48     | \$ 48     |
| <b>TOTAL REVENUES</b>                                      | \$ 20,386      | \$ 45,550                  | \$ 44,606       | \$ 36,984   | \$ 36,468 | \$ 36,105 | \$ 33,750                    | \$ 33,477 | \$ 33,219 | \$ 32,966 | \$ 32,729 |
| <b>TOTAL EXPENSES</b>                                      | \$ 20,692      | \$ 50,531                  | \$ 50,567       | \$ 39,669   | \$ 38,081 | \$ 37,081 | \$ 33,181                    | \$ 32,181 | \$ 32,181 | \$ 31,181 | \$ 30,181 |
| <b>TOTAL PROP 10 EXPENSES</b>                              | \$ 15,150      | \$ 15,950                  | \$ 15,950       | \$ 15,000   | \$ 13,500 | \$ 12,500 | \$ 10,000                    | \$ 9,000  | \$ 9,000  | \$ 8,000  | \$ 7,000  |

| <b>CASHFLOW</b>   |            |            |            |            |            |            |            |           |           |           |           |
|---|------------|------------|------------|------------|------------|------------|------------|-----------|-----------|-----------|-----------|
| <b>Total Disbursements</b>  | \$ 20,692  | \$ 50,531  | \$ 50,567  | \$ 39,669  | \$ 38,081  | \$ 37,081  | \$ 33,181  | \$ 32,181 | \$ 32,181 | \$ 31,181 | \$ 30,181 |
| <b>(Shortfall)/Surplus Revenue over Expenses (Use of Sustainability Fund)</b>       | \$ (2,592) | \$ (4,951) | \$ (5,961) | \$ (5,402) | \$ (4,273) | \$ (3,591) | \$ (1,358) | \$ (618)  | \$ (869)  | \$ (113)  | \$ 650    |
| <b>Ending Fund Balance</b>  | \$ 31,566  | \$ 26,615  | \$ 20,654  | \$ 15,252  | \$ 10,979  | \$ 7,388   | \$ 6,030   | \$ 5,412  | \$ 4,543  | \$ 4,430  | \$ 5,194  |
| <b>MINIMUM FUND BALANCE REQUIRED (50% OR 6 Months of Prop 10 Budgeted Expenses)</b> | \$ 7,575   | \$ 7,975   | \$ 7,975   | \$ 7,500   | \$ 6,750   | \$ 6,250   | \$ 5,000   | \$ 4,500  | \$ 4,500  | \$ 4,000  | \$ 3,500  |

# LONG RANGE FINANCIAL PLAN FY 2023-2032

## BUDGET & FUND BALANCE IN MILLIONS



FIRST 5 ALAMEDA COUNTY  
Proposed Contracts for FY2023-2025

| Strategy                            | Contractor Name                                     | Program/Project  | Renewal | New | Procurement Type for New Contracts | Award Term | FY 2023-24 Amount | FY 2024-25 Amount | Proposed Total Contract Amount | Scope of Work/Description   |
|-------------------------------------|---|--|---------|-----|------------------------------------|------------|-------------------|-------------------|--------------------------------|---|
| <b>CHILDREN'S HEALTH INITIATIVE</b> |   |  |         |     |                                    |            |                   |                   |                                |   |
| Childrens Health Initiative         | Oakland Unified School District                     | Oakland Children's Initiative  | Y       |     |                                    | FY2023-24  | \$ 5,000,000.00   | \$ -              | \$ 5,000,000.00                | Funding to support the ongoing implementation of Oakland Children's Initiative programming including personnel costs for existing and new staff and prioritized activities.   |
| Childrens Health Initiative         | Oakland Head Start                                  | Oakland Children's Initiative  | Y       |     |                                    | FY2023-24  | \$ 4,000,000.00   | \$ -              | \$ 4,000,000.00                | Funding to support the ongoing implementation of Oakland Children's Initiative programming including personnel costs for existing and new staff and prioritized activities.   |
| <b>COMMUNICATIONS</b>               |   |  |         |     |                                    |            |                   |                   |                                |   |
| Communications                      | Full Court Press                                    | Communications   | Y       |     |                                    | FY2023-24  | \$ 38,800.00      | \$ -              | \$ 38,800.00                   | Funding to develop communications strategies and materials to amplify the work of First 5 Alameda County's programs and policy advocacy.  |
| Communications                      | Joshua Steinberger                                  | Communications   | Y       |     |                                    | FY2023-24  | \$ 30,000.00      | \$ -              | \$ 30,000.00                   | Funding to provide communications advising and consulting services to First 5 Leadership staff.   |
| <b>FATHERHOOD</b>                   |   |  |         |     |                                    |            |                   |                   |                                |   |
| Fatherhood                          | DDG Training and Consulting                         | Fatherhood Partnership, Father Friendly Provider Network, Family Justice Center Collaborative, Fatherhood Summit | Y       |     |                                    | FY2023-24  | \$ 42,000.00      | \$ -              | \$ 42,000.00                   | Funding to provide training, facilitation, coaching, workshop development, evaluation, and consultation for the Fathers Corps, Fatherhood Partnership/Healthy Relationship Learning Community, 2023 Fatherhood Summit, and the Family Justice Center Collaborative.   |
| Fatherhood                          | Dads Evoking Change                                 | South County Legal Clinics for Fathers   | Y       |     |                                    | FY2023-24  | \$ 10,000.00      | \$ -              | \$ 10,000.00                   | Funding to provide under-resourced, Alameda County fathers a reliable, safe space to receive guidance from family court attorneys on how to navigate the family courts and provide resources and guidance related to child custody laws, filling out commonly used court forms, and increase knowledge on steps to take to reach their desired goals.   |
| Fatherhood                          | A Better Way, Inc.                                  | Fatherhood Partnership Grant   | Y       |     |                                    | FY2023-24  | \$ 25,000.00      | \$ -              | \$ 25,000.00                   | Funding to enhance capacity for increasing engagement and support of fathers/father figures by hosting father specific parenting education and support groups, providing staff training and professional development, partnering with a community agency to host a Father-focused event, and integrating activities with First 5 and other family service programs. Funding also includes co-facilitation of Dad-scussions, Fatherhood Summit participation and community outreach. |
| Fatherhood                          | BLKMPWR, LLC (Khalid White)                         | Fatherhood Partnership Grant   | Y       |     |                                    | FY2023-24  | \$ 25,000.00      | \$ -              | \$ 25,000.00                   | Funding to enhance capacity for increasing engagement and support of fathers/father figures by hosting father specific parenting education and support groups, providing staff training and professional development, partnering with a community agency to host a Father-focused event, and integrating activities with First 5 and other family service programs. Funding also includes co-facilitation of Dad-scussions, Fatherhood Summit participation and community outreach. |
| Fatherhood                          | Community Childcare Council (4Cs) of Alameda County | Fatherhood Partnership Grant   | Y       |     |                                    | FY2023-24  | \$ 25,000.00      | \$ -              | \$ 25,000.00                   | Funding to enhance capacity for increasing engagement and support of fathers/father figures by hosting father specific parenting education and support groups, providing staff training and professional development, partnering with a community agency to host a Father-focused event, and integrating activities with First 5 and other family service programs. Funding also includes co-facilitation of Dad-scussions, Fatherhood Summit participation and community outreach. |
| Fatherhood                          | Family Paths, Inc.                                  | Fatherhood Partnership Grant   | Y       |     |                                    | FY2023-24  | \$ 25,000.00      | \$ -              | \$ 25,000.00                   | Funding to enhance capacity for increasing engagement and support of fathers/father figures by hosting father specific parenting education and support groups, providing staff training and professional development, partnering with a community agency to host a Father-focused event, and integrating activities with First 5 and other family service programs. Funding also includes co-facilitation of Dad-scussions, Fatherhood Summit participation and community outreach. |
| Fatherhood                          | Friends of the Oakland Public Library               | Fatherhood Partnership Grant   | Y       |     |                                    | FY2023-24  | \$ 10,000.00      | \$ -              | \$ 10,000.00                   | Funding to enhance capacity for increasing engagement and support of fathers/father figures by hosting father specific parenting education and support groups, providing staff training and professional development, partnering with a community agency to host a Father-focused event, and integrating activities with First 5 and other family service programs. Funding also includes co-facilitation of Dad-scussions, Fatherhood Summit participation and community outreach. |

|                                       |  |   |   |   |             |           |               |               |               |   |
|---------------------------------------|--|---|---|---|-------------|-----------|---------------|---------------|---------------|---|
| Fatherhood                            | Hayward Unified School District                      | Fatherhood Partnership Grant                        | Y |   |             | FY2023-24 | \$ 25,000.00  | \$ -          | \$ 25,000.00  | Funding to enhance capacity for increasing engagement and support of fathers/father figures by hosting father specific parenting education and support groups, providing staff training and professional development, partnering with a community agency to host a Father-focused event, and integrating activities with First 5 and other family service programs. Funding also includes co-facilitation of Dad-scussions, Fatherhood Summit participation and community outreach. |
| Fatherhood                            | Darren White (dba Realized Potential)                | Fatherhood Partnership Grant                        | Y |   |             | FY2023-24 | \$ 25,000.00  | \$ -          | \$ 25,000.00  | Funding to enhance capacity for increasing engagement and support of fathers/father figures by hosting father specific parenting education and support groups, providing staff training and professional development, partnering with a community agency to host a Father-focused event, and integrating activities with First 5 and other family service programs. Funding also includes co-facilitation of Dad-scussions, Fatherhood Summit participation and community outreach. |
| Fatherhood                            | Positive Communication Practices                     | Fatherhood Partnership Grant                        | Y |   |             | FY2023-24 | \$ 15,000.00  | \$ -          | \$ 15,000.00  | Funding to enhance capacity for increasing engagement and support of fathers/father figures by hosting father specific parenting education and support groups, providing staff training and professional development, partnering with a community agency to host a Father-focused event, and integrating activities with First 5 and other family service programs. Funding also includes co-facilitation of Dad-scussions, Fatherhood Summit participation and community outreach. |
| Fatherhood                            | Michael Mouton                                       | Fatherhood Partnership Grant                        | Y |   |             | FY2023-24 | \$ 10,000.00  | \$ -          | \$ 10,000.00  | Funding to facilitate father specific parenting education and support groups for the Oakland Public Library and integrate activities with First 5 and other family service programs. Funding also includes Fatherhood Summit participation and community outreach.  |
| Fatherhood                            | Oakland Marriott City Center                         | Fatherhood Summit                                   |   | Y | Sole Source | FY2023-24 | \$ 90,000.00  | \$ -          | \$ 90,000.00  | Funding to host the 2023 Alameda County Fatherhood Summit, including conference space, breakout rooms, event staffing, catering, and hospitality services.  |
| <b>NEIGHBORHOODS READY FOR SCHOOL</b> |  |   |   |   |             |           |               |               |               |   |
| Neighborhoods Ready for School        | Lotus Bloom  | Room to Bloom Family Resource Center                | Y |   |             | FY2023-25 | \$ 459,557.00 | \$ 459,557.00 | \$ 919,114.00 | Funding to coordinate and implement programs and services at the Castlemont Community Room to Bloom Family Resource Center, and conduct neighborhood outreach and family engagement activities.   |
| Neighborhoods Ready for School        | Lotus Bloom (Oakland Family Resource Center Network) | Oakland Family Resource Center Network Coordination | Y |   |             | FY2023-25 | \$ 31,050.00  | \$ 31,050.00  | \$ 62,100.00  | Funding to coordinate Oakland Family Resource Center Network.   |
| Neighborhoods Ready for School        | Lotus Bloom (Oakland Family Resource Center Network) | Oakland Family Resource Center, Basic Needs Fund    | Y |   |             | FY2023-24 | \$ 50,000.00  | \$ -          | \$ 50,000.00  | Funding provided to administer funds to participants of the Oakland Family Resource Center Network for basic needs services supporting families in Oakland.   |
| Neighborhoods Ready for School        | Lotus Bloom (San Antonio Family Resource Center)     | San Antonio Family Resource Center                  | Y |   |             | FY2023-25 | \$ 94,185.00  | \$ 94,185.00  | \$ 188,370.00 | Funding to build infrastructure in neighborhoods to provide places for families to learn, plan, and achieve their goals; increase neighborhood-level coordination to provide a comprehensive menu of resources to support family protective factors, build community, and increase children's school readiness; and increase family leadership and civic engagement opportunities.  |
| Neighborhoods Ready for School        | EBAYC (San Antonio Family Resource Center)           | San Antonio Family Resource Center                  | Y |   |             | FY2023-25 | \$ 77,625.00  | \$ 77,625.00  | \$ 155,250.00 | Funding to build infrastructure in neighborhoods to provide places for families to learn, plan, and achieve their goals; increase neighborhood-level coordination to provide a comprehensive menu of resources to support family protective factors, build community, and increase children's school readiness; and increase family leadership and civic engagement opportunities.  |
| Neighborhoods Ready for School        | Trybe, Inc. (San Antonio Family Resource Center)     | San Antonio Family Resource Center                  | Y |   |             | FY2023-25 | \$ 269,100.00 | \$ 269,100.00 | \$ 538,200.00 | Funding to build infrastructure in neighborhoods to provide places for families to learn, plan, and achieve their goals; increase neighborhood-level coordination to provide a comprehensive menu of resources to support family protective factors, build community, and increase children's school readiness; and increase family leadership and civic engagement opportunities.  |
| Neighborhoods Ready for School        | Lincoln  | Neighborhoods Ready for School                      | Y |   |             | FY2023-25 | \$ 453,330.00 | \$ 453,330.00 | \$ 906,660.00 | Funding to build infrastructure in neighborhoods to provide places for families to learn, plan, and achieve their goals; increase neighborhood-level coordination to provide a comprehensive menu of resources to support family protective factors, build community, and increase children's school readiness; and increase family leadership and civic engagement opportunities.  |
| Neighborhoods Ready for School        | New Haven Unified School District (UC Kids Zone)     | Neighborhoods Ready for School                      | Y |   |             | FY2023-25 | \$ 442,359.00 | \$ 442,359.00 | \$ 884,718.00 | Funding to build infrastructure in neighborhoods to provide places for families to learn, plan, and achieve their goals; increase neighborhood-level coordination to provide a comprehensive menu of resources to support family protective factors, build community, and increase children's school readiness; and increase family leadership and civic engagement opportunities.  |

|  |   |   |   |   |             |           |               |               |               |   |
|--|---|---|---|---|-------------|-----------|---------------|---------------|---------------|---|
| Neighborhoods Ready for School                     | Roots                                       | Neighborhoods Ready for School          | Y |   |             | FY2023-25 | \$ 437,805.00 | \$ 437,805.00 | \$ 875,610.00 | Funding to build infrastructure in neighborhoods to provide places for families to learn, plan, and achieve their goals; increase neighborhood-level coordination to provide a comprehensive menu of resources to support family protective factors, build community, and increase children's school readiness; and increase family leadership and civic engagement opportunities.            |
| Neighborhoods Ready for School                     | DDG Training and Consulting                 | Training & Capacity Building            | Y |   |             | FY2023-24 | \$ 35,000.00  | \$ -          | \$ 35,000.00  | Funding to provide training, facilitation, coaching, workshop development, evaluation, and consultation for the Neighborhoods Ready for School sites and Training @ First 5.  |
| Neighborhoods Ready for School                     | Oakland Feather River Camp                  | Oakland Feather River Family Camp       |   | Y | Sole Source | FY2023-24 | \$ 110,380.00 | \$ -          | \$ 110,380.00 | Funding to cover the cost of participation in five 3-night sessions of Family Camp for approximately 225 campers identified through our Community Programs partners.  |
| <b>OPERATIONAL SUPPORT</b>                         |   |   |   |   |             |           |               |               |               |   |
| Operational Support: Administration and Facilities | Olson Remcho LLP                            | Legal counsel                           | Y |   |             | FY2023-25 | \$ 200,000.00 | \$ 120,000.00 | \$ 320,000.00 | Funding to provide legal services and consultation on an as-needed basis.   |
| Operational Support: Administration and Facilities | Hatchel Tabernik & Associates               | Grant writing                           | Y |   |             | FY2023-24 | \$ 50,000.00  | \$ -          | \$ 50,000.00  | Funding to provide grant writing, fund development assistance, training and implementation support and partnership development.   |
| Operational Support: Administration and Facilities | Interpreters Unlimited                      | Cultural Access Services (CAS)          | Y |   |             | FY2023-24 | \$ 42,000.00  | \$ -          | \$ 42,000.00  | Funding to provide language assistance services to First 5 programs, strategies, and selected providers.  |
| Operational Support: Administration and Facilities | Iris Lin                                    | Cultural Access Services (CAS)          | Y |   |             | FY2023-24 | \$ 10,000.00  | \$ -          | \$ 10,000.00  | Funding to provide language assistance services to First 5 programs and selected providers.   |
| Operational Support: Administration and Facilities | International Contact                       | Cultural Access Services (CAS)          | Y |   |             | FY2023-24 | \$ 20,000.00  | \$ -          | \$ 20,000.00  | Funding to provide language assistance services to First 5 programs and selected providers.   |
| Operational Support: Administration and Facilities | Berlin Rosen                                | Change Management                       | Y |   |             | FY2023-24 | \$ 150,000.00 | \$ -          | \$ 150,000.00 | Funding to develop and facilitate change management framework for First 5.  |
| Operational Support: Finance                       | Nleader Group                               | MAA support                             | Y |   |             | FY2023-24 | \$ 15,000.00  | \$ -          | \$ 15,000.00  | Funding to provide research and identify opportunities to further leverage eligible certified public expenditure funds that support Medi-Cal Administrative Activities (MAA) services.  |
| Operational Support: Finance                       | Eide Bailly, LLP                            | Audit                                   | Y |   |             | FY2023-24 | \$ 31,000.00  | \$ -          | \$ 31,000.00  | Funding to provide financial and single audit services.   |
| Operational Support: Finance                       | Kevin W. Harper CPA & Associates            | Fiscal Administrative Consultation      | Y |   |             | FY2023-24 | \$ 15,000.00  | \$ -          | \$ 15,000.00  | Funding to provide consultation on financial policies and provide other fiscal administrative consultation as needed.   |
| Operational Support: Human Resources               | Aleshire & Wynder, LLP                      | Legal Services                          | Y |   |             | FY2023-25 | \$ 25,000.00  | \$ 25,000.00  | \$ 50,000.00  | Funding to provide legal services and consultation on an as-needed basis.   |
| Operational Support: Technology                    | Hooper, Lundy & Bookman P.C.                | Legal Services                          |   | Y | Sole Source | FY2023-24 | \$ 25,000.00  | \$ -          | \$ 25,000.00  | Funding to provide legal services and consultation related to data sharing and privacy compliance.  |
| Operational Support: Technology                    | Eightcloud                                  | Salesforce Maintenance                  | Y |   |             | FY2023-24 | \$ 100,000.00 | \$ -          | \$ 100,000.00 | Funding to provide support for the next generation Salesforce technology related enhancements.  |
| Operational Support: Technology                    | Techspierce                                 | IT Maintenance                          | Y |   |             | FY2023-24 | \$ 100,000.00 | \$ -          | \$ 100,000.00 | Funding to provide technology infrastructure support and server maintenance and back up.  |
| Operational Support: Technology                    | RedCar IT                                   | Maintenance and Hosting                 | Y |   |             | FY2023-24 | \$ 168,000.00 | \$ -          | \$ 168,000.00 | Funding to provide maintenance and operations support activities for First 5 Applications-ECChange and Pathways.  |
| <b>PARENT PARTNERSHIP</b>                          |   |   |   |   |             |           |               |               |               |   |
| Parent Partnership                                 | Lydia O. Boyd (dba The B.L.A.C.K. Course)   | The B.L.A.C.K. Course                   | Y |   |             | FY2023-24 | \$ 200,000.00 | \$ -          | \$ 200,000.00 | Funding to support a foundational lactation education course rooted in history, racial equity and justice to diversify lactation education and the lactation workforce.   |
| Parent Partnership                                 | TLC Consulting & Maternal Healing           | Midnight Milk Club                      | Y |   |             | FY2023-24 | \$ 94,800.00  | \$ -          | \$ 94,800.00  | Funding to support a free afterhours infant feeding, pregnancy and postpartum virtual support group established to address existing inequities in accessing lactation support.  |
| Parent Partnership                                 | Moms-for-Moms Postpartum Justice            | Honoring and Unifying Gatherings (HUGs) | Y |   |             | FY2023-24 | \$ 135,424.00 | \$ -          | \$ 135,424.00 | Funding to partner with local Black-owned cafes and restaurants to provide a safe space for new parents and caregivers of infants in the community to meet, connect, and share resources.   |
| Parent Partnership                                 | County of Alameda, Public Health Department | Abundant Birth Project                  |   | Y | Sole Source | FY2023-24 | \$ 250,000.00 | \$ -          | \$ 250,000.00 | Funding to support Alameda County Public Health Department's implementation of a guaranteed income pilot, Abundant Birth Project, providing a monthly cash supplement to Black/African Diasporic low-income pregnant people from the second trimester to six months postpartum. The goal is to improve birth outcomes by relieving mothers' stress resulting from lack of economic resources. |
| Parent Partnership                                 | County of Alameda, Public Health Department | IRTH App                                |   | Y | Sole Source | FY2023-24 | \$ 50,000.00  | \$ -          | \$ 50,000.00  | Funding to support Alameda County Public Health Department's partnership with the IRT app as a critical intervention to support birth equity, offering pregnant and postpartum Black and Brown women, birthing people, their families and Doulas to share their hospital and birthing experiences.  |
| Parent Partnership                                 | Supplybank.org                              | School Readiness Backpacks              | Y |   |             | FY2023-24 | \$ 225,000.00 | \$ -          | \$ 225,000.00 | Funding to purchase and distribute Kindergarten Readiness backpacks to a variety of supply distribution sites and school districts in Alameda County identified by First 5.   |

| PEDIATRIC CARE COORDINATION            |  |  |   |  |  |  |           |               |               |               |   |
|--|--|--|---|--|--|--|-----------|---------------|---------------|---------------|---|
| Pediatric Care Coordination (Early ID) | County of Alameda, Public Health Department          | HMG Pediatric Strategies                 | Y |  |  |  | FY2023-24 | \$ 95,000.00  | \$ -          | \$ 95,000.00  | Funding to provide training, technical assistance and consultation support to Child Health and Disability Prevention (CHDP) and other pediatric practices serving families with the most need in Alameda County on early identification through standardized screening and referral pathways for children birth-5 years of age with health and developmental needs. |
| Pediatric Care Coordination (Early ID) | Family Resource Navigators                           | Help Me Grow                             | Y |  |  |  | FY2023-25 | \$ 498,870.00 | \$ 498,870.00 | \$ 997,740.00 | Funding to provide Family Navigation and parent peer support for families referred to Help Me Grow. Support families with linkage to entitlement services and community supports; coordinate Help Me Grow Family Advisory Committee.  |
| Pediatric Care Coordination (Early ID) | Crux Design  | Help Me Grow                             | Y |  |  |  | FY2023-24 | \$ 10,000.00  | \$ -          | \$ 10,000.00  | Funding to support capacity enhancements and maintenance in Alamedakids.org.  |
| Pediatric Care Coordination (Early ID) | Hickman Strategies LLC                               | Strategic Plan Implementation            | Y |  |  |  | FY2023-24 | \$ 15,000.00  | \$ -          | \$ 15,000.00  | Funding to provide First 5 Alameda County strategic plan implementation support and agencywide change management.   |
| Pediatric Care Coordination (Early ID) | Alameda Health System (Highland Hospital)            | Project DULCE                            | Y |  |  |  | FY2023-25 | \$ 141,617.00 | \$ 141,617.00 | \$ 283,234.00 | Funding to continue implementation of the DUCLE model including the support and guidance of the Clinic Champion Pediatrician at Highland Hospital Pediatric Department.   |
| Pediatric Care Coordination (Early ID) | East Bay Community Law Center                        | Project DULCE                            | Y |  |  |  | FY2023-25 | \$ 40,365.00  | \$ 40,365.00  | \$ 80,730.00  | Funding to provide legal consultation and support to the DULCE program Family Specialist and selected families within Alameda Health System's Highland Hospital Pediatric Clinic.   |
| POLICY & ADVOCACY                      |  |  |   |  |  |  |           |               |               |               |   |
| Policy & Advocacy                      | Parent Voices Oakland                                | ACECPC                                   | Y |  |  |  | FY2023-24 | \$ 77,625.00  | \$ -          | \$ 77,625.00  | Funding to plan, coordinate and implement the Alameda County Early Childhood Policy Committee (ACECPC) and support a graduate policy intern.  |
| Policy & Advocacy                      | Lucile Packard Children's Hosp Stanford              | Committee on Children with Special Needs | Y |  |  |  | FY2023-24 | \$ 6,700.00   | \$ -          | \$ 6,700.00   | Funding to coordinate and facilitate the Alameda County Committee on Children with Special Needs and provide policy consultation as requested.  |
| QUALITY EARLY CARE & EDUCATION         |  |  |   |  |  |  |           |               |               |               |   |
| Quality Early Care & Education         | Hubbe Inc. (formerly known as Early Quality Systems) | QRIS Data Hubbe                          | Y |  |  |  | FY2023-24 | \$ 143,412.00 | \$ -          | \$ 143,412.00 | Funding to host a secure and fully managed iteration of the QRIS Hubbe database system for Alameda County Quality Counts to manage the local QRIS program.  |
| Quality Early Care & Education         | YMCA of the East Bay                                 | Workforce Pilot                          | Y |  |  |  | FY2023-24 | \$ 538,000.00 | \$ -          | \$ 538,000.00 | Funding to train CalWORKs participants to become certified and employed as early childhood professionals.   |
| Quality Early Care & Education         | Bananas, Inc   | CARES Program                            | Y |  |  |  | FY2023-24 | \$ 100,000.00 | \$ -          | \$ 100,000.00 | Funding to implement the CARES Homeless Navigation Pilot Program.   |
| Quality Early Care & Education         | Bananas, Inc   | QRIS Coaching and TA                     | Y |  |  |  | FY2023-24 | \$ 261,820.00 | \$ -          | \$ 261,820.00 | Funding to provide professional development opportunities for the Early Childhood Education (ECE) workforce in Alameda County and on-site technical assistance and coaching to Quality Counts sites.  |
| Quality Early Care & Education         | Community Childcare Council (4Cs) of Alameda County  | QRIS Coaching and TA                     | Y |  |  |  | FY2023-24 | \$ 261,820.00 | \$ -          | \$ 261,820.00 | Funding to provide professional development opportunities for the Early Childhood Education (ECE) workforce in Alameda County and on-site technical assistance and coaching to Quality Counts sites.  |
| Quality Early Care & Education         | Hively   | QRIS Coaching and TA                     | Y |  |  |  | FY2023-24 | \$ 110,815.00 | \$ -          | \$ 110,815.00 | Funding to provide professional development opportunities for the Early Childhood Education (ECE) workforce in Alameda County and on-site technical assistance and coaching to Quality Counts sites.  |
| Quality Early Care & Education         | California School-Age Consortium                     | QI Grants and PD Stipend Distribution    | Y |  |  |  | FY2023-24 | \$ 518,000.00 | \$ -          | \$ 518,000.00 | Funding to manage the Quality Counts' process for distributing Quality Improvement incentive grants and professional development (PD) and Dual Language Learner (DLL) stipends. Funds will be used to make facility and environment improvements, enhance training, support staff release time, technology needs, and professional development activities.          |
| Quality Early Care & Education         | Bananas, Inc.  | Informal Care                            | Y |  |  |  | FY2023-24 | \$ 80,000.00  | \$ -          | \$ 80,000.00  | Funding to provide training and playgroups for Family, Friend, and Neighbor (FFN) caregivers and training and for Family Child Care (FCC) providers.  |
| Quality Early Care & Education         | Community Childcare Council (4Cs) of Alameda County  | Informal Care                            | Y |  |  |  | FY2023-24 | \$ 80,000.00  | \$ -          | \$ 80,000.00  | Funding to provide training and playgroups for Family, Friend, and Neighbor (FFN) caregivers and training and for Family Child Care (FCC) providers.  |
| Quality Early Care & Education         | Hively   | Informal Care                            | Y |  |  |  | FY2023-24 | \$ 80,000.00  | \$ -          | \$ 80,000.00  | Funding to provide training and playgroups for Family, Friend, and Neighbor (FFN) caregivers and training and for Family Child Care (FCC) providers.  |

|                                |                                       |   |   |   |             |           |                  |                 |                  |  |
|--------------------------------|---------------------------------------|---|---|---|-------------|-----------|------------------|-----------------|------------------|--|
| Quality Early Care & Education | Cynthia Martinez-Roberts              | FCC Training  | Y |   |             | FY2023-24 | \$ 14,000.00     | \$ -            | \$ 14,000.00     | Funding to provide training and individual consultation to Family Child Care providers.  |
| Quality Early Care & Education | Alameda Free Library                  | Family, Friend & Neighbor Library Programming/Dia de los Libros event | Y |   |             | FY2023-24 | \$ 14,000.00     | \$ -            | \$ 14,000.00     | Funding to provide Quality Counts Pathway resources for Family, Friend and Neighbor (FFN) caregivers by leveraging Alameda Free Library's current Storytimes and FFN Community Events; provide support for multilingual programming and materials through Dia de los Libros/Dia de los Niños (Dia) events.       |
| Quality Early Care & Education | Hayward Public Library                | Family, Friend & Neighbor Library Programming/Dia de los Libros event | Y |   |             | FY2023-24 | \$ 12,000.00     | \$ -            | \$ 12,000.00     | Funding to provide Quality Counts Pathway resources for Family, Friend and Neighbor (FFN) caregivers by leveraging Hayward Public Library's current Storytimes and FFN Community Events; provide support for multilingual programming and materials through Dia de los Libros/Dia de los Niños (Dia) events.     |
| Quality Early Care & Education | Friends of the Oakland Public Library | Family, Friend & Neighbor Library Programming/Dia de los Libros event | Y |   |             | FY2023-24 | \$ 15,000.00     | \$ -            | \$ 15,000.00     | Funding to provide Quality Counts Pathway resources for Family, Friend and Neighbor (FFN) caregivers by leveraging Oakland Public Library's current Storytimes and FFN Community Events.   |
| Quality Early Care & Education | San Leandro Public Library            | Family, Friend & Neighbor Library Programming/Dia de los Libros event | Y |   |             | FY2023-24 | \$ 16,400.00     | \$ -            | \$ 16,400.00     | Funding to provide Quality Counts Pathway resources for Family, Friend and Neighbor (FFN) caregivers by leveraging San Leandro Public Library's current Storytimes and FFN Community Events; provide support for multilingual programming and materials through Dia de los Libros/Dia de los Niños (Dia) events. |
| Quality Early Care & Education | WestEd                                | Assessments   | Y |   |             | FY2023-24 | \$ 269,000.00    | \$ -            | \$ 269,000.00    | Funding to provide valid and reliable CLASS™ assessments for early care and education programs participating in the Alameda County Quality Rating Improvement System, Quality Counts.  |
| Quality Early Care & Education | WestEd                                | CSEFEL Training   |   | Y | Sole Source | FY2023-24 | \$ 50,000.00     | \$ -            | \$ 50,000.00     | Funding to provide Center for Social Emotional Foundations for Early Learning (CSEFEL) Teaching Pyramid training and coaching to identified Quality Counts ECE sites in Alameda County, and facilitation of leadership team meetings for agency administrators.  |
| <b>TRAINING</b>                |                                       |   |   |   |             |           |                  |                 |                  |  |
| Training                       | DDG Training and Consulting           | Ubuntu Circles  | Y |   |             | FY2023-24 | \$ 34,200.00     | \$ -            | \$ 34,200.00     | Funding to provide training and facilitation of Ubuntu Emotional Emancipation Circles for Training @ First 5.  |
| Training                       | Shawn Bryant                          | Training @ First 5  |   | Y | Sole Source | FY2023-24 | \$ 30,000.00     | \$ -            | \$ 30,000.00     | Funding to provide training and facilitation of Professional Learning Community for Training @ First 5.  |
| Training                       | Dr. Anita Smith                       | Trainers for NRFS Sites   | Y |   |             | FY2023-24 | \$ 15,000.00     | \$ -            | \$ 15,000.00     | Funding to provide training to NRFS sites on topics related to healthy development, intergenerational trauma, career readiness, and career pathways.   |
| Training                       | Dr. Patricia Nunley                   | Trainers for NRFS Sites   | Y |   |             | FY2023-24 | \$ 20,000.00     | \$ -            | \$ 20,000.00     | Funding to provide training to NRFS sites for parents and caregivers on topics related to Black children's development and Black parenting.  |
| Training                       | Tanya Burrell                         | Trainers for NRFS Sites   |   | Y | Sole Source | FY2023-24 | \$ 24,000.00     | \$ -            | \$ 24,000.00     | Funding to provide training to NRFS sites on child development and parent education.   |
| Training                       | Martha Montufar                       | Trainers for NRFS Sites   |   | Y | Sole Source | FY2023-24 | \$ 14,000.00     | \$ -            | \$ 14,000.00     | Funding to provide Pioneer Parent Workshops in partnership with NRFS Grantee: Union City Family Resource Center.   |
| TOTALS                         |                                       |   |   |   |             |           | \$ 17,349,059.00 | \$ 3,090,863.00 | \$ 20,439,922.00 |  |





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*Equity Research  
Institute*

**LOOKING FORWARD:  
FIRST 5 FUTURES FOR THE  
EAST BAY & THE GOLDEN STATE**

June 22, 2023

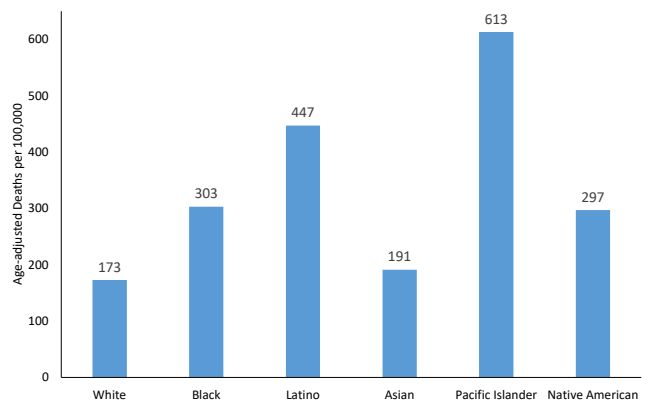
MANUEL PASTOR  @Prof\_MPastor

1

### THE COVID SHOCK TO THE SYSTEM

- The **disease** that revealed our **illness**

Age-Adjusted COVID Death Rates, Los Angeles County, March 22, 2022



| Ethnicity        | Age-adjusted Deaths per 100,000 |
|------------------|---------------------------------|
| White            | 173                             |
| Black            | 303                             |
| Latino           | 447                             |
| Asian            | 191                             |
| Pacific Islander | 613                             |
| Native American  | 297                             |

2

## THE COVID SHOCK TO THE SYSTEM

- The **disease** that revealed our **illness**
- The crisis that illustrated our **mutuality**



Photograph: Stephen Lam/Reuters



3

## THE COVID SHOCK TO THE SYSTEM

- The **disease** that revealed our **illness**
- The crisis that illustrated our **mutuality** – and our **division**



4



- This coincided with a racial reckoning – with our past, our present, and our future

- With some seeing disorder & chaos, and others seeing new possibilities for racial & social equity



6

- While we see a shifting economy being experienced as labor shortages, supply disruptions, and inflation



- There are more fundamental changes about the meaning of work, the importance of social justice, and the role of government

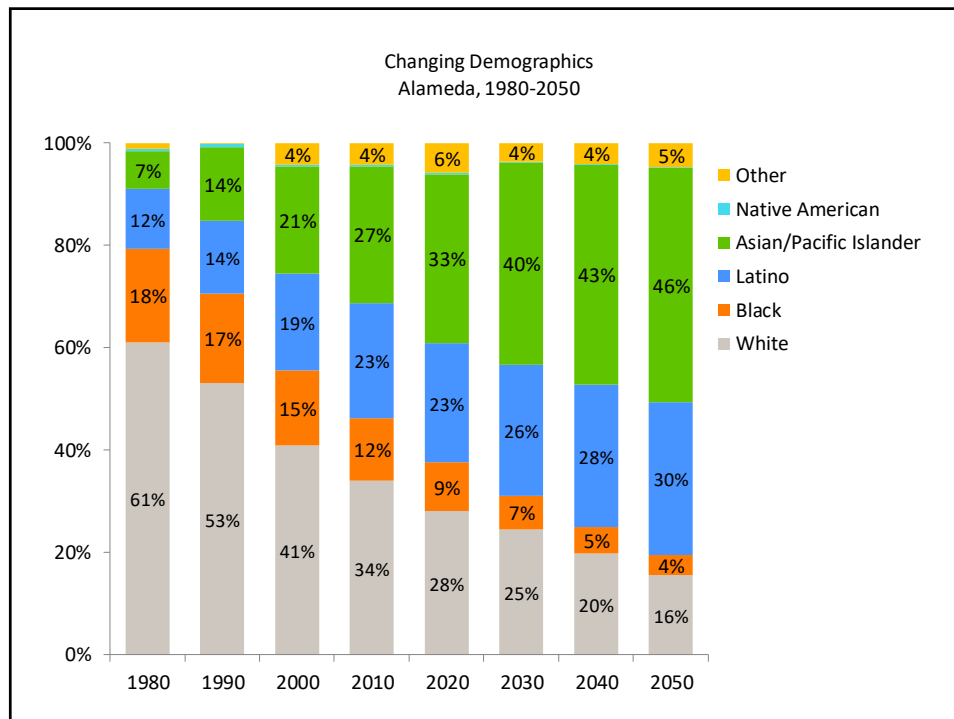
7

## THE BOTTOM LINE

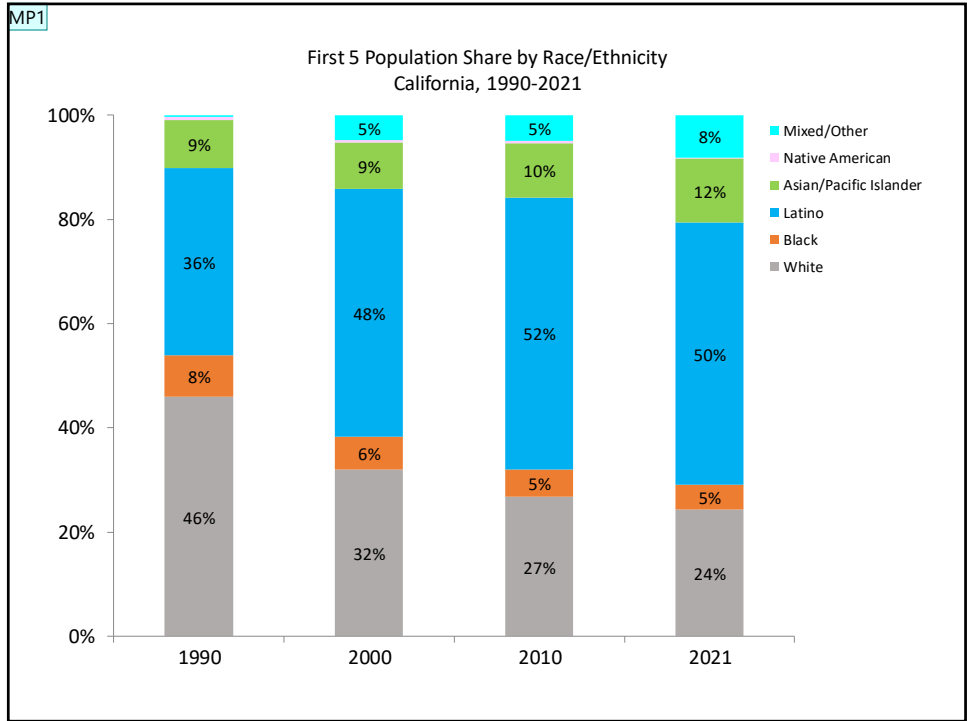
- There is **no going back** to a normal that did not work for so many
- We do not need a recovery but a **reimagination, restructuring, & renewal** that challenges inequality & lifts up **commonality**



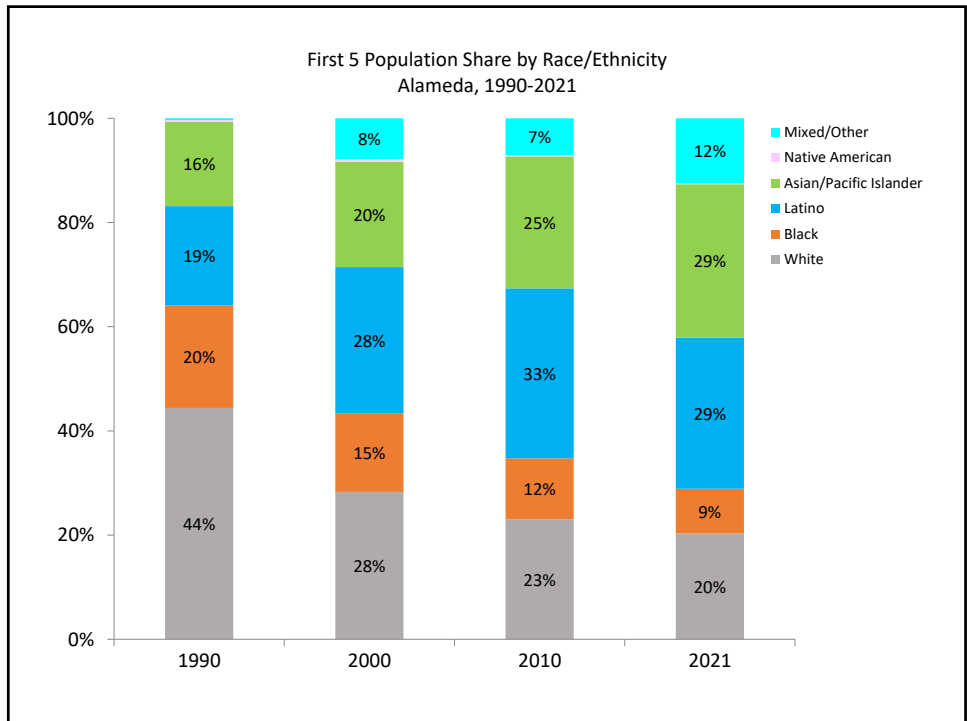
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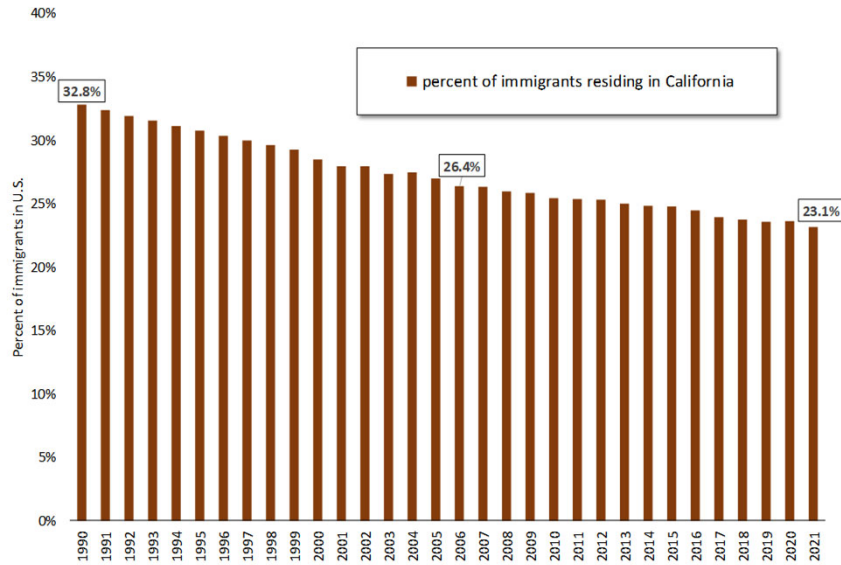
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13

## SHIFTING LOCALE OF IMMIGRANTS

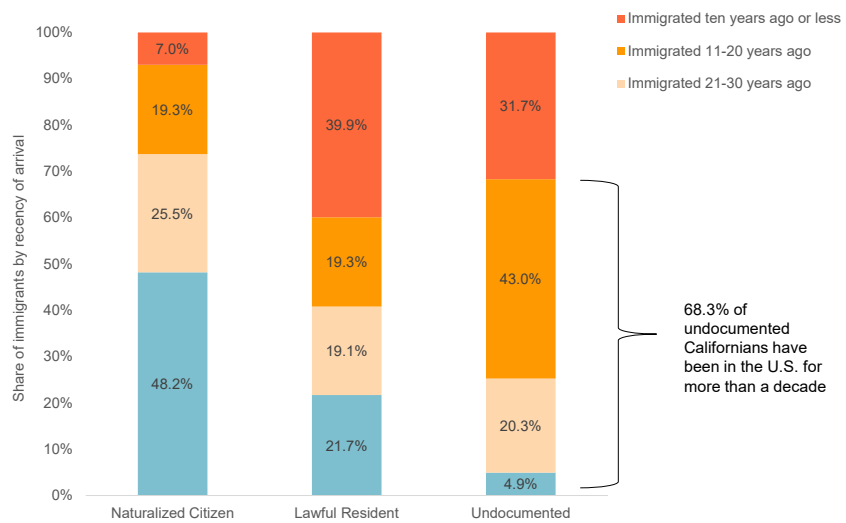
It's Not Just the Golden State . . .



14

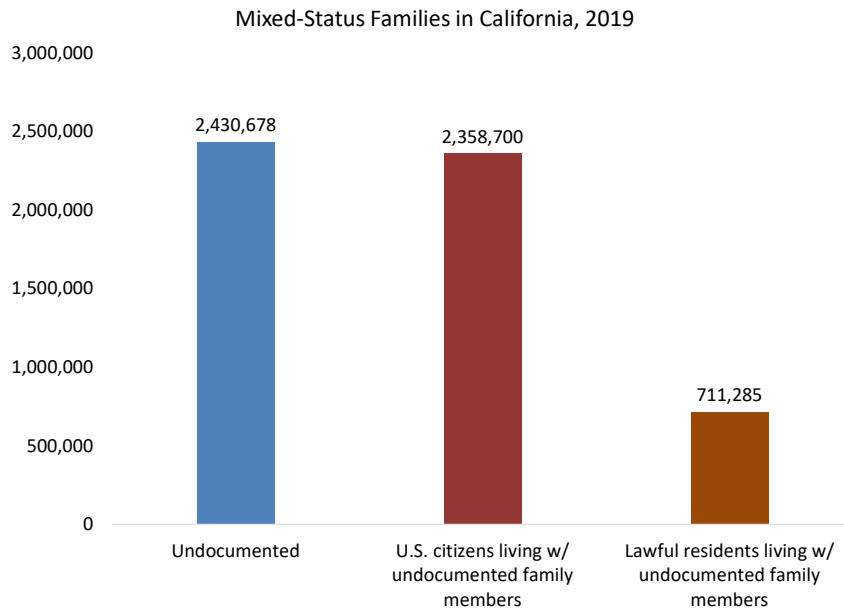
## THE LEGACY OF IMMIGRATION

Recency of Arrival by Status, CA, 2019



15

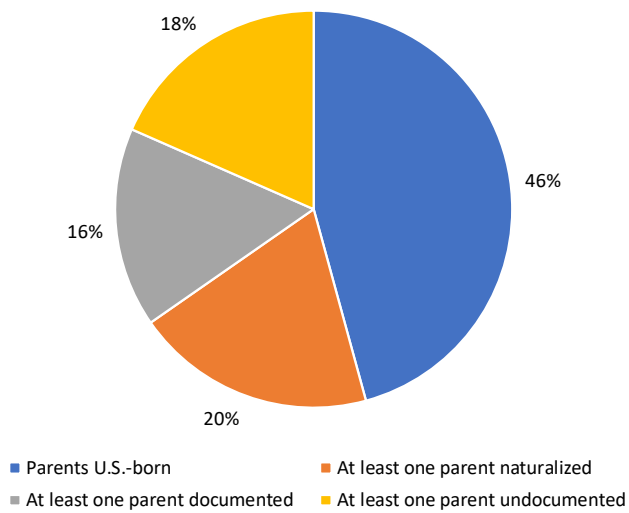
## THE RISE OF MIXED-STATUS FAMILIES



16

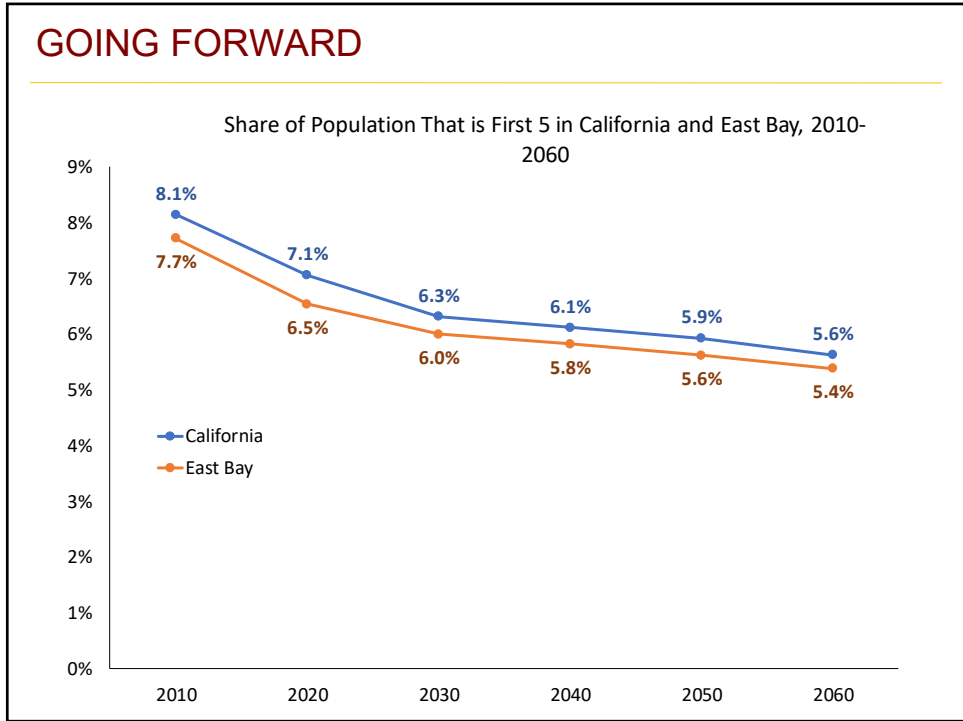
## WHAT DOES THIS MEAN FOR FIRST 5?

First 5 Population Share by Nativity/Status of Parents  
Alameda County, CA, 2017-2021

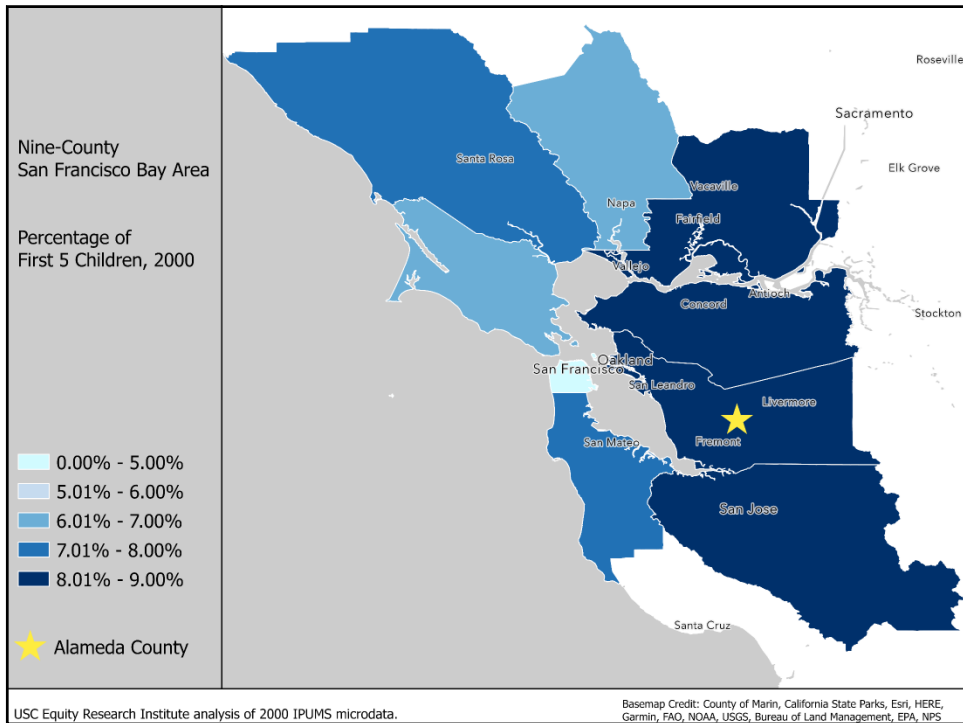


18

## GOING FORWARD

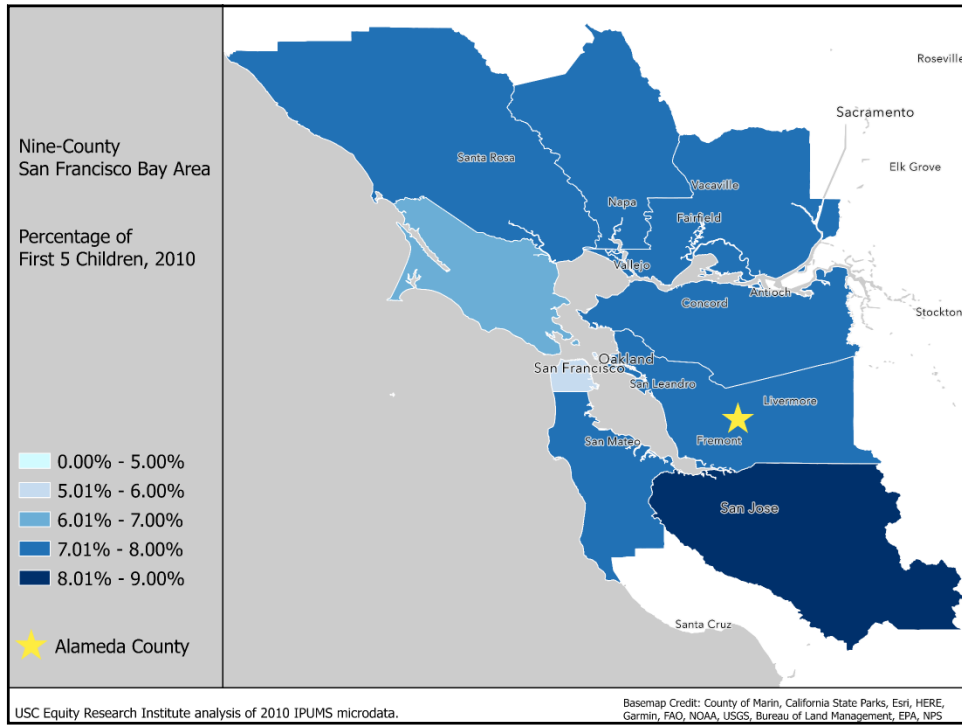


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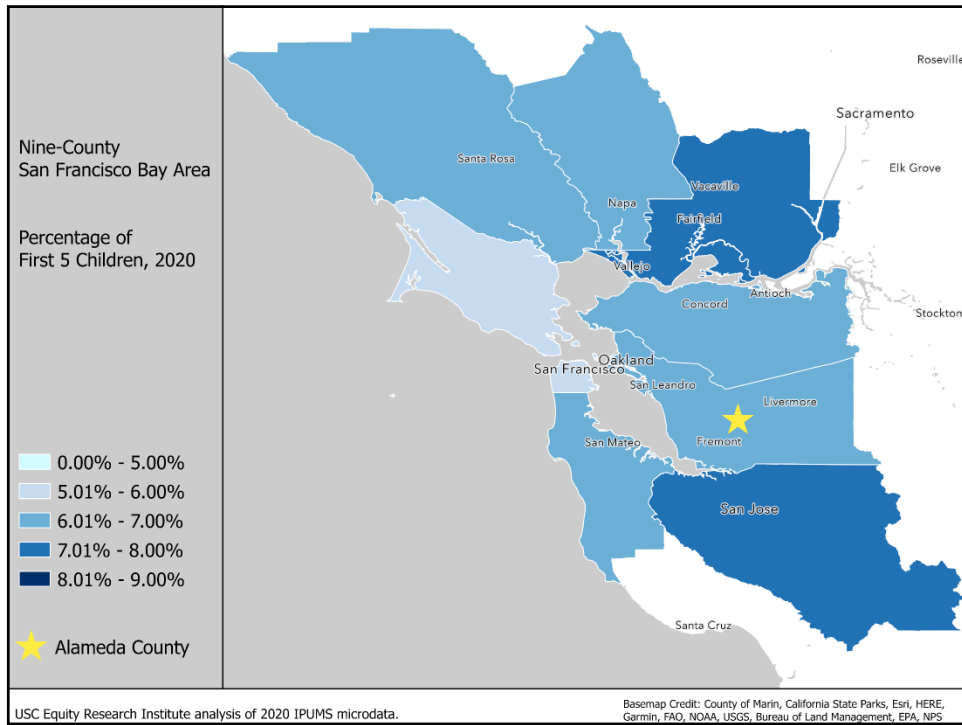


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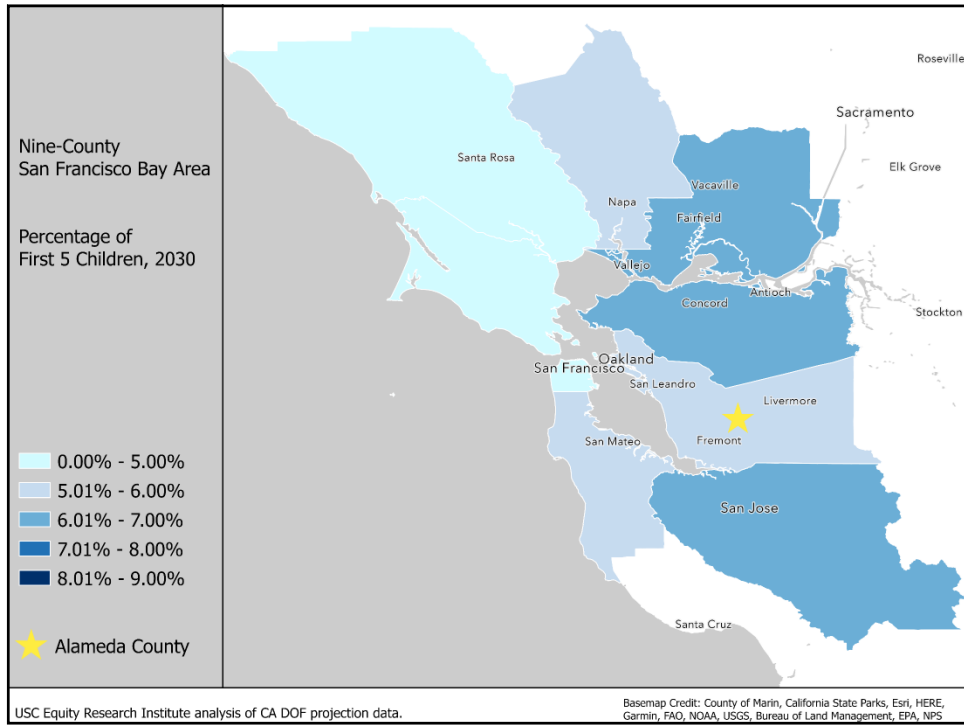




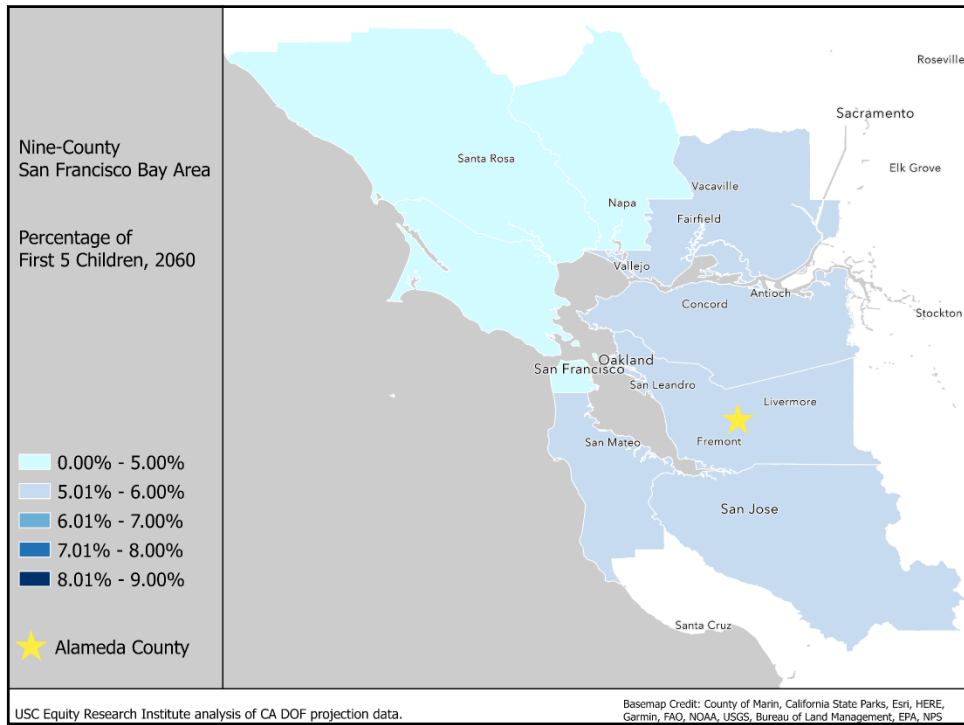
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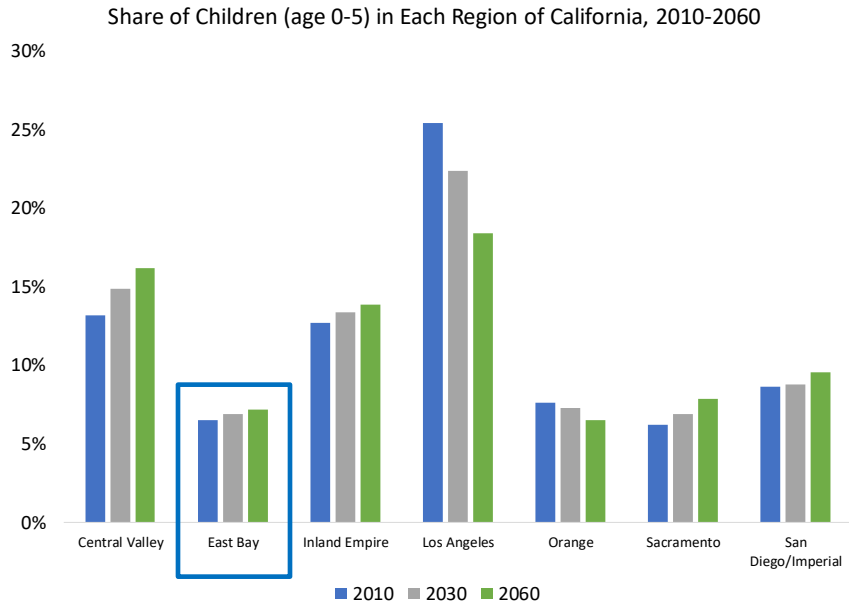


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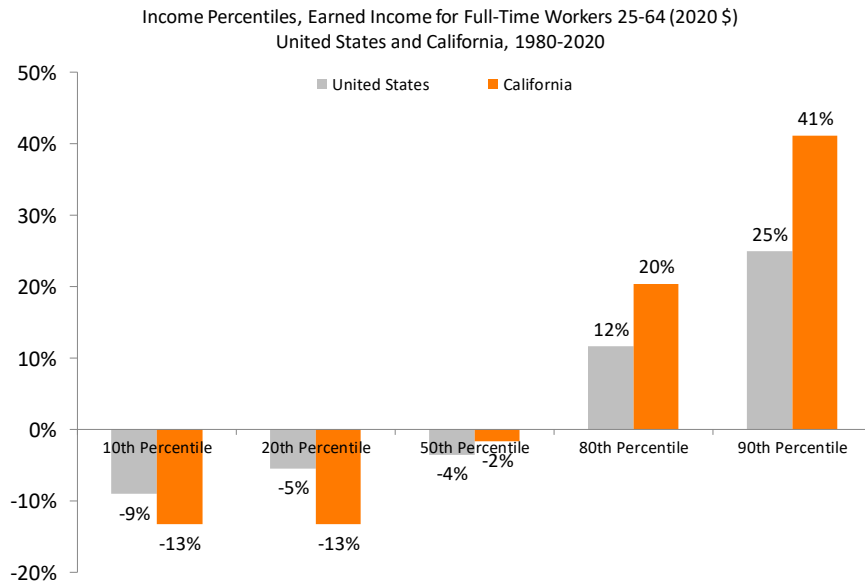
25

## GOING FORWARD



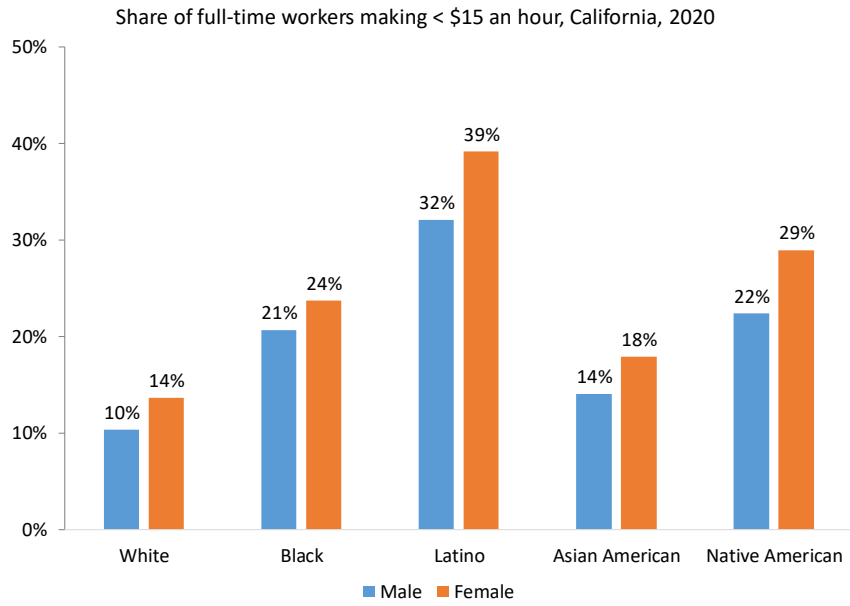
26

## WIDENING GAPS



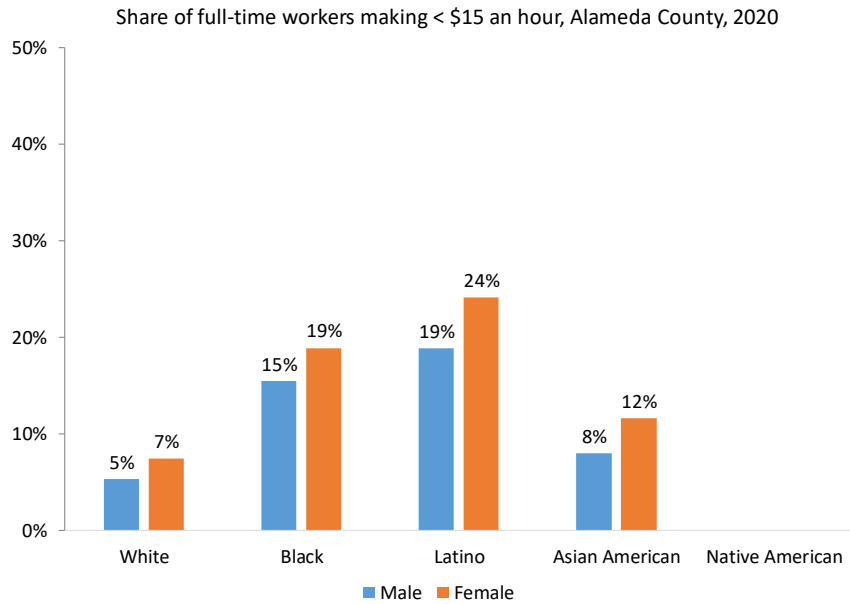
27

## THE CONTINUING SIGNIFICANCE OF RACE



28

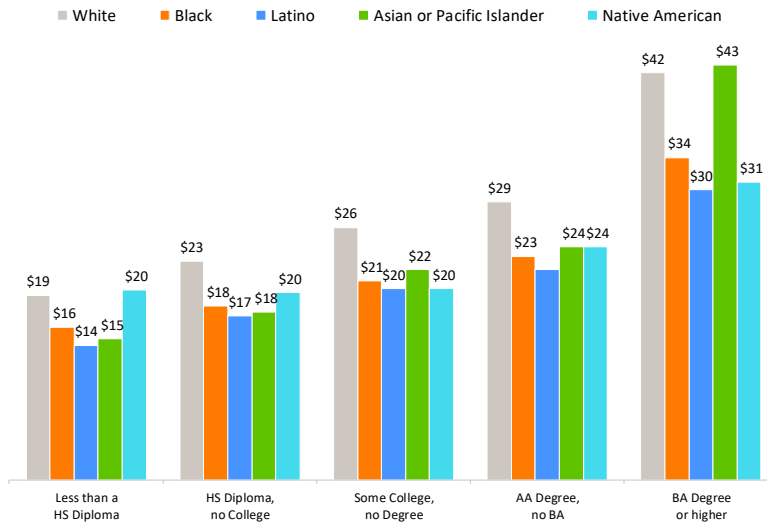
## THE CONTINUING SIGNIFICANCE OF RACE



29

## IT'S NOT JUST EDUCATION

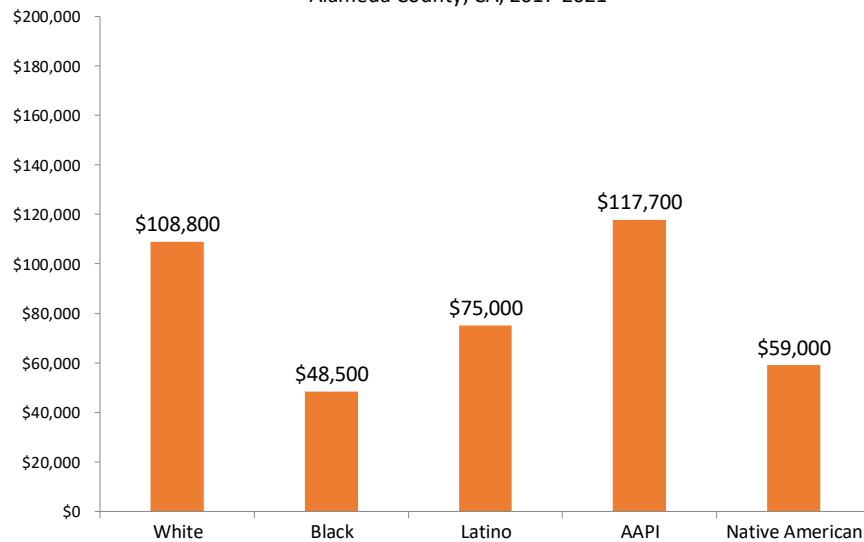
Median wages by education level (2020 \$), ages 25-64  
California, 2016-2020



30

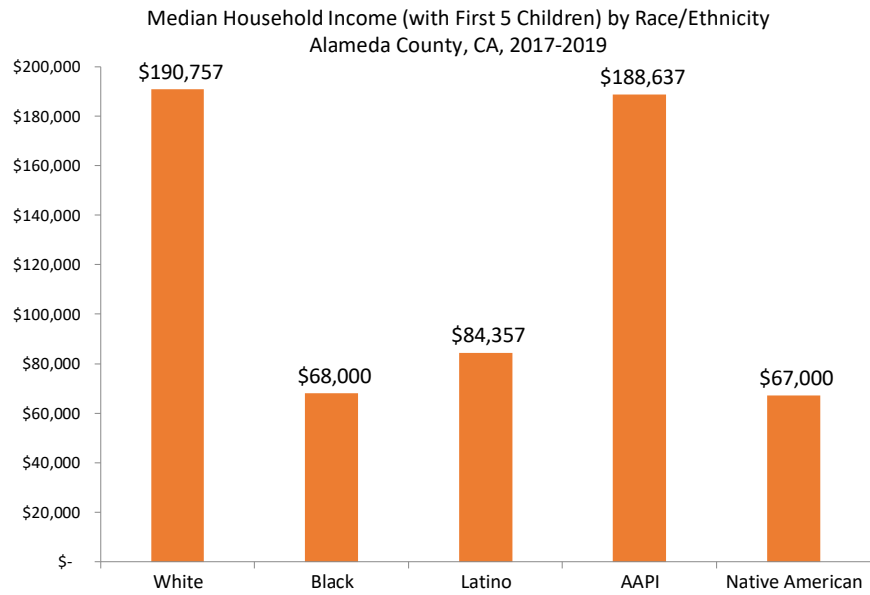
## RACIAL INEQUALITY TODAY

Median Household Income (all households) by Race/Ethnicity  
Alameda County, CA, 2017-2021



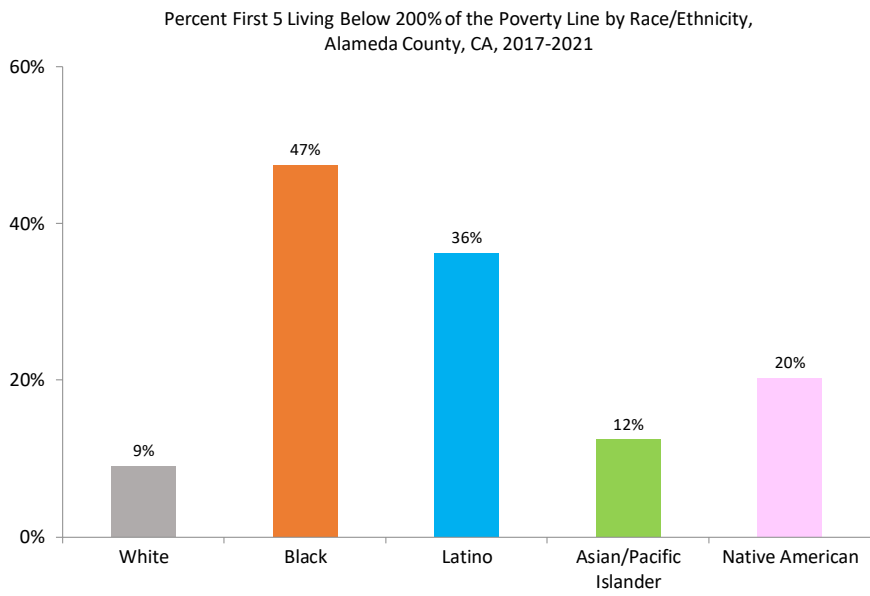
31

## RACIAL INEQUALITY TOMORROW



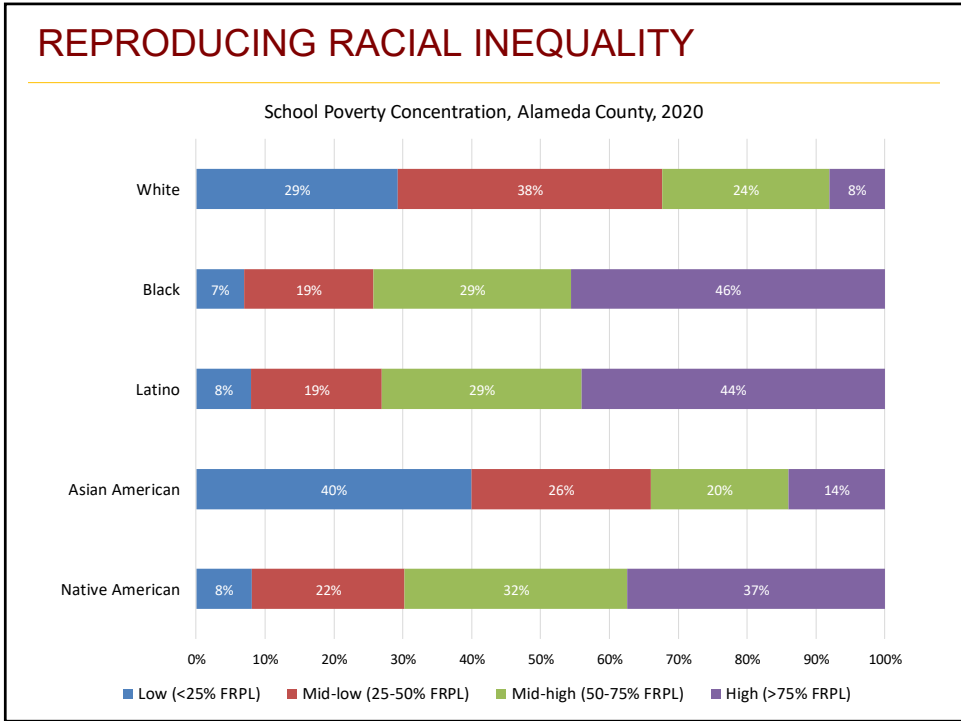
32

## ANOTHER LOOK AT INEQUALITY



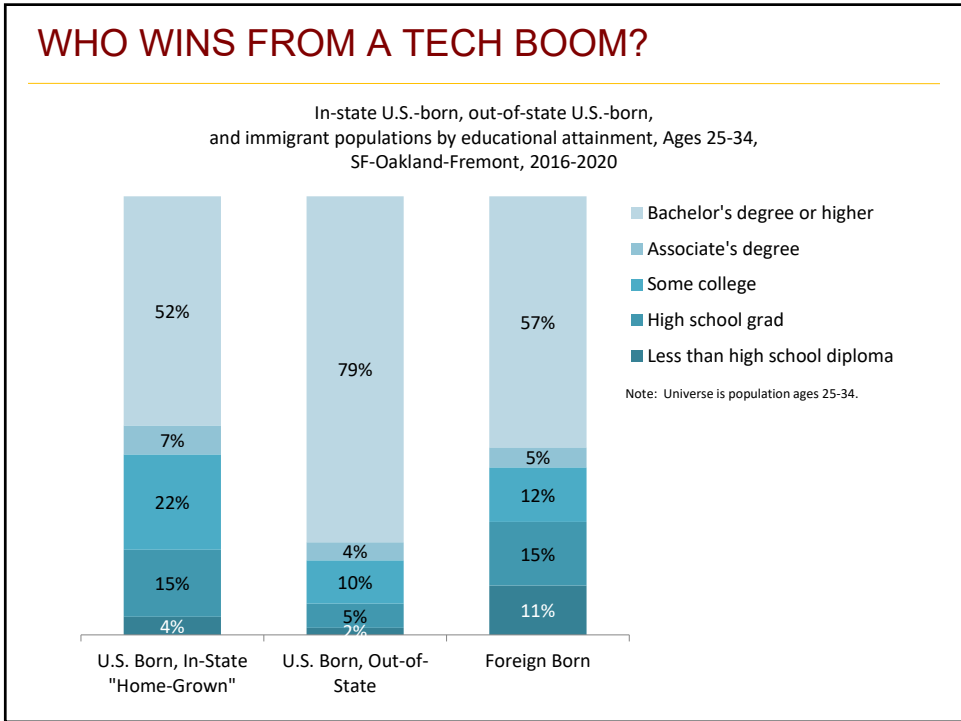
33

## REPRODUCING RACIAL INEQUALITY



35

## WHO WINS FROM A TECH BOOM?



36

## COMMUNITIES, CONNECTIONS, & COURAGE



- Understand the **moment** we're in – it's ripe for **fundamental transformation**

37

## COMMUNITIES, CONNECTIONS, & COURAGE



- Understand the **moment** we're in – it's ripe for **fundamental transformation**
- Build **new partnerships** for **communities** that have been **left behind** and **kept behind**

38



## COMMUNITIES, CONNECTIONS, & COURAGE



- Understand the **moment** we're in – it's ripe for **fundamental transformation**
- Build **new partnerships** for **communities** that have been **left behind** and **kept behind**
- Disaggregate **data** and develop **equity metrics** for **accountability**

39

## DATA TOOLS FOR CHANGE

Data to Build an Equitable Economy

Contact Press +

### National Equity Atlas

PERE PolicyLink

About the Atlas Data Summaries Indicators Reports Data in Action

Search

Welcome to the National Equity Atlas, a comprehensive data resource to track, measure, and make the case for inclusive growth.

**Data in Action: Data Drives Economic Opportunity in New Orleans**

Data revealing that 52 percent of black men in New Orleans are jobless led Mayor Landrieu to launch an ambitious new jobs plan.



40

## DATA TOOLS FOR CHANGE

Bay Area Equity Atlas

Q Indicators Research Data in Action Help Center About

### PEOPLE

Expanding access to opportunity so all can thrive.

Welcome to the Bay Area Equity Atlas, a comprehensive data support system to track the state of equity across the region and inform solutions for inclusive prosperity.

41

## DATA TOOLS FOR CHANGE

California Immigrant Data Portal

Q Indicators Data Summaries About

### Connecting Communities

For a more inclusive and equitable California

USCDornsife  
Equity Research Institute

Welcome to the California Immigrant Data Portal, a resource and progress tracker for immigrants and those serving immigrant communities across the state of California. This portal presents data and case studies that can be used to better understand and promote the well-being of immigrants, their families, and their communities. Data indicators are organized into four categories, which include general demographics and three additional categories based on a **three-part definition of immigrant integration**:

42

## COMMUNITIES & CONNECTIONS



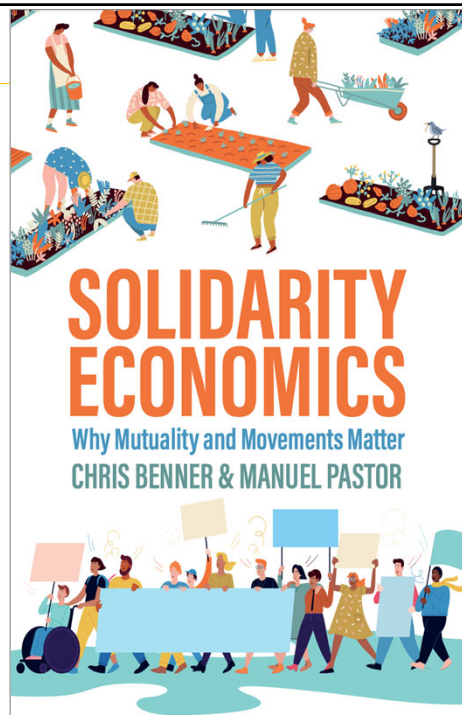
- Understand the **moment** we're in – it's ripe for **fundamental transformation**
- Build **new partnerships** for **communities** that have been **left behind** and **kept behind**
- Disaggregate **data** and develop **equity metrics** for **accountability**
- Shift the story from individuals **beating the odds** to we as a nation committing to **changing the odds**

43

FOR MORE . . .



 @Prof\_MPastor



44



# First 5 Association of California and First 5 CA Updates

June 2023

## First 5 CA Launches Stronger Starts Initiative

On June 1<sup>st</sup>, First 5 CA launched the [“Stronger Starts”](#) initiative that aims to raise awareness among families and caregivers about the impact of toxic stress response and the long-term effects that adverse childhood experiences (ACEs) can have on young children. Nearly two million children in California are affected by ACEs. The campaign helps parents and caregivers learn what toxic stress is; the physiological, psychological, and socio-emotional effects on children; and how ACEs can lead to its development. Through [Help Me Grow](#), First 5 Alameda County provides quality improvement support to pediatric providers and clinic sites to improve their ACEs screening rates and practices, as well as care coordination services to link families with young children to needed and appropriate services and supports to address an identified pediatric concern.

## First 5 CA Request for Applications for IMPACT Legacy Grants

In May, First 5 CA invited submissions for [IMPACT Legacy grants](#). IMPACT Legacy is designed to strengthen and advance the early learning and care (ELC) system and engage programs and early educators in Quality Counts California (QCC), the state’s quality improvement system. Applications are due on June 12, 2023. First 5 Alameda County is applying as part of the Region 4 IMPACT Legacy grant application. First 5 San Benito will serve as Region 4’s Fiscal Lead and Regional Hub Lead Agency.

In alignment with Proposition 10, the [2019 F5CA Strategic Plan](#), and [F5CA’s North Star and Audacious Goal](#), the purpose of IMPACT Legacy is to expand access to the Quality Counts California quality rating and improvement system and resources for center and home-based ELC educators serving high-need communities and populations not already receiving quality support.

## 2023 First 5 Association Policy & Advocacy Committee (PAC) Selections

In May, the Bay Area Region selected Jennifer Cloyd, First 5 Santa Clara’s Executive Director, to be its third regional representative to the Association’s PAC – the legislative endorsement body of the Association. PAC members are charged with directing the Association’s legislative, budgetary, and policy positions on key policy and advocacy issues pertaining to early childhood development. PAC members also have a formal role in shaping and approving processes and bylaws that shape the PAC’s work. PAC membership is comprised of 14 regional representatives; the Bay Area Region has three voting PAC members one of which is First 5 Alameda.

## First 5 Center New Staff Announced

In May, the First 5 Center for Children’s Policy welcomed [Jaren Gaither](#) as a new Senior Policy Research Associate. Prior to taking this role, Jaren was a health policy analyst at the MITRE Corporation in Washington, DC. At MITRE, he worked on multiple projects supporting the Centers for Medicare and Medicaid Services, including working to implement a health equity component into federal quality reporting and value-based care programs. Jaren also previously worked at the Prenatal-to-3 Policy Impact Center, where he focused on state economic and family supports policies. Jaren holds Bachelor’s Degrees in Economics and Political Science from the University of California, Davis and a Master’s Degree in Public Affairs from The LBJ School of Public Affairs at the University of Texas at Austin.



Legislation and Public Policy Updates
June 2023

The state legislative season is underway, with more bills before the legislature than any time in the past decade. First 5 Alameda is closely tracking key legislation related to families with young children. This spring, authors moved their bills through the first house. Bills that passed through their first house by early June have now moved to their second house. Outlined below are highlights of the over 70 bills that First 5 Alameda is tracking:

Table with 5 columns: Bill, Authors, Title, Summary, Status. It lists five bills: AB 1015 (Diaper and wipe distribution), AB 1226 (Corrections: Placement of incarcerated persons), AB 274 (CalWORKs: CalFresh: eligibility: income exclusions), AB 311 & SB 245 (California Food Assistance Program: eligibility and benefits), and AB 866 (Food assistance for nonminor dependents).



|                                |          |   |  |         |
|--------------------------------|----------|---|--|---------|
| <a href="#">AB 1321</a>        | Bonta    | It Takes A Village  | This bill would establish the California Coordinated Neighborhood and Community Services Grant Program. The bill would require the state to grant awards to eligible entities that are Promise Neighborhoods, or regional cradle-to-career networks, to either implement a comprehensive, integrated continuum of cradle-to-career solutions at the neighborhood level or support the civic infrastructure and backbone of existing cradle-to-career networks.   | Support |
| <a href="#">SB 242</a>         | Skinner  | California Hope, Opportunity, Perseverance, and Empowerment (HOPE) for Children Trust Account | This bill would prohibit funds in a HOPE trust fund account from being considered as income or assets when determining eligibility and benefit amount for any means-tested program until an eligible youth withdraws or transfers the funds from the HOPE trust fund account.  | Support |
| <a href="#">SB 260</a>         | Menjivar | CalWORKs: aid payments  | This bill would include menstrual products costs as a necessary supportive service in the CalWORKs program.  | Watch   |
| <a href="#">SB 773</a>         | Glazer   | CalWORKs: homeless assistance   | This bill would, for purposes of determining family income for permanent housing assistance, authorize the county human services agency to include any amount that is regularly received from government and nonprofit housing and homeless subsidy programs and any private support intended to help the family with housing. The bill would require the county to, upon issuing the first payment of temporary homeless assistance, refer the assistance unit to other homeless assistance services provided in CalWORKs program and to prioritize them for such services. | Watch   |
| <b>Health &amp; Well-Being</b> |          |   |  |         |
| <a href="#">AB 289</a>         | Holden   | Mental health services: representation  | This bill would include youths or youth mental health organizations as a local stakeholder for purposes of a county developing a 3-year Mental Health Services Act plan and annual updates.  | Watch   |
| <a href="#">AB 608</a>         | Schiavo  | Medi-Cal: comprehensive perinatal services  | This bill would require the department to cover additional comprehensive perinatal assessments and individualized care plans and to provide additional visits and units of services during pregnancy and the initial 60-day post pregnancy period.   | Watch   |



**Learning & Care**

|                         |           |  |  |         |
|-------------------------|-----------|--|--|---------|
| <a href="#">AB 1352</a> | Bonta     | Childcare: individualized county childcare subsidy plans                       | The bill would extend the sunset date from July 1, 2023 to July 1, 2025 for the existing individualized childcare pilot counties of Alameda, Contra Costa, Fresno, Marin, Monterey, San Benito, San Diego, Santa Clara, Santa Cruz, Solano, and Sonoma.  | Support |
| <a href="#">AB 262</a>  | Holden    | Children's camps: safety and regulation  | This bill would require the state to establish and lead a stakeholder workgroup to gather information and provide recommendations to the Legislature regarding development of subsequent legislation for children's camps. The bill would require the workgroup to consider regulatory goals, including establishing child supervision requirements, facility safety standards, and requirements for camp licensure and regulation. The bill would require the workgroup to establish a workplan for achieving and implementing the regulatory goals identified in the bill.   | Watch   |
| <a href="#">AB 393</a>  | Luz Rivas | Childcare: dual language learners  | This bill would require the state to develop procedures for general or migrant childcare and development contractors to identify and report data on dual language learners enrolled in a general childcare and development program or migrant childcare and development program.   | Watch   |
| <a href="#">AB 51</a>   | Bonta     | Early childcare and education  | The Expanded Learning Opportunities Program is a program operated by a local educational agency that offers before and after school activities. It requires the local educational agency to follow certain requirements, including setting a pupil-to-staff ratio of no more than 10 to 1 for programs serving transitional kindergarten and kindergarten pupils. The Early Education Act requires a preschool program for 3- and 4-year-olds and sets income eligibility requirements. This bill is proposing to provide that those income eligible can be up to 120% of the area or state median income, whichever is higher. In addition, it allows for school districts and charter schools to offer transitional kindergarten, requires the State Department of Education to provide support for preschool program providers, and requires the State Department of Social Services and the State Department of Education to consider updates and modifications to help childcare providers affected by the expansion of transitional kindergarten. It also requires Childcare Resource and Referral Programs to provide navigation referral and enrollment services for preschool program services under the Early Education Act. | Support |
| <a href="#">AB 555</a>  | Carrillo  | California state preschool programs: reimbursement amounts: adjustment factors | This bill would remove barriers to serving three-year olds by (1) prioritizing three-year-olds as the same priority as four-year-olds, lowest income first, (2) providing equitable supports for three- and four-year olds who need additional support, and (3) providing the same LEA facility flexibilities to classrooms serving three-year olds that are currently allowed for four-year olds. The bill would strengthen system coherence by (4) ensuring programs have funding within their contract to address situations where children need multiple supports and (5) funding CSPP based on enrollment rather than attendance.   | Watch   |



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| <a href="#">AB 596 &amp; SB 380</a> | Reyes & Limon      | Early learning and care: rate reform   | This bill would require the state to develop an alternative methodology for calculating subsidy rates for child care and development services and CSPP services that build upon and align with the recommendations of the working group and Joint Labor Management Committee, and that uses a cost estimation model. The bill would require an equitable sliding scale for the payment of family fees, and would suspend the collection of family fees.  | Watch   |
| <a href="#">AB 85</a>               | Weber              | Social determinants of health: screening and outreach  | This bill would require that a health care service plan contract or health insurance policy issued include coverage for screenings for social determinants of health. This bill would require the state to convene a working group to create a standardized model and procedures for connecting patients with community resources, to assess the need for a centralized list of accredited community providers, and to determine gaps in research and data to inform policies on system changes to address social determinants of health.  | Watch   |
| <a href="#">SB 28</a>               | Glazer             | Education finance: school facilities: Public Preschool, K–12, and College Health and Safety Bond Act of 2024 | This bill places a \$15.5 billion bond on the 2024 ballot for facilities at public preschools, K – 12 schools, California Community Colleges campuses, UC campuses, and CSU campuses. Schools can use the bond monies to construct, reconstruct, and remodel existing or new facilities.   | Watch   |
| <a href="#">SB 635</a>              | Menjivar           | Health care coverage: hearing aids   | The expiration law, the Knox-Keene Health Care Service Plan Act of 1975, requires health care service plans to be licensed and regulated by the Department of Managed Health Care, and also states that it is a crime to violate the Act willfully. It also sets out requirements for health care service and health insurance policies. This bill would require all health care service plans or health insurance policies to cover hearing aids (up to \$3,000 per hearing aid) for individuals under 21 if medically necessary starting in 2024. If a violation of the bill's requirements is made willfully, it would become a crime, making it a state-mandated local program. Even though this would require funding for reimbursement, this bill states that no reimbursement would be required for a specified reason. | Watch   |
| <a href="#">AB 958</a>              | Santiago and Bonta | Prisons: visitation  | This bill would make personal visits by an intimate partner or a family member a civil right. It would prohibit the department from denying in-person contact visits and would require the department to provide at least 3 days of in-person visiting per week, with a minimum of 8 visiting hours per day, plus access to video calls for at least an additional 8 hours per week.   | Support |