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**FIRST 5 ALAMEDA COUNTY COMMISSION MEETING AGENDA**

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**Thursday, June 20, 2019**

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

9:00 AM – 11:30 AM

**Commissioners:** Chair: Renee Herzfeld, Vice Chair: Cecilia Echeverría, Wilma Chan, Colleen Chawla, Scott Coffin, Lori Cox, Tomás A. Magaña M.D., Karina Moreno

**Alternates:** Vanessa Cedeño, Aneeka Chaudhry, Michelle Love

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- 1. Public Comment (for items not listed on the agenda) - Limited to 3 minutes per speaker**
- 2. Staff Announcements**
- 3. Approval of Minutes from April 18, 2019**
- 4. Contract Authorizations**
- 5. Final Reading of FY 2019-21 Budget**
- 6. FY 2019-20 & FY 2019-21 Contract Authorizations**
- 7. Final Reading of FY 2019-28 Long Range Financial Plan**
- 8. GASB 54 Fund Balance Commitment**
- 9. ACERA 401(h) Account Authorization**
- 10. Final Reading of FY 2019-20 Strategic Plan**
- 11. Healthy Teeth Healthy Communities Presentation**
- 12. Early Learning Communities Network Presentation**
- 13. ECE Initiative Update**
- 14. State Commission and Association Updates**
- 15. Legislation and Public Policy Update**

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Commission Meeting Agenda

June 20, 2019

**Information about the First 5 Conference Center**

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

**16. Communication from Commissioners**

**17. Adjournment**

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**FIRST 5 ALAMEDA COUNTY COMMISSION MEETING MINUTES**


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**Thursday, April 18, 2019**
**First 5 Alameda County  
1115 Atlantic Ave.  
Alameda, CA 94501  
Conference Room A**

9:00 AM – 11:30 AM

**Commissioners:** Chair: Renee Herzfeld, Vice Chair: Cecilia Echeverría, Wilma Chan, Colleen Chawla, Scott Coffin, Tomás A. Magaña M.D., Karina Moreno

**Alternate:** Michelle Love

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**Chair Herzfeld called the meeting to order at 9:05 AM**

**1. Public Comment**

There was no Public Comment.

**2. Approval of Minutes from February 21, 2019**

Commission Action: The Commission approved the February 21, 2019 minutes upon motion by Vice Chair Echeverría, seconded by Commissioner Chan and unanimously carried with no abstentions (6 in favor, 0 opposed, 0 abstentions).

**3. Staff Announcements**

Ms. Kristin Spanos, CEO announced on March 22<sup>nd</sup> she met with Commissioners Coffin and Chawla to discuss the next steps related to Help Me Grow (HMG) sustainability, the local early system of care and the heightened state interest in local compliance with Early and Periodic Screening, Diagnostic, and Treatment (EPSDT). The group agreed to identify a process facilitator who could walk us through possible local system integration and identify pilot opportunities to build out reporting and financing capacity. Ms. Spanos thanked Commissioners Chawla, Coffin and Cox for their efforts and leadership. Commissioner Coffin added there are 100K children enrolled with the Alameda for Alliance for Health and stressed the importance of early childhood screenings.

Ms. Spanos announced that First 5 staff met with several stakeholders regarding a 2020 ballot initiative for early care and education. Ms. Lisa Forti, Director Policy, Planning and Evaluation and Ms. Page Tomblin, Senior Administrator, Policy also participated with Ms. Spanos. The conversations are still preliminary with program elements, governance and polls to assess voter support in development. Ms. Spanos thanked Commissioner Chan and Chair Herzfeld for their ongoing commitment to a ballot initiative in support of families and children. Chair Herzfeld thanked the First 5 team and GSA staff for their support.

[Commissioner Magana arrived at 9:08 AM.]

[Commissioner Chawla arrived at 9:10 AM.]

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The Alameda County Fathers Corps' Fatherhood Summit was held on March 16<sup>th</sup> at Merritt College in Oakland. Ms. Spanos stated the summit was attended by over 600 people. A post-summit survey was emailed to those who registered for the event, either in advance or on-site. 96% of surveyed participants found the Summit to be a valuable experience. Ms. Spanos stated overall, the Summit received very positive feedback. There are discussions to the Summit again in June 2020. Ms. Spanos thanked Mr. Kevin Bremond, Alameda County Fathers Corps Administrator and Mr. Gary Thompson, Alameda County Fatherhood Initiative Manager for their leadership as well as expressed appreciation for all of the First 5 staff who really chipped in to make the logistics happen. Ms. Spanos thanked the Commissioners who helped as well as appreciation to Social Services Agency and Alameda Health Care Services Agency for their ongoing partnership and support.

Ms. Spanos announced Erika Kuempel came on board as the new Communications Specialist on April 8<sup>th</sup>. She has a decade of communications experience, including experience working for public health and child and education advocacy organizations.

#### **4. Ethics Presentation**

Ms. Spanos introduced James Harrison from Remcho, Johansen and Purcell to present the annual ethics presentation. Ms. Spanos stated the agency felt his presentation was timely, given the likely upcoming ballot initiative in 2020 and it always serves as a nice reminder of our roles, potential conflicts and restrictions.

Mr. Harrison provided a brief overview of the training goals as outlined in the handout provided to the Commission.

Commissioners and designated staff must file annual Form 700, disclosing economic interests in investments; real property; income, loans and business positions; gifts; and travel payments. Mr. Harrison stated this reminds public officials of these economic interests and puts the public on notice regarding potential conflicts of interests.

Mr. Harrison stated public officials cannot make, participate in, or influence decisions that have a reasonably foreseeable material financial effect on financial interests. If a public official has a conflict of interest, he/she must refrain from making or participating in making, governmental decisions and must refrain from using official position to attempt to influence decision

Mr. Harrison provided a brief overview on gift, honoraria, and travel restrictions. Public officials may not receive free discounts or passes from transportation companies and must report gifts of \$50 or more on Form 700. Certain travel payments exempt from limits when provided in exchange for panel participation or delivery of a speech. Public officials are also prohibited from accepting gifts from single donor if aggregate total value for calendar year exceeds \$500.

Government code section 1090 prohibits public officers and employees from participating in RFPs and contract processes where they or their family members have a direct or indirect economic interest in the contract. Mr. Harrison stated Section 1090 applies to grants or contracts made by First 5 Commissions only if the grant or contract directly relates to services to be provided by a member or the entity the member represents or financially benefits the member or the entity he or she represents;

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and the member fails to recuse himself or herself from making, participating in making, or attempting to influence a decision on the grant or contract.

Mr. Harrison discussed First 5 activities in relation to a ballot measure. Clearly impermissible activities include using public funds for campaign activities. Examples include: building a coalition to support the measure, fundraising for qualification and passage of measure, promoting or urging a particular vote on a ballot measure and/or producing campaign materials (e.g., bumper stickers, posters, TV/radio “spots”). Mr. Harrison stated public funds may be used for informational activities. Examples include:

## **5. Approval of FY 2017-18 First 5 California Annual Report**

Ms. Spanos introduced Ms. Lisa Forti, Director of Planning, Policy & Evaluation to present the report.

Ms. Forti stated annually the agency is required to submit information for the state annual report. The report is a compilation of data collected from counties, including data from statewide initiatives such as IMPACT, Quality Counts California, and early childhood workforce development. Highlights from Alameda County can be found on page 33. Ms. Forti stated there is no fiscal impact for this approval.

Commission Action: The Commission approved the FY 2017-18 First 5 California Annual Report upon motion by Commissioner Chan, seconded by Commissioner Magaña, and unanimously carried (8 in favor, 0 opposed, 0 abstentions).

## **6. FY 2019-21 Budget Presentation**

Ms. Spanos provided a brief overview of the budget presentation and thanked the leadership team as well as First 5 staff for their work. The work presented is a small representation of their daily dedication and efforts. Ms. Spanos thanked the partners, public systems, community and philanthropic and gave special thanks to the Commission for their ongoing leadership and support of First 5.

Ms. Spanos introduced Ms. Christine Hom, Finance Officer to present. Ms. Hom stated the total proposed budget for FY 2019-20 is \$22.5M. Expenditures are shown in 4 expense categories for the 10 program strategies. Expenditures by program are detailed beginning on page 4 of the narrative attachment. Ms. Hom stated contracts are the largest expense category and are proposed at \$11.4M and includes contracts, grants, stipends and professional services agreements representing 50% of the overall agency budget in 2018-19, contracts are 48% of budget. The agency anticipates approximately 100 contracts will be made in FY 19-20.

Ms. Hom stated personnel expenditures, which includes staff salaries and benefits is proposed at \$9.6M which represents 43% of the budget. Benefits are budgeted at 50% of salaries. There are currently 65 filled positions and 8 vacancies. Staffing is primarily composed of individuals providing program oversight and support. Ms. Hom stated staffing numbers shift according to business need and the agency manages the budget within the aggregate bottom line. As external funding declines, staffing supported directly by those sources may decrease.

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Ms. Hom stated program operating costs are at 2% of the budget is proposed at \$524K and includes Copying/Printing, Food/Hospitality, Honoraria, Postage, Meeting Expense/Rental, Supplies, Travel and Staff Development costs. Ms. Hom stated infrastructure costs are at 5% of the overall budget and is proposed at \$1M. This includes tech vendors, agency insurance, communications, equipment, utilities, janitorial and maintenance costs.

Ms. Hom stated the agency has set an administrative cost cap of 10.5% with program costs representing 80.1% and Evaluation costs representing 9.4% of the proposed budget. The agency will continue looking at the administrative cap should we move forward with the ballot initiative to ensure infrastructure is properly resourced to carry out the activities. The Commission may see this number increase in the future.

Combined revenues and sustainability funds for FY 2019-20 are projected to be \$22.5M as detailed on pages 2-4 of the narrative document. Ms. Hom stated a total of \$5M of Sustainability Funds is budgeted to close the gap between revenue and projected expenses. No sustainability funds used in the last two fiscal years.

Tobacco tax revenue includes projections provided by F5 CA inclusive of Prop 56 backfill which were significantly lower than originally projected. Ms. Hom stated the projections are conservative and assume a decline. Grants include funding from philanthropic sources. Ms. Hom stated the variance from the prior year is due to grant sources including Long Foundation, and Sunlight giving coming to a close.

Commissioner Chan inquired whether the agency is currently applying for grants. Ms. Spanos stated the agency recently hosted Governor's office during a Project DULCE visit. CSSP submitted a proposal to the JPB Foundation for funding. Ms. Spanos added she can provide a philanthropic summary of recent funding opportunities to the Commission. Ms. Spanos also recently met with the Sunlight Giving Foundation and verbally received the green light for an extension of funding.

Commissioner Magaña inquired whether the personnel and operating costs are exclusively covered by Prop 10 funding. Ms. Hom stated the expenditures are covered by blended funding. The majority of grants received outline how funding can be spent.

Ms. Spanos provided overview of agency's portfolio of work. There are 117K children in the county. With an annual Prop 10 allocation of \$11.4M this equates to about \$97 a child. Ms. Spanos stated roughly 16K children touched by First 5's programming/investments, 3,700 caregivers served— including referrals to programs either in hospitals after birth or via our phone line related to child development and 5,000 providers are served through child care sites, pediatric practices, training and father related engagement.

Ms. Spanos provided an overview of the agency's organizational structure. To administer the valuable Prop 10 funds and other funds, as well as partner with the community and stakeholders we have adopted a structure that includes a division of policy, planning and evaluation, a division of operations and technology and a division of program.

The Commission adopted strategic plan has 10 strategies. Ms. Spanos reviewed the strategies as outlined in slide 17. When developing the plan, First 5 had input from over 400 stakeholders, including the Commission, staff and partners with information gathered by way of interviews, parent focus groups

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and surveys. Ms. Spanos stated another important component to the agency's strategic plan was the adoption of results based accountability (RBA).

Commissioner Magaña inquired where the Innovation strategy sits within the agency. Ms. Spanos indicated there will be a more detailed look at the strategy later in the presentation. Funds allocated in this strategy have been used to invest in the Salesforce based database as well as staffing with the restructure and work with local cities.

Ms. Spanos introduced Ms. Carla Keener, Director of Programs to present. Ms. Keener thanked the program team that identify and delivery quality programs and services to children, families and provider.

Ms. Keener provided a brief overview of Quality Early Care and Education (ECE). Quality Counts is consortium that includes Alameda County Early Care and Education Program, Alameda County Office of Education, First 5 and a myriad of community partners including all the R & Rs. Through the strategy over 10K children were served. The total budget for FY 2019-20 is \$4.4M. Ms. Keener stated \$2.9M of that total is external funding. 11 First 5 staff support the ECE strategy.

Commissioner Moreno inquired about how the agency tracks the status against the RBA measures as well as the status of the dashboards. Ms. Keener stated the agency is working towards tracking live data by August.

Ms. Keener provided a brief overview of the Early Identification strategy often referred to as Help Me Grow (HMG). HMG provides support to partners such as the 65 pediatric and 200 ECE sites who conduct developmental screenings and supports the referral and care coordination of families to needed services. Ms. Keener stated HMG has been a very successful program with proven ability to link families to service as evidenced by the completion of over 20K developmental screens. Ms. Keener stated the total budget for this strategy is \$2.8M with \$1.5M of that total from external funding. 13 staff support this strategy, along with support from the Director and Senior Administrator for Programs.

The Neighborhoods Ready for School (NRfS) strategy supports neighborhood-based and resident-led strategies to promote family and neighborhood protective factors. Ms. Keener stated four NRfS grants of \$470,000 were awarded to community organizations in West Oakland, San Antonio, East Oakland, and Union City. 20 new community partnerships developed across the four NRfS grantees. Ms. Keener stated over 700 children served through our partnership with OUSD for summer pre-K and other kindergarten readiness programs. The total budget for FY 2019-20 is \$3.5M. Ms. Keener stated \$208K of that total is external funding. 2 staff support this strategy, along with support from the Director and Senior Administrator for Programs with partial assistance from an administrative associate.

Ms. Keener provided a brief overview of the Parent Engagement and Support strategy. 300 children were served through Home Visiting programs. 100 children were enrolled in Project DULCE. 100 children and parents were served through Parent Cafés. 1,850 parents received assistance from the PHOCs. 400 children were scheduled for their first dental appointment in the first 3 quarters of 2018. Ms. Keener stated 12 staff support this strategy, along with support from the Director and Senior Administrator for Programs. The total budget for this strategy is \$3.3M with \$1.3M of that total from external funding.

The Training and Capacity Building strategy continues to serve as a "go to" training resource for community partners for topics relevant to supporting families with children ages 0-5. Ms. Keener stated

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staff develops trainings, offer technical assistance, and build capacity around content and process that complements F5AC priorities. 2,155 providers, from 190 agencies participated in 20,000 hours of First 5 training. The team has hosted over 60 public trainings and provided 12 training and development opportunities exclusively for F5AC staff. Ms. Keener stated the \$700K budget is funded by Prop 10 revenue. 2 staff support this strategy, along with support from the Director of Policy, Planning and Evaluation and an NRfS Manager.

Vice Chair Echeverría inquired about the RBA measure that determines success as percentage of participants who implement best or promising practices. Ms. Beth Hoch, Program Administrator, Training @ First 5 stated staff send out surveys before and after each training that ask for specific examples on how they have implemented best or promising practices.

Ms. Keener provided an overview of the Fatherhood strategy. The team began planning for a Fathers Corps expansion, including adding a Father Friendly Provider Network, a Fatherhood Partnership, and a Fatherhood Summit. An average attended the following: Learning Community (25-30), Father Friendly Provider Network (40-50, new this fiscal year), Fatherhood Partnership (30-40, new this fiscal year) and Fatherhood Summit (about 700 including facilitators, volunteers, panelist, and moderators). 2 staff support this strategy, along with support from the Director and Senior Administrator for Programs and partial assistance from an administrative associate. The total budget for this strategy is \$378K with \$128K of that total from external funding.

Ms. Keener introduced Ms. Lisa Forti, Director of Policy, Planning & Evaluation to present. The Policy, Planning and Evaluation budget supports data-driven decision-making and analysis as well as some staff who have cross-cutting functions in the Agency such as the ECE Special Projects Coordinator. Ms. Forti stated the contracts are a mix of policy-focused investments, such as the parent leadership function of Alameda County Early Childhood Policy Council (ACEPC), and grants for cities participating in the Early Learning Communities process. Recent achievements include a Kindergarten Readiness Study that for the first time in 2017 had a county-wide representative sample. This research was used to inform two local child care ballot initiatives. 12 staff support this area. The FY 2019-20 budget is \$2.1M with \$76K of that total from external funding.

Ms. Forti provided an overview of the Communications budget. RBA measures for this area reflect an applied approach that seeks to connect Communications to our policy agenda, the practical change we hope to see. Included in the Communications portfolio is an emphasis on internal communications to ensure alignment and clarity across the Agency. Ms. Forti stated recent achievements include an Op Ed published in the Mercury News, focused on internal communications (e.g. CEO Monthly Update) and publishing a 20th Anniversary Report. Ms. Forti stated the \$400K budget is funded by Prop 10 revenue.

Ms. Forti introduced Ms. Mojgan Vijeh, Director of Operations and Technology to present the Administration, Information & Technology budget. This division's main focus is on building capacity, managing the agency's resources and enhancing productivity. Over 43 unique staff have attended professional development trainings with a few staff attending multiple trainings. The agency has a record of many years of clean financial audits under the Ms. Hom's leadership. Ms. Vijeh stated the agency has adopted the Salesforce platform (HIGH5) that is scheduled to go live next month and has also completed a move to a VoIP phone system. This strategy is support by 15 staff. Ms. Vijeh stated the strategy is budgeted in FY 2019-20 at \$4.46M with \$1.26M of that total leveraged with of external funds.

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Ms. Spanos provided a brief overview of the Innovation strategy. When developing the strategic plan the agency set aside \$500k to support Innovation. The first two years of the Innovation budget supported the implementation of the Salesforce database. Ms. Spanos stated the budget is now shifting \$300K out to cover salaries due to the restructure. \$200K of the remaining budget will fund the Early Learning Communities (ELC) Network with the National League of Cities. Ms. Spanos stated ELC Network participants are being guided through five sessions throughout 2019. They will create ELC Action Plans and will be eligible to apply for a competitive grant from First 5 Alameda County in 2020 to implement a portion of the plan. Ms. Spanos stated the agency is seeking funders to potentially matching the agency's financial investments.

Chair Herzfeld inquired whether the work with the cities includes looking at each local city's plans around early childhood. Ms. Page Tomblin, Senior Administrator, Policy stated it will be included in the process for participants.

Ms. Hom provided a brief overview of the first reading of the FY 2019-2028 Long Range Financial Plan (LRFP). Staff will prepare the second and final reading for the June Executive and Commission meetings, and will incorporate in the interim any changes directed by the Commission as well as new information, if any, related to the Tobacco tax and other revenue streams.

The LRFP assumes an 11% decrease in tax revenue from the prior year. Moving forward beyond 2019-20, revenues are expected to continue decreasing at a rate of approximately 2.7% per year (2020-21, 2021-22, 2022-23) and then 3.5% per year through 2028 (\*). Ms. Hom stated 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.

Ms. Hom stated, as outlined in the agency's 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 during the term of the plan.

Ms. Spanos stated looking ahead, there are two years left in the current strategic plan. The agency would like to hold a Commission retreat in the summer or early fall to lay the path for the agency's future direction. There is potential for another ballot measure for early childhood in March or November 2020. The County has positioned the agency to administer the funding received if it passes.

Ms. Spanos stated the agency continues to build policy capacity due to the crucial timing given the Governor's interest in early childhood. The agency will work to identify ways to seize the moment. The agency is working towards systems integration (ECE, HMG, PHOC) as part of the policy work, Commission engagement and public system partnerships there is a need and an opportunity define/evolve Alameda's early childhood system. Ms. Spanos stated the agency is thinking about how to integrate, scale and sustain some of First 5's programs like early care and education, HMG and navigation are central to the local system discussions.

Commissioner Chan inquired whether First 5 Association or the State Commission will do a retrospective of the work accomplished over the past 20 years since the Prop 10 initiative passed and review the progress that has been made and whether the State will continue. Ms. Spanos stated there is

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conversation among the First 5 CEOs locally looking at federal dollars and making sure agencies are leveraging funds. Local First 5s also have had discussion on what the vision around early childhood systems is and what our role is.

Commissioner Magaña inquired whether there have been any longitudinal studies that look at findings beyond the 3<sup>rd</sup> grade. Ms. Forti stated there is a connection between 3<sup>rd</sup> grade success and later achievement with high school success. A growing body of research has documented the importance of third grade proficiency in predicting outcomes over the life course, and the most robust sample size was available for this grade.

Commissioner Coffin inquired about how the Commission can help agency leadership send the message to staff about the importance of the LRFP. Ms. Spanos stated it is important in assuming roles around sustainability. If the proposed ballot measure passes in 2020, it will be important for the agency to work in partnership and look at how we integrate and sustain programs. Leadership will need to think about how to engage the Commissioners with staff. Commissioner Coffin asked Ms. Spanos to summarize key points and follow up with the Commission on engagement.

## **7. First Reading of FY 2019-20 Strategic Plan**

Ms. Forti presented an overview of the first reading of the FY 2019-20 Strategic Plan. Annually the agency is required to provide updates to the existing strategic plan. This is the first reading of the updates. The modifications will be brought to you again in June for final adoption. Ms. Forti stated the proposed changes are outlined in the memo provided to the Commission. F5AC would assume no reduction to the Early Identification strategy for FY 2019/20 and FY 2020/21. The fiscal impact is an additional \$300,000 per year.

## **8. State Commission and Association Updates**

Ms. Spanos attended the First 5 Association Leadership cohort with 20 other First 3 Commissions throughout the state on March 26<sup>th</sup>-28<sup>th</sup> in Santa Cruz. Follow up sessions are scheduled in June and September. Topic areas were individual leadership development and opportunities to support statewide strategies given the election of Governor Newsom, philanthropic investments like Pritzker and the existing programs as a result of First 5's 20-years of initial investments.

On March 8<sup>th</sup>, Ms. Spanos, Lanikque Howard, Early Childhood Special Projects Coordinator and the First 5 Association hosted Giannina Perez, Senior Policy Advisor for Early Childhood in the Office of the Governor on a Project DULCE site visit. Ms. Perez learned about the program, spoke with the Project DULCE team, and toured the labor and delivery wing of the hospital.

Ms. Spanos announced the First 5 Association team is hard at work planning Advocacy Day 2019. There will be a short Association meeting on Monday, April 29<sup>th</sup>, to review our Advocacy Day agenda and talking points, followed by Advocacy Day the following day, April 30<sup>th</sup> in Sacramento. Ms. Spanos will be attending along with Page Tomblin and our new Communications Specialist, Erika Kuempel.

The First 5 Association is partnering with the California Complete Counts team, NALEO (National Association of Elected Latino Officials), and other partners to support every region in developing a comprehensive 0-5 outreach plan. Ms. Spanos stated there was a regional planning meeting at First 5 on April 3<sup>rd</sup>. The Alameda County team consists of representatives from First 5, BANANAS, 4 Cs, the

Alameda County Early Care and Education Planning Council and the Alameda County Office of Education. Casey Farmer, the Executive Director of the Alameda Complete Counts Committee also joined our group. Ms. Spanos stated Alameda County is one of the leading efforts in the state.

**9. Legislation and Public Policy Updates**

Ms. Spanos introduced Ms. Page Tomblin, Senior Administrator, Policy to present the Legislation and Public Policy updates.

Ms. Tomblin provided a brief overview of handout to the Commission. The document outlined the State Legislation supported by F5AC as well as State Legislation supported by F5AC and the Association.

**10. Communication from Commissioners**

There was no communication from Commissioners.

**11. Adjournment**

Chair Herzfeld adjourned the meeting at 11:30 AM.

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**To:** First 5 Alameda County Commission  
**From:** Christine Hom, Finance Officer  
**Date:** June 20, 2019  
**Subject:** Contract Authorizations

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**REQUESTED ACTION**

To review the following contract authorizations.

**BACKGROUND**

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

**YMCA of the East Bay – \$55,000**

First 5 Alameda County is requesting approval of a FY2018-20 \$55,000 contract with YMCA of the East Bay to support six college level, unit-bearing courses and materials/textbooks customized to meet the needs of the early childhood teaching staff at the YMCA of the East Bay. Courses will allow staff to advance in pursuit of their AA or BA degrees and meet general education requirements that traditionally pose a barrier towards degree advancement. Courses begin in late June and run through December 2019 and will support 155 (duplicated) staff.

The addition of \$55,000 brings the FY 2017-19 aggregate contract amount to \*\$171,058 for which Commission approval is needed.

\*F5AC currently has the following contract/s with YMCA of the East Bay:

- FY2017-19 contract for \$58,545 to support college level, unit-bearing coursework and materials for five courses customized to meet the needs of the early childhood teaching staff
- FY2018-19 contract for \$57,513 to support college level, unit-bearing coursework and materials for four courses customized to meet the needs of the early childhood teaching staff.

Fiscal Impact: Funding is budgeted and provided by the QCC Block Grant and First 5 CA IMPACT grant.

Action requested: Approve an aggregate FY 2017-20 award amount of \$171,058 with YMCA of the East Bay.

**Neighborhoods Ready for School Facilities Grant Program**

In October 2018, First 5 released an Application for a Facilities Grant Program to the current Neighborhoods Ready for School awardees and First 5 Alameda County Neighborhoods Ready for School partners to apply for a one-time grant to support the planning and development of viable, well-designed spaces for families with young children in Alameda County. Eligible costs for this grant include: planning and pre-development costs and feasibility studies, permits, architectural services and related costs; facility and site construction or renovation costs (including playgrounds); Consultant(s) to assist with the physical development of the facility; equipment purchases to increase safety; and renovations or equipment to expand service to a target population.

First 5 Alameda County received applications from each of the four Neighborhoods Ready for School awardees as well as Lotus Bloom Family Resource Center and is requesting approval of the following FY 2018-19 facilities awards:

**New Haven Unified School District (Union City Family Center) - \$47,776**

Contract with Union City Family Center to support the purchase of family-friendly furnishings for two classroom spaces, outdoor furnishings and equipment, and marketing fixtures (a digital marquee for families accessing services). The addition of \$47,776 brings the FY 2017-19 aggregate award amount to \*\$517,776 for which Commission approval is needed.

\*F5AC currently has the following contract with New Haven Unified School District:

- FY2017-19 contract for \$470,000 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

Fiscal Impact: Funding is budgeted and provided by Prop 10.

Action requested: Approve an aggregate FY 2017-19 award amount of \$517,776 with New Haven Unified School District.

**Lotus Bloom Family Resource Center - \$100,000**

Contract with Lotus Bloom Family Resource Center to support two sites:

- 1) Room to Bloom at Youth Uprising: funds will be used to install a fire alarm, repair plumbing, complete water damage removal and repair, and to purchase and install a new steel security door; and
- 2) San Antonio Family Resource Center (the operating site for the ALL IN Alameda County Neighborhoods Ready for School project), located on the campus of Garfield Elementary: funds will be used to upgrade and renovate the family and parent meeting spaces, including the purchase of family-friendly furnishings.

The addition of \$100,000 brings the FY 2018-19 aggregate award amount to \*\$495,000 for which Commission approval is needed.

\*F5AC currently has the following contracts with Lotus Bloom Family Resource Center:

- FY2018-19 contract for \$310,000 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.
- FY2018-19 contract for \$85,000 to provide playgroup services to children 12 months to 48 months who exhibit developmental concerns.

Fiscal Impact: Funding is budgeted and provided by Prop 10.

Action requested: Approve an aggregate FY 2018-19 award amount of \$495,000 with Lotus Bloom Family Resource Center.

**Roots Community Health Center (Roots) - \$53,222**

Contract with Roots to support two sites:

- 1) Roots' International Boulevard Clinic and Empowerment Center in Oakland: funds will be used to purchase and install family-friendly furnishings; and
- 2) Roots' MacArthur Boulevard clinic: funds will be used to purchase and install family-friendly furnishings.

The addition of \$53,222 brings the FY 2017-19 aggregate contract amount to \*\$523,222 for which Commission approval is needed.

\*F5AC currently has the following contract with Roots:

- FY2017-19 contract for \$470,000 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.

Fiscal Impact: Funding is budgeted and provided by Prop 10.

Action requested: Approve an aggregate FY 2017-19 award amount of \$523,222 with Roots.

**Lincoln - \$19,144**

Contract with Lincoln to support their West Oakland Early Childhood Initiative and Family Resource Center site and purchase and install family-friendly furnishings and safety equipment. The addition of \$19,144 brings the FY 2017-19 aggregate contract amount to \*\$488,968 for which Commission approval is needed.

\*F5AC currently has the following contract with Lincoln:

- FY2017-19 contract for \$469,824 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.

Fiscal Impact: Funding is budgeted and provided by Prop 10.

Action requested: Approve an aggregate FY 2017-19 award amount of \$488,968 with Lincoln.

**RECOMMENDATION**

That the Commission approve the above contract authorizations.

Submitted by:

Reviewed by:

\_\_\_\_\_  
Christine Hom  
Finance Officer

\_\_\_\_\_  
Kristin Spanos  
Chief Executive Officer



**To:** First 5 Alameda County Commission

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

**Date:** June 20, 2019

**Subject:** Final Reading of FY 2019-21 Budget

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#### **ACTION REQUESTED**

To review the following FY 2019-20 Budget Proposal.

#### **BACKGROUND**

Each First 5 agency is required by statute to pass a Strategic Plan that outlines the use of the tobacco tax funds to serve children age 0-5 and their families. The First 5 Alameda County Commission has approved a four-year Strategic Plan for FY 2017-21. The Strategic Plan was prepared after extensive program and needs assessment and community and stakeholder input. This budget proposal covers the second two years of that period, FY 2019-21. F5AC is requesting approval in principle of the second year of the budget (FY 2020-21) to enable the agency to engage in two-year awards that span FY 2019-21. The full FY 2020-21 budget will be brought to the Commission for consideration beginning in April 2020.

This presentation is the second reading of the FY 2019-21 budget proposal and incorporates changes directed by the Commission, new information related to other revenue streams, as well as major changes to expenditures. In addition, the list of contracts that exceed \$50,000 which require Commission authorization will be presented in conjunction with the FY 2019-21 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 January 2020.

#### **CURRENT BUDGET PROPOSAL**

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

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

The following Revenue and Expense projections reflect the priorities of the 2017-2021 Strategic Plan that was approved by the Commission in December 2016.



**REVENUE AND AVAILABLE FUNDS FOR FY 2019-20**

Combined Revenues and Sustainability Funds for FY 2019-2020 are projected to be \$23.1 million. This figure is consistent with the Long Range Financial Plan. \$5 million of Sustainability Funds are budgeted to close the gap between revenue and projected expenses.

REVENUE TYPE	2019-20 PROPOSED	RATIONALE/DETAILS
<b>Prop 10 Tobacco Tax</b>		
	\$11,443,608	The Tobacco tax revenue projection is based on California Department of Finance and First 5 California projections for county commissions. Prop 10 Tobacco taxes are expected to decrease as per First 5 California's update projections in January 2019.
	\$1,714,972	Funding from First 5 California (IMPACT) to support local QRIS work including rating and quality improvement in child care settings. The proposed revenue includes rollover of underspending in year 4. This funding is for year 5 of 5, ending June 30, 2020.
	\$110,000	Projected funding from First 5 San Francisco (via Children's Council of San Francisco) for the IMPACT Local Regional Training and Technical Assistance Hub (July 1, 2019 to June 30, 2020).
<b>Interagency Income</b>		
	\$128,000	Funding from Alameda County Health Care Services Agency and Social Services Agency (via ACHCSA) to support Fathers Corp work. This funding is currently in year 3 of 5, ending June 30, 2022.
	\$51,298	Funding from the Alameda County Office of Education/CA State Block Grant funding for QRIS 5. This payment reflects the final 10% of the grant, ending September 30, 2019.
	\$325,087	Projected funding from the Alameda County Office of Education/CA State Block Grant funding for QRIS 6. The revenue reflects projected expenses for FY 2019-20; actual revenue received will reflect 90% of the total award (July 2019-September 2020).
	\$108,500	Funding from Alameda County Office of Education for a new project "Inclusive Early Learning & Care Coordination," ending June 30, 2020.
	\$24,000	Projected funding from the Alameda County Behavioral Health Care Services Agency to support ACECPC/Parent Voices (July 1, 2019-June 30, 2020).
	\$108,000	Projected cost share from the Alameda County Public Health Department for ECChange data systems hosting

REVENUE TYPE	2019-20 PROPOSED	RATIONALE/DETAILS
		and maintenance for FY 2019-20.
	\$725,710	Funding from the Alameda County Public Health Department for the 0-5 component of the Dental Transformation pilot program, currently in year 2 of 3, ending December 30, 2020.
	\$433,840	Projected funding from Alameda County Public Health Department for the Help Me Grow (HMG) Linkage Line phone referral services (July 1, 2019-June 30, 2020).
	\$717,507	Projected funding from Alameda County Social Services Agency for support of CalWORKS activities in the Castlemont neighborhood; workforce development program for CalWORKS participants to become ECE providers including on the job training, field placement and support towards earning an Associate Teacher Permit; funding for early childhood activities within the County.
	\$57,865	Funding from the California Department of Education, Quality Counts California (QCC) QRIS Block Grant to support and enhance quality of site participants in the QRIS consortium. This payment reflects the final 10% of the grant, ending September 30, 2019.
	\$111,771	Projected funding from the Department of Education, Quality Counts California (QCC) QRIS Block Grant 2 to support and enhance quality of site participants in the QRIS consortium. The proposed revenue reflects projected expenses for FY 2019-20, actual revenue received will be 90% of the projected total award (July 2019-September 2020).
<b>Grants</b>		
	\$100,000	Funding from the Center for the Study of Social Policy to support year 5 of Project DULCE. Funding period is November 1, 2019 to October 31, 2020.
	\$3,000	Funding from Connecticut Children’s Medical Center to support HMG Early Integration.
<b>Other Sources</b>		
Fiscal Leveraging	\$1,500,000	Projected funding for Medi-Cal Administrative Activities (MAA); estimates are based on MAA invoices submitted in 2017-18.
Investment Revenue	\$ 375,000	Projected interest income assumes a yield of 1.4% for the fiscal year.

REVENUE TYPE	2019-20 PROPOSED	RATIONALE/DETAILS
Miscellaneous Income	\$16,860	Rental income from the First 5 Association.
<b>Total Revenue (1)</b>	<b>\$18,055,018</b>	<b>Prop 10 Tobacco Tax, Interagency Income, Grants and Other Sources</b>
<b>Reserves: Prop 10 Sustainability Funds (2)</b>	<b>\$3,706,392</b>	Draw down from Proposition 10 Sustainability Fund to balance the budget.
<b>Reserves: Interagency and Grant Funds received in Prior years (3)</b>	<b>\$1,341,280</b>	Draw down from revenue received in prior periods for planned activities in FY2019-20
<b>Grand Total</b>	<b>\$23,102,690</b>	<b>Total Revenues and Available Funds = (1) + (2) + (3)</b>

**EXPENDITURES FOR FY 2019-20**

In the 2017-2021 Strategic Plan planned activities were categorized under ten major strategies:

**PROGRAMS AND INVESTMENTS:**

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

**CAPACITY BUILDING & SUSTAINABILITY**

- Policy, Planning and Evaluation
- Training and Capacity Building
- Communications
- Administration, Information and Technology

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 and Stipends, Professional Services costs and Program Operating costs. Strategies are supported by facilities, infrastructure and data systems. Indirect agency Infrastructure costs are reflected in the Administration, Information and Technology budget. The budget narrative provides some 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 2019-2020, total salaries and benefits are projected to be \$9,687,520. Salaries are budgeted based on actual amounts. Benefits are budgeted at 50% of salaries. Consistent with direction from the Commission, the approved benefit package has remained mostly consistent with Alameda County, including membership in the Alameda County Employee’s Retirement Association (ACERA). The 50% allocation is based on actual cost estimates that are revised periodically as needed.

The **Parent Engagement and Support** strategy budget proposal for 2019-20 is **\$3,286,591** and consists of:

FY 2019-20 PROPOSED AMOUNT	FUNDING SOURCES	PROPOSED ACTIVITIES
\$3,286,591	<ul style="list-style-type: none"> <li>▪ Tobacco Tax</li> <li>▪ Medi-Cal Administrative Activities (MAA)</li> <li>▪ Center for the Study of Social Policy (CSSP)</li> <li>▪ Alameda County Public Health Department</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continue support of home visiting services with Alameda County Public Health Department (ACPHD)</li> <li>▪ Continue support of Project DULCE activities</li> <li>▪ Continue support of the 0-5 component of the Alameda County Dental Transformation Grant (Healthy Teeth Healthy Communities)</li> <li>▪ Development of Parent Engagement programming</li> </ul>

The **Early Identification** strategy budget proposal for 2019-20 is **\$2,839,851** and consists of:

FY 2019-20 PROPOSED AMOUNT	FUNDING SOURCES	PROPOSED ACTIVITIES
\$2,839,851	<ul style="list-style-type: none"> <li>▪ Tobacco Tax</li> <li>▪ Medi-Cal Administrative Activities (MAA)</li> <li>▪ Thomas J Long Foundation</li> <li>▪ Alameda County Public Health Department</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continue support of increasing early identification of concerns that impact children's development and school readiness (via developmentally vulnerable services contracts)</li> <li>▪ Support parents and caregivers in accessing resources, and increase parent knowledge of child development through family navigation</li> <li>▪ Broaden screening efforts in alignment with Help Me Grow Strategic Plan including enhancing screening technology and purchase of ASQ kits</li> <li>▪ Continue to fulfill obligations of Help Me Grow National model and Long Foundation funded strategies</li> <li>▪ Continue to explore local system integration and sustainability with managed care, health care and social services agencies</li> </ul>

The **Quality Early Childhood Education** strategy budget proposal for 2019-20 is **\$4,486,079** and consists of:

FY 2019-20 PROPOSED AMOUNT	FUNDING SOURCES	PROPOSED ACTIVITIES
\$4,486,079	<ul style="list-style-type: none"> <li>▪ Tobacco Tax</li> <li>▪ CA Department of Education</li> <li>▪ Alameda County Office of Education</li> <li>▪ First 5 California</li> <li>▪ Children’s Council of San Francisco (Regional IMPACT T/TA Hub)</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) system</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> </ul>

The **Fatherhood** strategy budget proposal for 2019-20 is **\$378,000** and consists of:

FY 2019-20 PROPOSED AMOUNT	FUNDING SOURCES	PROPOSED ACTIVITIES
\$378,000	<ul style="list-style-type: none"> <li>▪ Tobacco Tax</li> <li>▪ Alameda County Health Care Services Agency and Alameda County Social Services Agency</li> </ul>	<ul style="list-style-type: none"> <li>▪ Incorporate Father Friendly Principles into additional programs and community initiatives</li> <li>▪ Develop Fatherhood Partnership Program, host potential Summit and convene learning communities</li> <li>▪ Develop Father Friendly Principles awareness, adoption, implementation, and capacity building campaign in to public systems and CBOs</li> <li>▪ Initiate Fatherhood Media Campaign</li> <li>▪ Implement Fatherhood Interagency Workgroup</li> </ul>

The **Neighborhoods Ready for School** strategy budget proposal for 2019-20 is **\$4,185,978** and consists of:

FY 2019-20 PROPOSED AMOUNT	FUNDING SOURCES	PROPOSED ACTIVITIES
\$4,185,978	<ul style="list-style-type: none"> <li>▪ Tobacco Tax</li> <li>▪ Alameda County Social Services Agency</li> <li>▪ The CA Wellness Foundation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continued support of school readiness and place based work with Oakland Unified School District and in the Castlemont Corridor</li> <li>▪ Continue support of Parent Cafes, Family Resource Center Network</li> <li>▪ Continue implementation of “Neighborhood Frameworks” strategy for services and funding investments in areas with the highest need including family navigation and family café consultation and support</li> <li>▪ Support of CalWORKS activities in the Castlemont neighborhood; workforce development program for CalWORKS participants to become ECE providers including on the job training, field placement and support towards earning an Associate Teacher Permit; funding for early childhood activities within the County.</li> </ul>

The **Innovation** strategy budget proposal for 2019-20 is **\$200,000** and consists of:

FY 2019-20 PROPOSED AMOUNT	FUNDING SOURCES	PROPOSED ACTIVITIES
\$200,000	<ul style="list-style-type: none"> <li>▪ Tobacco Tax</li> </ul>	<ul style="list-style-type: none"> <li>▪ Grants to Early Learning Communities for expansion/development of early childhood systems in select cities in Alameda County</li> </ul>

The **Policy, Planning and Evaluation** strategy budget proposal for 2019-20 is **\$2,175,500** and consists of:

FY 2019-20 PROPOSED AMOUNT	FUNDING SOURCES	PROPOSED ACTIVITIES
\$2,175,500	<ul style="list-style-type: none"> <li>▪ Tobacco Tax</li> <li>▪ Alameda County Behavioral Health Care Services Agency</li> <li>▪ TJ Long Foundation</li> <li>▪ Medi-Cal Administrative Activities (MAA)</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>▪ Develop 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 development of data dashboard,</li> </ul>

		<p>performance monitoring and analysis for each F5AC program strategy in alignment with results-based accountability</p> <ul style="list-style-type: none"> <li>▪ Continue performing evaluations of identified initiatives (i.e. school readiness, place-based work)</li> </ul>
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The **Training and Capacity Building** strategy budget proposal for 2019-20 is **\$700,000** and consists of:

FY 2019-20 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 2019-20 is **\$400,000** and consists of:

FY 2019-20 PROPOSED AMOUNT	FUNDING SOURCES	PROPOSED ACTIVITIES
\$400,000	<ul style="list-style-type: none"> <li>▪ Tobacco Tax</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>▪ 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 **Administration, Information and Technology** strategy budget proposal for 2019-20 is **\$4,450,691** and consists of:

ADMINISTRATION, INFORMATION AND TECHNOLOGY STRATEGY		
FY 2019-20 PROPOSED AMOUNT	FUNDING SOURCES	PROPOSED ACTIVITIES
<b>\$4,450,691</b>	<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>▪ First 5 Association (rent)</li> <li>▪ Grant Indirect/<b>Contract Administration</b> Revenue</li> <li>▪ Investment 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 10.5%. Costs are segregated through the year into the Program, Evaluation and Administrative areas according to guidelines and definitions set forth by First 5 California and in the Government Finance Officers Association (GFOA) First 5 Financial Management Guide.

The proposed budgets’ costs are:

2019-20 COSTS	
Program	80.1%
Evaluation	9.4%
Administration	10.5%
<b>TOTAL</b>	<b>100%</b>

**Fiscal Impact**

The fiscal impact is **\$23,102,690** in budgeted expenses, a major portion of which will be funded by a combination of Prop 10 and other revenue sources amounting to **\$18,055,018**. The balance is expected to be funded by the use of Proposition 10 Sustainability Funds and revenues received in prior years for planned activities in FY 2019-20 totaling **\$5,047,672** in FY 2019-20.



**RECOMMENDATION**

That the Commission review and adopt the FY 2019-21 Budget Proposal.

Submitted by:

Reviewed by:

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Christine Hom  
Finance Officer

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Kristin Spanos  
Chief Executive Officer

**First 5 Alameda County  
Proposed Budget - Revenue  
July 1, 2019 - June 30, 2020**

Revenues	Adopted Modified Budget FY2018-19	Proposed Budget FY2019-20	Change Increase/ (Decrease)	Notes
<b>Proposition 10 Tobacco Tax Revenue</b>	<b>12,856,215</b>	<b>11,443,608</b>	<b>(1,412,607)</b>	1
<b>Other First 5 Income</b>			-	
First 5 California (IMPACT)	1,396,189	1,714,972	<b>318,783</b>	2
Children's Council of San Francisco (First 5 San Francisco/Hub)	115,778	110,000	<b>(5,778)</b>	3
<b>Total Other First 5 Income</b>	<b>1,511,967</b>	<b>1,824,972</b>	<b>313,005</b>	
<b>Interagency Income</b>			-	
Alameda County Health Care Services Agency (Fathers Corp)	143,000	128,000	<b>(15,000)</b>	4
Alameda County Health Care Services Agency (Fatherhood Summit)	30,000	-	<b>(30,000)</b>	5
Alameda County Health Care Services Agency (Healthy Food, Healthy Families)	30,000	-	<b>(30,000)</b>	6
Alameda County Office of Education (QRIS 4)	50,377	-	<b>(50,377)</b>	7
Alameda County Office of Education (QRIS 5)	461,680	51,298	<b>(410,382)</b>	8
Alameda County Office of Education (QRIS 6) <i>projected</i>	-	325,087	<b>325,087</b>	9
Alameda County Office of Education (Inclusion Grant)	-	108,500	<b>108,500</b>	10
Alameda County Behavioral Health Care Services Agency (ACECPC)	15,000	24,000	<b>9,000</b>	11
Alameda County Public Health Dept. (shared Technology costs)	108,000	108,000	-	12
Alameda County Public Health Dept./CA Wellness Foundation (Fathers Corp)	20,000	-	<b>(20,000)</b>	13
<b>Federal Pass-through Grants:</b>			-	
Alameda County Public Health Dept. (Healthy Teeth, Healthy Communities)	741,126	725,710	<b>(15,416)</b>	14
Alameda County Public Health Dept. (Project LAUNCH)	106,702	-	<b>(106,702)</b>	15
Alameda County Public Health Dept. (Linkage Line)	405,129	433,840	<b>28,711</b>	16
Alameda County Social Services Agency (CalWORKS)	310,000	717,507	<b>407,507</b>	17
California Dept. of Education (Infant/Toddler Block Grant 2)	55,500	-	<b>(55,500)</b>	18
California Dept. of Education (QCC QRIS Block Grant)	520,781	57,865	<b>(462,916)</b>	19
California Dept. of Education (QCC QRIS Block Grant #2) <i>projected</i>	-	111,771	<b>111,771</b>	20
<b>Total Interagency Income</b>	<b>2,997,295</b>	<b>2,791,578</b>	<b>(205,717)</b>	
<b>Grants</b>			-	
Thomas J. Long Foundation	300,000	-	<b>(300,000)</b>	21
Sunlight Giving	200,000	-	<b>(200,000)</b>	22
Center for the Study of Social Policy (Project DULCE)	100,000	100,000	-	23
Connecticut Children's Medical Center (HMG Early Care Integration)	3,000	3,000	-	24
Connecticut Children's Medical Center (HMG Toxic Stress Program)	5,000	-	<b>(5,000)</b>	25
University of Chicago/Chapin Hall (Project DULCE Evaluation)	3,000	-	<b>(3,000)</b>	26
National League of Cities	11,000	-	<b>(11,000)</b>	27
<b>Total Grants</b>	<b>622,000</b>	<b>103,000</b>	<b>(519,000)</b>	
<b>Fiscal Leveraging - MediCal Administrative Activities</b>	<b>1,422,861</b>	<b>1,500,000</b>	<b>77,139</b>	28
<b>Other Income</b>			-	
Investment Revenue	375,000	375,000	-	29
Miscellaneous Revenue - Fatherhood Summit	149,850	-	<b>(149,850)</b>	30
Miscellaneous Revenue - Other	16,860	16,860	-	31
<b>TOTAL REVENUE</b>	<b>19,952,048</b>	<b>18,055,018</b>	<b>(1,897,030)</b>	
<b>RESERVES</b>			-	
<b>Proposition 10 - Sustainability Funds</b>	<b>1,843,785</b>	<b>3,706,392</b>	<b>1,862,607</b>	32
<b>Interagency and Grants Revenues - received in prior years (for planned activities in FY 2019-20)</b>	<b>186,343</b>	<b>1,341,280</b>	<b>1,154,937</b>	33
			-	
<b>TOTAL REVENUES &amp; AVAILABLE FUNDS</b>	<b>21,982,176</b>	<b>23,102,690</b>	<b>1,120,514</b>	

**First 5 Alameda County  
Proposed Budget - Revenue  
July 1, 2019 - June 30, 2020**

<b>NOTES</b>												
1	Prop 10 Tobacco tax revenue is projected to decrease, per First 5 California's revenue projections as of January 2019											
2	First 5 California IMPACT grant is a 5 year term (July 2015 to June 2020), currently in year 5 of 5											
3	First 5 IMPACT Regional Training and Technical Assistance Hub for Region 4											
4	ACHCSA Fathers Corp award has a 5 year term (July 2017 to June 2022), currently in year 3 of 5											
5	One-time award from ACHCSA to support the Fatherhood Summit event in March 2019											
6	One-time award from ACHCSA & ALL IN Alameda County grant to support the Healthy Food, Healthy Families program, ended December 31, 2018											
7	ACOE QRIS 4 grant, final 10% payment for grant ending September 30, 2018											
8	ACOE QRIS 5 grant, initial 90% payment received in FY18-19, final 10% payment to be received in FY19-20 for grant ending September 30, 2019											
9	ACOE QRIS 6 grant, projected 90% payment for grant beginning July 1, 2019, payment expected in FY19-20											
10	New grant from ACOE "Inclusive Early Learning & Care Coordination" for period March 2019-June 2020											
11	ACBHCS recurring funding for ACECPC-Parent Voices for July 2018-June 2019											
12	ACPHD projected annual shared technology costs to support ECChange maintenance and hosting											
13	One-time award from ACPHD pass through funding from CA Wellness Foundation to support Fathers Corp expansion activities in FY18-19											
14	ACPHD Dental Transformation Program (HTHC) award has 4 year term (April 2017 to Dec 2020)											
15	ACPHD Project LAUNCH grant ends June 2019											
16	Renewal of ACPHD HMG Linkage Line contract for FY19-20, currently projected to be a one-year award											
17	Renewal of ACSSA CalWORKS funding for family navigation, support for workforce development program for CalWORKS participants, funding to support early childhood activities within the County											
18	CDE Infant/Toddler 2 grant, final 10% payment in FY18-19 for grant ending September 30, 2018											
19	CDE Quality Counts CA (QCC) Block Grant, initial 90% received in FY18-19, final 10% payment expected in FY19-20, grant ends September 30, 2019											
20	CDE QCC Block Grant #2, projected grant (July 2019-September 2020)											
21	Final payment from TJ Long Foundation received in FY18-19, award ending June 30, 2020											
22	Final payment from Sunlight Giving's 3-year grant received in FY18-19, award ending June 30, 2019											
23	Funding from CSSP for Project DULCE, one-year award ending October 31, 2020											
24	HMG National Early Care Integration grant, \$6,000 for FY19-21 (2 years) with \$3,000 disbursement in the current fiscal year											
25	HMG National Toxic Stress Program, award unknown for FY19-20											
26	One-time award from University of Chicago/Chapin Hall for Project DULCE evaluation activities											
27	One-time award from the National League of Cities to support the Alameda County Early Learning Communities kick-off event in January 2018											
28	MAA revenue for FY18-19 included receipt of backcasting funds, FY19-20 revenue is projected receipt for FY18-19 invoices											
29	Investment income projected funding for FY19-20											
30	One-time funding to support the Fatherhood Summit event in March 2019											
31	Projected miscellaneous income includes rent from First 5 Association											
32	Use of Prop 10 sustainability funds are projected to increase per First 5 California's projected revenues (see note 1)											
33	Use of revenue receipts received in prior periods for planned expenses in FY19-20											

**First 5 Alameda County  
Proposed Operating Expenditure Budget By Strategy  
July 1, 2019 - June 30, 2020**

	Parent Engagement & Support	Early ID	Quality Early Childhood Education	Fatherhood	Neighborhoods Ready for School	Innovation	Policy, Planning & Evaluation	Training & Capacity Building	Communications	Administration, Information and Technology	TOTAL PROPOSED BUDGET
	FY 2019-20	FY 2019-20	FY 2019-20	FY 2019-20	FY 2019-20	FY 2019-20	FY 2019-20	FY 2019-20	FY 2019-20	FY 2019-20	FY 2019-20
<b>Personnel Costs</b>											
Salaries & Benefits	1,543,591	1,597,614	1,396,625	309,078	353,762	0	1,658,215	340,972	281,313	2,206,350	9,687,520
<b>Program Contracts/Grants</b>											
Contracts	1,608,161	1,108,623	2,335,573	20,000	3,822,216	100,000	517,285	313,528	118,687	1,004,341	10,948,414
Grants & Stipends	0	0	435,645	5,500	0	100,000	0	0	0	0	541,145
Professional Services*	75,000	17,500	196,000	17,586	10,000	0	0	40,000	0	25,000	381,086
Total Contracts/Grants	1,683,161	1,126,123	2,967,218	43,086	3,832,216	200,000	517,285	353,528	118,687	1,029,341	11,870,645
<b>Program Operating Costs**</b>	59,839	116,114	122,236	25,836	0	0	0	5,500	0	195,000	524,525
<b>Infrastructure Costs</b>	0	0	0	0	0	0	0	0	0	1,020,000	1,020,000
<b>Total Direct Program Costs</b>	<b>3,286,591</b>	<b>2,839,851</b>	<b>4,486,079</b>	<b>378,000</b>	<b>4,185,978</b>	<b>200,000</b>	<b>2,175,500</b>	<b>700,000</b>	<b>400,000</b>	<b>4,450,691</b>	<b>23,102,690</b>

\* Professional Services Contracts : Contracts with individuals or vendors for time limited services that support program work (e.g. consultants, web design, etc.)

\*\* Program Operating costs: Costs that support agency program implementation (e.g. supplies, travel, meeting costs, etc.)

**First 5 Alameda County**  
**Proposed Expenditure Budget by Expenditure Category**  
**July 1, 2019 - June 30, 2020**

Expenditures	Modified Budget FY 2018-19	Proposed Budget FY 2019-20	Difference	Variance from Prior Year	Notes
Personnel Costs	\$8,897,996	\$9,687,520	\$789,524	9%	1
Program Contracts/Grants	\$11,707,251	\$11,870,645	\$163,394	1%	2
Program Operating Costs	\$543,929	\$524,525	(\$19,404)	-4%	3
Infrastructure Costs	\$833,000	\$1,020,000	\$187,000	22%	4
<b>TOTAL EXPENDITURES</b>	<b>\$21,982,176</b>	<b>\$23,102,690</b>	<b>\$1,120,514</b>	<b>5%</b>	

**Notes:**

Major changes in Expenditure Category costs, between the FY 2018-19 Modified Budget and the Proposed FY 2019-20 budget.

*General note: the FY 2018-19 Modified budget is YTD actual expenses for first 6 months and projected expenses for second 6 months of the year.*

**1. Personnel Costs**

FY 2019-20 proposed increase in personnel costs reflects costs tied to restructuring and cost of living adjustment, merit increases and new positions.

**2. Contracts**

FY2019-20 contracts/grants reduction reflects end of grant term funding from Thomas J. Long Foundation, Sunlight Giving grant funding. Decrease in budgeted amounts for technology related contracts.

**3. Program Operating Costs**

FY2019-20 program operating costs reflect a slight reduction of externally funded activities for Early ID (Long Foundation), Fatherhood strategies.

**4. Infrastructure Costs**

FY2019-20 indirect costs reflect an increase in budget for fees related to MAA revenue payments, new application and technology service vendors and technology refresh.

FIRST 5 ALAMEDA COUNTY  
Proposed Contracts for FY 2019-20 & FY 2020-21

Contractor Name	FY Contract Term	FY 2019-20 Amount	FY 2020-21 Amount	Total Award Amount	Description
<b>Administration, Information &amp; Technology</b>					
Remcho, Johansen & Purcell	FY 2019-20	\$ 50,000.00	\$ -	\$ 50,000.00	Funding to provide legal services and consultation on an as-needed basis
Carahsoft	FY 2019-20	\$ 75,000.00	\$ -	\$ 75,000.00	Funding for annual Salesforce licensing and hosting for HIGH5
TECHsperience	FY 2019-20	\$ 80,000.00	\$ -	\$ 80,000.00	Funding to provide technology infrastructure support and server maintenance and back up
eightCloud	FY 2019-20	\$ 171,000.00	\$ -	\$ 171,000.00	Funding to support Salesforce Developers to complete HIGH5 implementation
RedCar IT	FY 2019-20	\$ 376,000.00	\$ -	\$ 376,000.00	Funding to provide maintenance and operations support activities for the First 5 Application Suite (ECChange, ECC Online and Pathways)
<b>Communications</b>					
Interpreters Unlimited	FY 2019-20	\$ 50,000.00	\$ -	\$ 50,000.00	Funding to provide language assistance services to First 5 programs and selected providers
<b>Early Identification</b>					
Children's Physical Therapy Oakland DBA Baby Builders	FY 2019-20	\$ 80,000.00	\$ -	\$ 80,000.00	Funding to provide one-on-one sessions in-home or at Children's Physical Therapy Oakland's (CPTO) clinic, and playgroup support to children 12 months to 48 months who exhibit developmental concerns
Through the Looking Glass	FY 2019-20	\$ 83,000.00	\$ -	\$ 83,000.00	Funding to provide one-on-one sessions in-home or at Through the Looking Glass clinic, and playgroup support to children 12 months to 48 months who exhibit developmental concerns
UCSF Benioff Children's Hospital Oakland	FY 2019-20	\$ 80,000.00	\$ -	\$ 80,000.00	Funding for the Center for the Vulnerable Child (CVC) to provide in-home support to children 12 months to 48 months who exhibit developmental concerns
Lotus Bloom Family Resource Center	FY 2019-20	\$ 85,000.00	\$ -	\$ 85,000.00	Funding to provide playgroup services to children 12 months to 48 months who exhibit developmental concerns
County of Alameda, Public Health Department	FY 2019-21	\$ 95,000.00	\$ 95,000.00	\$ 190,000.00	Funding to support child healthcare provider outreach for HMG
Family Resource Navigators	FY 2019-21	\$ 482,000.00	\$ 482,000.00	\$ 964,000.00	Funding to provide family navigation services and administer HMG family leadership activities
<b>Fatherhood</b>					
LaNiece Jones	FY 2019-20	\$ 75,000.00	\$ -	\$ 75,000.00	Funding to oversee the planning, fund development, and execution of the 2020 Fatherhood Summit Weekend and all activities leading up to the summit in June 2020
<b>Neighborhoods Ready for School</b>					
ISEEED	FY 2019-20	\$ 50,000.00	\$ -	\$ 50,000.00	Funding to provide training and ongoing technical assistance for the implementation and launch of the Streetwyze App for Neighborhoods Ready for School sites, and analyze data on community assets, barriers, and gaps in the local early childhood readiness infrastructure, as well as provide, as appropriate, policy implications and recommendations or next steps
Youth Uprising	FY 2019-20	\$ 85,000.00	\$ -	\$ 85,000.00	Funding to provide case management for Castlemont Community families (East Oakland), focused specifically on assisting families with applying and/or accessing Alameda County Social Services Administration via Entitlement Services, and assistance for other programs and services
BANANAS, Inc.	FY 2019-20	\$ 100,000.00	\$ -	\$ 100,000.00	Funding to implement the CARE pilot to link families experiencing homelessness to child care resources
Youth Uprising	FY 2019-21	\$ 88,600.00	\$ 88,600.00	\$ 177,200.00	Funding to provide culture keeping (e.g. security), janitorial services, and facilities management to support the Room to Bloom Family Resource Center on the Youth Uprising Campus and daily early childhood programming taking place in their facility

FIRST 5 ALAMEDA COUNTY  
Proposed Contracts for FY 2019-20 & FY 2020-21

Contractor Name	FY Contract Term	FY 2019-20 Amount	FY 2020-21 Amount	Total Award Amount	Description
Oakland Unified School District	FY 2019-21	\$ 227,000.00	\$ 227,000.00	\$ 454,000.00	Funding to support (4) Summer Pre-K (SPK) classrooms, to implement year round school readiness and transition programming, including a student Kindergarten transition form, Kindergarten Readiness workshops for parents, training for K-12 teachers and Family Resource Center and Community School Managers, and a variety of family/child learning activities like play and learn groups
County of Alameda, ALL IN Alameda County	FY 2019-21	\$ 470,000.00	\$ 423,000.00	\$ 893,000.00	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
Lincoln	FY 2019-21	\$ 470,000.00	\$ 423,000.00	\$ 893,000.00	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
New Haven Unified School District (Union City Family Center)	FY 2019-21	\$ 470,000.00	\$ 423,000.00	\$ 893,000.00	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
Roots Community Health Center	FY 2019-21	\$ 470,000.00	\$ 423,000.00	\$ 893,000.00	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
Lotus Bloom Family Resource Center	FY 2019-21	\$ 473,000.00	\$ 473,000.00	\$ 946,000.00	Funding to coordinate and implement programs and services at the Castlemont Community (East Oakland) Room to Bloom Family Resource Center, to plan and implement 18 Family Cafes in at least two communities, and to hire an Oakland Family Resource Center Network Coordinator
<b>Parent Engagement and Support</b>					
Alameda Health System	FY 2019-21	\$ 118,629.00	\$ 34,221.00	\$ 152,850.00	Funding to continue implementation of the Project DULCE model at Highland Hospital Pediatric Department
DDG Consulting	FY 2019-20	\$ 65,000.00	\$ -	\$ 65,000.00	Funding to provide training and technical assistance to the Fatherhood Partnership Participants, training and technical assistance on implementing Family Cafes for the Neighborhoods Ready for School partners and plan and implement a parent planning committee for our Parent Engagement and Support strategy
YMCA of the East Bay	FY 2019-20	\$ 540,000.00	\$ -	\$ 540,000.00	Funding to support the implementation of the CalWORKS pilot workforce apprenticeship program
County of Alameda, Public Health Department	FY 2019-20	\$ 750,000.00	\$ -	\$ 750,000.00	Funding to continue the integration of First 5 funded home visiting programs and infrastructure supports into a countywide system with coordinated points of entry, referrals, common standards, training and outcomes
<b>Policy, Planning and Evaluation</b>					

FIRST 5 ALAMEDA COUNTY  
Proposed Contracts for FY 2019-20 & FY 2020-21

Contractor Name	FY Contract Term	FY 2019-20 Amount	FY 2020-21 Amount	Total Award Amount	Description
Applied Survey Research	FY 2019-20	\$ 6,500.00	\$ -	\$ 6,500.00	Funding to complete the evaluation of services for developmentally vulnerable children in Contra Costa and Alameda Counties including a final, comprehensive report with a summary of pre and post assessments and the results of interviews with providers and program directors from both counties
Applied Survey Research	FY 2019-20	\$ 25,000.00	\$ -	\$ 25,000.00	Funding to conduct a telephone-based family follow-up survey in English, Spanish and Chinese, with approximately 140 Help Me Grow families to assess family's post satisfaction with Help Me Grow Linkage Line and Family Navigators, as well as for the effects of the program on parents and primary caregivers
Parent Voices Oakland	FY 2019-20	\$ 89,000.00	\$ -	\$ 89,000.00	Funding to provide support for the Alameda County Early Childhood Policy Council
Applied Survey Research	FY 2019-21	\$ 170,000.00	\$ 30,000.00	\$ 200,000.00	Funding for continued support of the 2019 kindergarten readiness assessment with a targeted, generalizable size of 115 classrooms 65 schools serving approximately 3,000 children
<b>Quality Early Care and Education</b>					
Julie Kurtz	FY 2019-20	\$ 60,000.00	\$ -	\$ 60,000.00	Funding to provide Trauma Informed Practices (TIP) Training Institute in two modules to 15 Quality Counts trainers to build capacity in Alameda County to provide TIP training
Child Care Links	FY 2019-20	\$ 110,000.00	\$ -	\$ 110,000.00	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 Rating and Improvement System (QRIS) sites
Jewish Family and Children Services East Bay (JFCS)	FY 2019-20	\$ 140,000.00	\$ -	\$ 140,000.00	Funding to provide CSEFEL training and coaching to identified Quality Counts ECE sites in Alameda County, mentoring to Alameda County CSEFEL authorized trainers and coaches, and overall administration of CSEFEL activities
County of Alameda, General Services Agency	FY 2019-20	\$ 150,000.00	\$ -	\$ 150,000.00	Funding to coordinate stakeholder participation in QC Advisory groups, serve on the QC Leadership Team to provide support alignment, conduct a variety of professional development activities for child care providers participating in Quality Counts, and manage provider finance subcontracts
BANANAS, Inc.	FY 2019-20	\$ 260,000.00	\$ -	\$ 260,000.00	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 Rating and Improvement System (QRIS) sites
Community Child Care Council (4Cs) of Alameda County	FY 2019-20	\$ 260,000.00	\$ -	\$ 260,000.00	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 Rating and Improvement System (QRIS) sites
California School-Age Consortium (CalSAC)	FY 2019-20	\$ 530,000.00	\$ -	\$ 530,000.00	Funding to provide QC Grantees with funds for Quality Improvement grants, Quality Rewards, and Professional Development stipends. Funds will be used to make facility and environment improvements, enhance training and staff release time, support technology needs, and support PD activities
WestEd	FY 2019-20	\$ 615,000.00	\$ -	\$ 615,000.00	Funding to provide valid and reliable CLASS and ERS assessments for early care and education programs participating in Quality Counts
		\$ 8,574,729.00	\$ 3,121,821.00	\$ 11,696,550.00	





**To:** First 5 Alameda County Commission

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

**Date:** June 20, 2019

**Subject:** Final Reading of FY 2019-28 Long Range Financial Plan

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**ACTION REQUESTED**

To review the following FY 2019-28 Long Range Financial Plan.

**BACKGROUND**

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

The current LRFP was formally approved by the Commission in June 2018. An update to the LRFP is included with underlying assumptions as well as historical background information. The update reflects the Proposed Budget for FY 2019-2020 and the Prop 10 Tobacco Tax revenue forecast from the California Department of Finance that was received in January 2019. The first public reading of the revised Plan was held on April 18, 2019 and the second and final reading will be on June 20, 2019.

**MINIMUM FUND BALANCE REQUIREMENTS**

From time to time, First 5 Alameda County has used Sustainability Funds to augment operating budget needs and to meet revenue shortfalls, to the extent authorized by the Commission. The Sustainability Fund balance as of June 30, 2018 was \$34 million. However, this Fund may not be spent down to zero; some funds must be maintained as an operating reserve to cover ongoing cash flow requirements to act as a buffer since there are delays in receiving state tobacco tax revenues or other revenues. The policy is to maintain an amount in the Fund Balance, at a minimum, equal to six months of operating expenses plus an amount to cover fiscal obligations under the Reduction in Workforce Policy.

**FISCAL IMPACT**

There is no fiscal impact.

**RECOMMENDATION**

To review and approve the FY 2019-28 Long Range Financial Plan as presented.

Submitted by:

Reviewed by:

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Christine Hom  
Finance Officer

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Kristine Spanos  
Chief Executive Officer

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

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

**REVENUES**

FY 2018-19 figures are from the original and revised budget approved in February 2019. For 2019-20 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 January 2019 for the period ending 2022-2023. These take into account the effects of the federal tobacco tax, other declines in state tobacco tax revenues due to newer legislation (SBx2-7 Smoking Age Increase to 21 effective June 2016, Proposition 56 \$2 dollar tobacco tax increase effective April 2017) Prop 99 and backfill amounts and other factors. The projections listed below cover the period 2019-2028.

Historically, the DoF projections have been on the conservative side, with actual revenues received being equal to or higher than projections:

<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	
2019-2020	\$11.4m	
2020-2021	\$11.1m	
2021-2022	\$10.8m	
2022-2023	\$10.5m	
2023-2024	\$10.2m*	
2024-2025	\$9.8m*	
2025-2026	\$9.5m*	
2026-2027	\$9.1m*	
2027-2028	\$8.8m*	

Based on the above DoF projection for 2019-2020, the Long Range Financial Plan assumes a 11% decrease in tax revenue from the prior year. Moving forward beyond 2019-20, revenues are expected to continue decreasing at a rate of approximately 2.7% per year (2020-21, 2021-22, 2022-23) and then 3.5% per year through 2028 (\*). If actual revenues show a significant change

during the year, the projection for the current year will be brought to the Commission at mid-year, along with other budget modification proposals.

▪ **Interagency Income -**

- AC Behavioral Health Care Services funding for ACECPC Parent Voices (\$24,000)
- Funding from AC Health Care Services Agency and AC Social Services Agency to support Fathers Corps work (\$128,000)
- AC Public Health Department funding for ECChange database hosting and maintenance (\$108,000)
- AC Public Health Department funding for Help Me Grow (HMG) Linkage Line services (\$434,000)
- AC Public Health Department funding for the 0-5 component of the Dental Transformation grant (\$726,000)
- Pass through funding from AC Social Services Agency to support CalWORKS activities in the Castlemont neighborhood (\$185,000), workforce development for CalWORKS participants (\$338,000), early childhood activities in Alameda County (\$126,328)
- Funding from the AC Office of Education Block Grant 5 (\$51,000) and projected Block Grant 6 (\$325,000) to support Quality Rating Improvement Systems work
- Funding from the AC Office of Education to support Inclusion Early Learning & Care Coordination grant activities (\$109,000)
- Funding from First 5 California (IMPACT) – to support local QRIS work including rating and quality improvement in child care settings (\$1,715,000)
- Funding from the Children’s Council of San Francisco for the IMPACT Local Regional T/TA Hub (\$110,000)

- **Fiscal Leveraging** – Since FY 2009-10, fiscal leveraging revenues consist entirely of federal reimbursements under the Medi-Cal Administrative Activities (MAA) program. Gross MAA revenues for the prior fiscal year are usually received 8-12 months in arrears. As a result of the perpetual time study methodology introduced by the granting agency in FY 2013-14 and the inclusion of actual client count for invoicing, revenues are expected to average approximately \$1.5 million. For the purposes of this LRFP, it is assumed that programs eligible for MAA claiming will be reimbursed at this level through the 2020-21 budget year (and the entire 2017-21 Strategic Plan), and will thereafter receive a lower reimbursement of \$1 million for 2021-28 based on the reduction of any MAA generating staff.

▪ **Grants –**

- The CA Department of Education QCC QRIS Block Grant 1 (\$57,000) and projected QCC QRIS Block Grant 2 (\$112,000)
- Private grant revenue will be received from the Connecticut Children’s Medical Center (\$3,000) and the Center for the Study of Social Policy to support Project DULCE activities (\$100,000)

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

- **Investment Revenue** – The FY 2019-120 proposed budget estimates investment income to be earned at a rate net of 1% of the beginning fund balance.

- **Miscellaneous Income** – Consists primarily of rental income from the First 5 Association.

**EXPENSES**

FY 2019-20 expenditure figures are from the current proposed budget process. For fiscal years 2019-28, total expenses have been reduced so as to leave a minimum fund balance as recommended below. The plan does not provide for any cost of living allowances or inflationary increases. In prior years these increases have been covered within the range of annual budgetary savings, and this is expected to continue in future years as well.

**Use of Sustainability Funds**

At \$5 million, the budgeted use of Prop 10 Sustainability Funds for FY 2019-20 is comprised of \$1.3 million of revenue receipts received in prior periods for planned expenses in FY 2019-20 and \$3.7 million from the agency Sustainability Fund

**MINIMUM FUND BALANCE REQUIREMENTS**

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

**HISTORICAL BACKGROUND**

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

The Sustainability Fund is projected to be approximately \$32 million at the end of the current 2018-19 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 a number of 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>Fiscal Year</u>	<u>Draw down from Sustainability for Operations (\$millions)</u>	
	<u>Planned draw down</u>	<u>Actual amount drawn</u>
<u>FY 2009-2013 Strategic Plan</u>		
2009-10	\$6.9m	\$3.3m
2010-11	\$9.3m	\$6.7m <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 2017-21 Strategic Plan</u>		
2017-18	\$3.5m	\$0.0
2018-19	\$2.0m	-
2019-20	\$4.6m	-
2020-21	\$6.5m	-

<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.

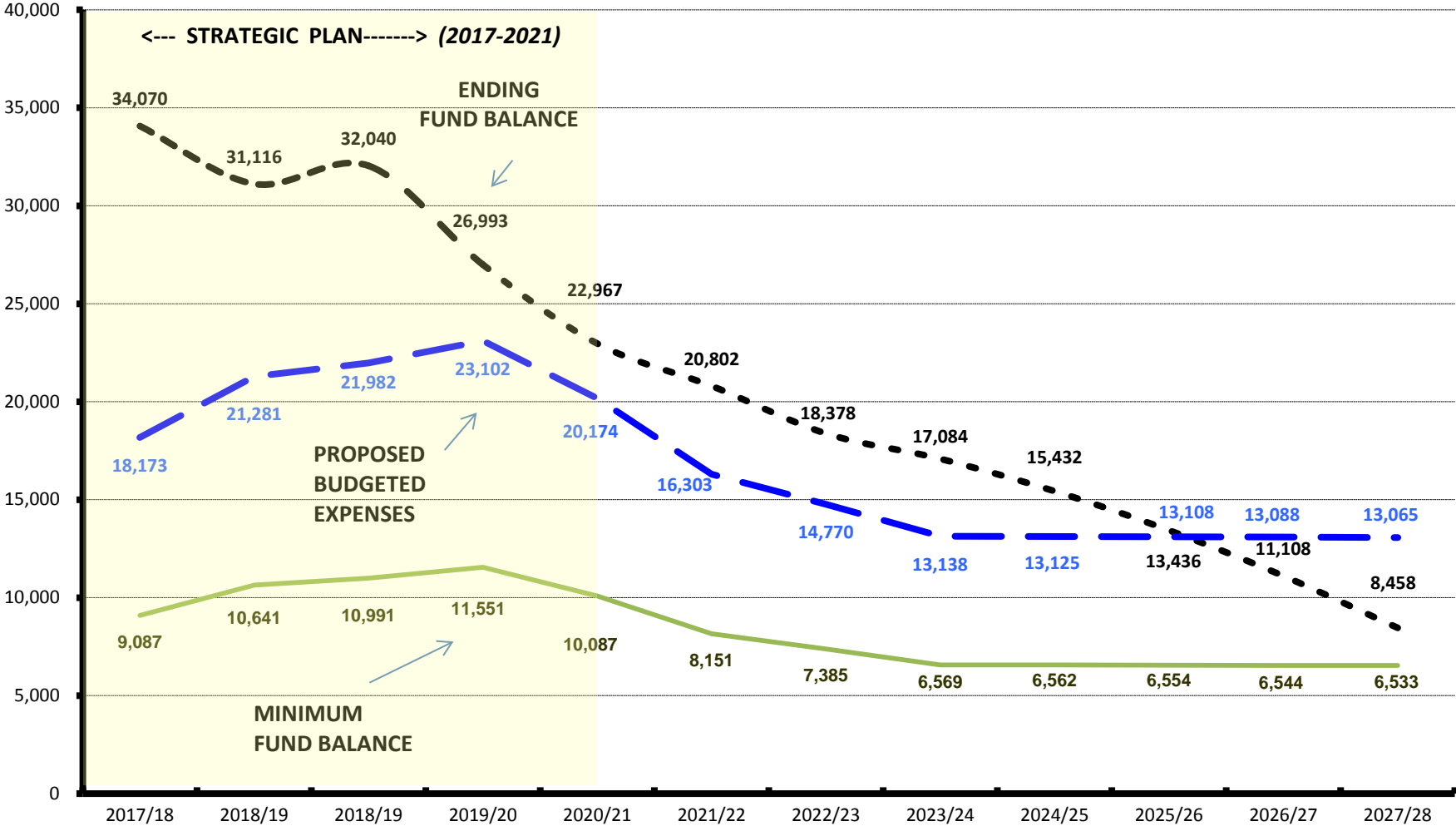
<sup>2</sup> Purchase of Office Building at 1115 Atlantic Ave., Alameda in April 2013.



LONG RANGE FINANCIAL PLAN FY 2019-2028

Dollars in Thousands	2017 - 2021 Strategic Plan					2021 - 2025 Strategic Plan				2025-2029 Strategic Plan		
	Actual	Original Budget	Modified Budget	Proposed Budget	2020/21	Projections				Projections		
	2017/18	2018/19	2018/19	2019/20		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Beginning Fund Balance</b>	33,422	34,070	34,070	32,040	26,993	22,967	20,802	18,378	17,084	15,432	13,436	11,108
<b>REVENUES</b>												
<b>Prop 10 Tobacco Tax</b>	11,369	12,292	12,856	11,444	11,124	10,835	10,576	10,206	9,849	9,504	9,171	8,850
<b>Interagency Income</b>												
- ACBHCS (Parent Voices ACECPC)	30	15	15	24	24							
- ACHCSA & All IN Alameda County (Healthy Food, Healthy Families)	30	30	30	0								
- ACHCSA (No Wrong Door)	327	0	0	0								
- ACHCSA (Fathers Corps)	113	128	143	128	128	128						
- ACHCSA (Fatherhood Summit)	0	0	30	0								
- ACPHD Project LAUNCH (SAMHSA)	83	118	107	0								
- ACPHD Data Systems Hosting and Maintenance	0	108	108	108	108	108	108					
- ACPHD HMG Linkage Line	383	385	405	434	434	434	434	434	434	434	434	434
- ACPHD Dental Transformation (HTHC)	371	741	741	726	505							
- ACPHD/CA Wellness Foundation (Fathers Corps)	0	20	20	0								
- <b>ACSSA CalWORKS</b>	257	310	310	717								
- AC Office of Educ. (QRIS Block Grant 3)	36	0	0	0								
- AC Office of Educ. (QRIS Block Grant 4)	453	50	50	0								
- AC Office of Educ. (QRIS Block Grant 5)	0	408	461	51								
- AC Office of Educ. (QRIS Block Grant 6) <b>projected</b>	0	0	0	325	126							
- AC Office of Educ. (QRIS Block Grant 7) <b>projected</b>	0	0	0	0	325	126						
- AC Office of Educ. (Inclusion Early Learning & Care Coordination)	0	0	0	109								
- First 5 California (IMPACT)	1,010	1,594	1,396	1,715								
- First 5 California (IMPACT 2) <b>projected</b>	0	0	0	0	791	791						
- First 5 San Francisco/Children's Council of SF (Hub)	55	50	116	110								
<b>Fiscal Leveraging</b>												
- MediCal Administrative Activities (MAA)	1,854	900	1,423	1,500	1,500	1,000	1,000	1,000	1,000	1,000	1,000	1,000
<b>Grants</b>												
State - CA Dept. of Education (Infant/Toddler Block Grant)	84	0	0	0								
State - CA Dept. of Education (Infant/Toddler Block Grant 2)	499	56	56	0								
State - CA Dept. of Education (Infant/Toddler Block Grant 3)	0	225	0	0								
State - CA Dept. of Education (QCC QRIS Block Grant)	0	0	521	57								
State - CA Dept. of Education (QCC QRIS Block Grant #2) <b>projected</b>	0	0	0	112	466							
State - CA Dept. of Education (QCC QRIS Block Grant #3) <b>projected</b>	0	0	0	0	112	466						
Private - Long Foundation	1,343	300	300	0								
- Packard Foundation (Project DULCE)	100	0	0	0								
- Sunlight Giving	200	200	200	0								
Other - Connecticut Children's Medical Center	5	0	8	3								
- East Bay Community Foundation (Measure A)	50	0	0	0								
- East Bay Community Foundation (Oakland Early Childhood Funders Network)	4	4	0	0								
- University of Chicago/Chapin Hall	3	0	3	0								
- Center for the Study of Social Policy (DULCE, CQI, PE)	153	0	100	100								
- National League of Cities	0	0	11	0								
<b>Investment Income</b>	423	375	375	375	375	230	208	184	171	154	134	111
<b>Miscellaneous Income</b>	40	17	167	17	20	20	20	20	20	20	20	20
<b>TOTAL REVENUES</b>	18,821	18,326	19,952	18,055	16,148	14,138	12,346	11,844	11,473	11,112	10,760	10,415
<b>TOTAL EXPENSES</b>	18,173	21,281	21,982	23,102	20,174	16,303	14,770	13,138	13,125	13,108	13,088	13,065
<b>CASHFLOW</b>												
<b>Total Disbursements</b>	18,173	21,281	21,982	23,102	20,174	16,303	14,770	13,138	13,125	13,108	13,088	13,065
<b>(Shortfall)/Surplus Revenue over Expenses (Use of Sustainability Fund)</b>	0	(2,407)	(1,844)	(3,706)	(4,026)	(2,165)	(2,424)	(1,294)	(1,651)	(1,996)	(2,329)	(\$2,650)
<b>Prior Revenue Received</b>	648	(547)	(186)	(1,341)								
<b>Ending Fund Balance</b>	34,070	31,116	32,040	26,993	22,967	20,802	18,378	17,084	15,432	13,436	11,108	8,458
<b>MINIMUM FUND BALANCE REQUIRED (50% OR 6 Months of annual disbursement)</b>	9,087	10,641	10,991	11,551	10,087	8,151	7,385	6,569	6,562	6,554	6,544	6,533

### LONG RANGE FINANCIAL PLAN FY 2019-2028 BUDGET & FUND BALANCE (\$000s)







**To:** First 5 Alameda County Commission  
**From:** Christine Hom, Finance Officer  
**Date:** June 20, 2019  
**Subject:** GASB 54 Fund Balance Commitment

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#### REQUESTED ACTION

To review the fund balance commitment for FY 2019-20 in accordance with GASB 54.

#### 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. This statement requires governments to revise how fund balance is reported in its financial statements. 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 very first time F5AC's fund balance was presented accordingly in the financial statements for the fiscal year which ended on June 30<sup>th</sup> 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 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 sustainability fund or stabilization fund currently meets the definition of “Assigned” as defined in GASB 54. These stabilization funds can be categorized as “Committed” by having formal board action. Therefore, we are asking the Commission to formally “commit” stabilization funds. This can be done with a Commission action stating what the stabilization funds must be used for. At the end of the current fiscal year, it is estimated that First 5 Alameda County (F5AC) will have approximately \$32 million in fund balance.

**PROPOSED ACTION TO DESIGNATE FUND BALANCE**

The amount reported as fund balance in the audited financial statements for the 2018-19 fiscal year will be classified as stated below, in keeping with the requirements of GASB 54.

1. To accept Staff’s recommendation to designate a portion of fund balance not exceeding \$14 million of net assets as at June 30, 2019, as “non-spendable” in order to maintain intact, funds for Contracts, Grants and Pre-paid Expenses, in accordance with the FY 2019-20 Budget that is up for adoption by the Commission on June 20, 2019.
2. To accept Staff’s recommendation to “Assign” a portion of ending fund balance not exceeding \$13 million of net assets as at June 30, 2019, for budget stabilization (balancing the budget), in accordance with the Long Range Financial Plan to be adopted by the Commission on June 20, 2019. 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.

**FISCAL IMPACT**

This action is purely for classification purposes. There is no fiscal impact. Funds may only be spent on contracts and those exceeding \$50,000, if the contract has been duly authorized by the Commission at the time of budget adoption or during the course of the fiscal year.

Use of Fund Balance	Maximum Amount	GASB 54 Classification
FY 2019-20 and FY 2019-21 Budgeted Contracts, Grants and prepaid expenses	\$14 million	Non-spendable Fund Balance
Budget stabilization - Long Range Financial Plan	\$13 million	Assigned Fund Balance

**RECOMMENDATION:**

That the Commission authorize the transfer and commitment of sustainability funds as outlined above.

Submitted by:

Reviewed by:

\_\_\_\_\_  
Christine Hom  
Finance Officer

\_\_\_\_\_  
Kristin Spanos  
Chief Executive Officer



**To:** First 5 Alameda County Commission  
**From:** Steven Quach, Payroll and Finance Manager  
**Date:** June 20, 2019  
**Subject:** ACERA 401(h) Account Authorization

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#### **ACTION REQUESTED**

That the Commission review the resolution to fund the 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 2019-2020 (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 2019-2020 is \$49,709.18. The contribution per pay period is \$1,911.89 beginning with pay period 19-14.

#### **FISCAL IMPACT**

There is no fiscal impact.

**RECOMMENDATION**

That the Commission approve the FY 2019-20 ACERA 401(h) account authorization.

Submitted by:

Reviewed by:

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Steven Quach  
Payroll and Finance Manager

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Kristin Spanos  
Chief Executive Officer

## RESOLUTION

### FIRST 5 ALAMEDA COUNTY RESOLUTION APPROVING 401(h) ACCOUNT PURSUANT TO SECTION 31592

**WHEREAS**, in 1996, the Alameda County Employee’s 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 (the “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 Reserves (the “SRBR”) at the end of a fiscal year of ACERA may, in the immediately succeeding fiscal year, be transferred to the Advance Reserves 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 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 care for its retirees.

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

1. In fiscal year July 1, 2019 – June 30, 2020, First 5 Alameda County shall contribute to ACERA \$49,709.18 to be used only for the paying of retiree medical 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 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, 2019.
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 medical 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 medical 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'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 Internal Revenue Code and all administrative and other applicable rules established by ACERA governing such sub-account and ACERA's 401(h) Account.



**To:** First 5 Alameda County Commission  
**From:** Kristin Spanos, Chief Executive Officer  
**Date:** June 20, 2019  
**Subject:** FY 2017-21 Strategic Plan: Annual Update FY 2019-20 – Second Reading

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**ACTION REQUESTED**

Review the final reading of the FY 2017-21 Strategic Plan: Annual Update FY 2019-20.

**BACKGROUND**

The FY 2017-21 First 5 Alameda County Strategic Plan must have an annual review by the Commission prior to the release of state funds for FY 2019-20. Changes are highlighted in the attached draft and listed below:

- Page 5 and 21, Policy and Evaluation: change name to Policy, Planning, and Evaluation
- Page 5 and 21, Training: change name to Training and Capacity Building
- Page 20, Early Identification: change 2019/20 budget to \$1,300,000 and 2020/21 budget to \$1,300,00
- Page 20, Innovation: change 2019/20 budget to \$200,000 and 2020/21 budget to \$200,000
- Page 21, Administration, Information and Technology: change 2019/20 budget to \$3,200,000 and 2020/21 budget to \$3,200,000
- Page 23, Early Identification:
  - Change Performance Measure: “# of partners sustaining Early ID efforts without ongoing F5 financial support” to “% of providers sustaining Early ID efforts without funded Technical Assistance”
- Page 25, Fatherhood:
  - Delete Performance Measure: “% of community residents with a changed perception of fathers\*”
- Page 26, Neighborhoods Ready For School:
  - Change Performance Measure: “# of neighborhood funded partners who met their self-identified goals” to “% of providers who report being better able to serve families with children 0-5”
  - Change Performance Measure: “% of dollars invested in a neighborhood/resident identified goal” to “# of parents/caregivers with leadership and advocacy skills and the opportunities to use them”
  - Delete Performance Measure: “% increase in neighborhood collaboratives who met their goals”
  - Add Performance Measure to “% of parents/caregivers enrolled in at least one support program or service”



- Add Performance Measure: “% of parents/caregivers who improve their financial wellbeing”
- Page 27, Innovation:
  - Delete Performance Measure: “% of families who have what they need to support their child’s growth and wellbeing”
  - Delete Performance Measure: “% of children participating in innovation programs who are ready for kindergarten\*”
- Page 28, Policy, Planning, and Evaluation:
  - Change Performance Measure: “# of agencies that endorse F5AC Policy Agenda” to “# of partners working with F5AC on policy and systems change”
- Page 30, Communications:
  - Change Performance Measure: “% of target audiences reporting they changed behavior and knowledge as a result of communication efforts\*” to “% of target audience that reported they took action as a result of communication efforts\*”
  - Change Performance Measure: “#of evaluation findings and data used to inform program or policy\*” to “% of evaluations and data analysis contributing to policy change and informing practice\*”
  - Add Performance Measure: “ % of target audience that increased knowledge as a result of communication efforts\*”
- Page 32, Strategies and Performance Measures:
  - Edit according to changes by Strategy outlined above.

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

**RECOMMENDATION:** That the Commission approve the FY 2019-20 annual updates to the FY 2017-21 Strategic Plan.

Submitted by:

Reviewed by:

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Lisa Forti  
Director of Policy, Planning and Evaluation

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Kristin Spanos  
Chief Executive Officer



# STRATEGIC PLAN 2017-2021



## ACKNOWLEDGMENTS

### **First 5 Alameda County would like to thank:**

Parents and families for sharing their experiences, strengths, and struggles to inform our work.

Partners for providing valuable insight and recommendations.

Staff for contributing countless hours and energy to thoughtful dialogue and decision-making.

F5AC Commissioners for their guidance and support.

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## Executive Summary



As we look to the future of First 5 Alameda County (F5AC), we are faced with both the challenge of declining tobacco revenue and the opportunity of increasing awareness and support around early childhood. Since 2000, Proposition 10 (Prop 10) allocations for Alameda County have declined by approximately 40 percent. This plan outlines how we will use the limited resources with which we've been entrusted in the most effective and impactful way to contribute to the early childhood movement in Alameda County and beyond. This means a shift away from direct service provision to a stronger embrace of our role as a catalyst, collaborator, capacity builder and policy advocate.

In recent decades there have been significant advances in understanding the critical role of the early childhood system of care as a preventive/early intervention strategy for supporting health outcomes, prevention of child abuse and neglect, and school readiness. As a result, early childhood best practices addressing those issues have been established. However, there is growing acknowledgement that if we are to have lasting impact on children and families, we need to support families around workforce, financial resources, housing stability, and ensure their basic needs are met. Consistent with these findings, we are expanding our work to focus on eliminating the persistent inequities and disparities in our communities, particularly those impacted by poverty, which undeniably keeps children from reaching their optimal health and wellbeing.

Currently, F5AC funds and staffs direct service programming. While we will continue to seek opportunities for external funding to help sustain our direct service efforts, the fiscal realities of Prop 10 necessitate strategic decisions to ensure the optimal impact of our work despite declining resources.

Moving forward we will work hand in hand with F5AC commissioners and partners to assure that the services and supports established over the last 15 years will be sustained. Most importantly, making sure families have what they need to help their children succeed and live in healthy communities. The continued evolution of this work may require new ways of thinking, new resources, and better support for and recognition of the existing strengths and social capital in our neighborhoods.

Limited Prop 10 dollars means that F5AC needs to distinguish our accountability to the children and families we directly touch through our programs (agency level results) from those investments that reach the entire 0-5 population and their families (population level results). F5AC adopted the Results Based Accountability (RBA) framework that provides scaffolding for implementation, monitoring, and continuous improvement. After an extensive ten month planning period that engaged staff, partners, F5AC commissioners and parents, we developed the following population and agency level indicators that will enable us to track our impact.

## POPULATION-LEVEL RESULTS & INDICATORS: THE COUNTY-WIDE MEASURES TO WHICH F5AC, AND MANY OTHER PARTNERS, CONTRIBUTE.

- **Children are ready for kindergarten, and can later achieve success in the third grade**
  - + Baseline INDICATOR: In 2015, 44 percent of children at 47 schools across Alameda County were fully ready for kindergarten.
- **Children are free from abuse and neglect**
  - + Baseline INDICATOR: In 2015, the incidence of substantiated allegations of abuse and neglect per 1000 children 0-5 in Alameda County is 3.8; the incidence of allegations is 29.4.

## AGENCY-LEVEL RESULTS: THE GOALS THAT GUIDE OUR WORK.

1. F5AC programs and investments support and strengthen parents/primary caregivers, families, and neighborhoods to create environments and relationships where children thrive.
2. F5AC programs and investments increase access and opportunity, particularly for children living in poverty, to quality early experiences that prepare children for school and help them reach their optimal developmental outcomes.
3. F5AC programs, investments, and policy advocacy support a system of care that is coordinated, accessible, and responsive, delivered by knowledgeable and caring providers.

## AGENCY-LEVEL HEADLINE MEASURES: THE MEASURES BY WHICH WE WILL HOLD OURSELVES ACCOUNTABLE TO OUR VISION, MISSION, AND RESULTS.

1. % of families touched by F5AC programs and investments who have what they need to support their child's growth and wellbeing
2. % of children touched by F5AC programs and investments ready for kindergarten
3. % of children with concerns touched by F5AC programs and investments who have developmental improvements
4. % of providers touched by F5AC programs and investments that increase capacity to deliver best or promising practices
5. # of local policy and administrative changes made to support early childhood via F5AC programs and investments

We selected the following strategies to act as levers to achieve our agency results.

### PROGRAMS AND INVESTMENTS

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

### CAPACITY BUILDING & SUSTAINABILITY

- Policy, Planning, and Evaluation
- Training and Capacity Building
- Communications
- Administration, Information and Technology

This represents an annual Prop 10 investment of approximately \$14.8 million. In order to operationalize the strategic plan, F5AC will develop an implementation plan with timelines, responsibilities and internal deliverables.

## The Future of First 5 Alameda County

### ELEVATING STRATEGIC PARTNERSHIPS TO SUPPORT FAMILY WELLBEING AND TO ADDRESS POVERTY AND INEQUITIES



First 5 Alameda County (F5AC) is an innovative public entity created by the passage of Proposition 10 (Prop 10) in 1998, which added fifty cents per pack of cigarettes to help fund early childhood education and development related services for children ages birth to five. Over the last 15 years, F5AC has evolved from a start-up to a major early childhood voice in state and local policy, as well as a funder and provider of services. F5AC assets include deeply knowledgeable staff, flexible funding, a broad cross discipline perspective that supports systems integration, and strong relationships with our community partners. As a result, we have developed, administered and evaluated multiple initiatives and programs to enhance the early childhood system of care.

#### OUR VISION

Every child in Alameda County will have optimal health, development and wellbeing to reach his or her greatest potential.

As we look to the future of F5AC, we are faced with both the challenge of declining tobacco revenue and the opportunity of increasing awareness and support around early childhood. Since 2000, Prop 10 allocations for Alameda County have declined by approximately 40 percent. This plan outlines how we will use the limited resources with which we've

been entrusted in the most effective and impactful way to contribute to the early childhood movement in Alameda County and beyond. This means a shift away from direct service provision to a stronger embrace of our roles as a catalyst, collaborator, capacity builder and policy advocate. We will also broaden our focus to address issues such as poverty and equity that directly impact child and family outcomes.

Currently, F5AC funds and staffs direct service programming. While we will continue to seek opportunities for external funding to help sustain our direct service efforts, the fiscal realities of Prop 10 necessitate strategic decisions to ensure the optimal impact of our work despite declining resources. Our options include:

- **Leveraging our investments with key partners**
- **Working on state and local policy changes to sustain critical services**
- **Transitioning F5AC internal programs to the community and partners**
- **Discontinuing some programs**

#### OUR MISSION

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



In recent decades there have been significant advances in understanding the critical role of the early childhood system of care as a preventive/early intervention strategy for supporting health outcomes, prevention of child abuse and neglect, and school readiness. As a result, early childhood best practices addressing those issues have been established. However, there is growing acknowledgement that if we are to have a lasting impact on children and families, we need to support families around workforce, financial resources, housing stability, and ensure their basic needs are met. Consistent with these findings, we are expanding our work to focus on eliminating the persistent inequities and disparities in our communities, particularly those impacted by poverty, which undeniably keeps children from reaching their optimal health and wellbeing.

**EQUITY STATEMENT**

Equity is just and fair inclusion into a community and society in which all, including all racial and ethnic groups, can participate, prosper, and reach their full potential. **Equity** means giving everyone what they need to be successful; in contrast, **equality** means treating everyone the same. Equity gives all children 0-5, families and communities the best opportunities in life despite historic patterns of racial and economic exclusion. In public policy, equity is operationalized by focusing programs and investments on the people and places that face the greatest barriers.

First 5 Alameda County is committed to promoting and operationalizing public policy that seeks to achieve equity. Specifically, F5AC intends to take an active role in the movement to eradicate poverty as a means to achieving our mandate that all children in Alameda County are born healthy and reach their full potential. This requires the strategic and creative use of our investments, programs, partnerships, engagement with parents and communities, and advocacy for policy and systems change.





**F5AC WILL ADVANCE OUR ROLE AS A CATALYST, COLLABORATOR, CAPACITY BUILDER AND POLICY ADVOCATE BY:**

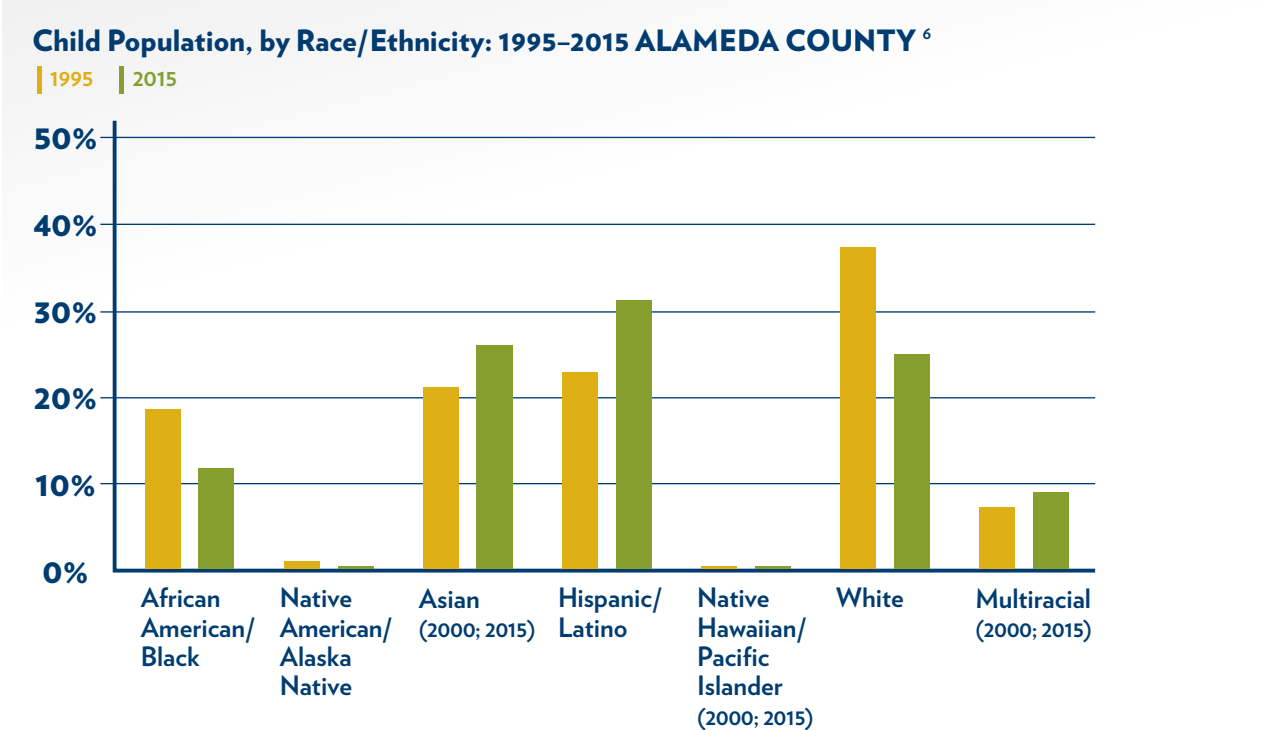
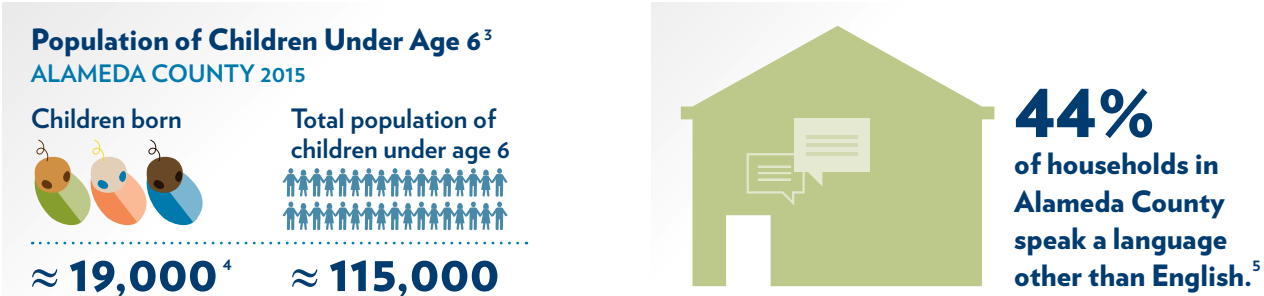
- ① Leading and participating in key initiatives in Alameda County and the state by serving as an intermediary and convener for local funders and stakeholders around early childhood policy, fund development and systems change.
- ② Supporting an integrated early childhood system of care that contributes to school readiness including family support, promotion of child development and early identification, and quality early care and education.
- ③ Supporting the sustainability of programs by seeking “matching funds” from county and community agencies to continue effective services F5AC has supported over the past 15 years. We will work with our partners to seek additional funding and/or realign existing funding to support programming and policy efforts.
- ④ Targeting our work by developing partnerships with neighborhoods and providing a variety of early childhood and two generation family supports. This may include cultivating parent leaders who will explore new ways to make their neighborhoods, both the built environment and services, child friendly.
- ⑤ Advocating for legislation and policy changes at the national, state and local level that lead to additional funding for the early childhood system of care and allows programs to go to scale. This could include advancing efforts for a local tax that supports early childhood efforts, developing a Pay for Success model, or other creative financing approaches that are long term and sustainable.
- ⑥ Infusing early childhood and family practices into those agencies and organizations beyond the early childhood field. This includes: faith based organizations, private business, criminal justice system, housing, city services and planning, school districts, workforce programs, and parks.
- ⑦ Investing in, piloting, and evaluating innovative approaches for supporting families that will advance the field as funding allows.
- ⑧ Working with partners to leverage all of the disparate data collection efforts, to support community wide benchmarks, common data collection, GIS mapping, policy and programmatic analyses, and to engage in collaborative evaluations to monitor short and long-term impact across the county and to identify gaps for future policy work.

Moving forward we will work hand in hand with F5AC commissioners and partners to assure that the services and supports established over the last 15 years will be sustained. Most importantly, making sure families have what they need to help their children succeed and live in healthy communities. The continued evolution of this work may require new ways of thinking, new resources, and better support for and recognition of the existing strengths and social capital in our neighborhoods.

# Working Together to Meet the County's Needs

As we present our 2017-2021 strategic plan, we recognize that although First 5 Alameda County's (F5AC) investments and resources are substantial, they are not adequate to meet the needs of our County's families and children. For example, one in seven children in Alameda County lives below the federal poverty line (24,300 for a family of 4), and for children of color that number is even greater<sup>1</sup>; it is estimated that less than half of children enter kindergarten ready<sup>2</sup>. To better support children's development, we seek to strengthen existing partnerships in the early childhood field, and forge new ones with public, private and non-profit sector entities, including those who may not see early childhood as a core part of their mission. Working together, we can build and sustain healthy, prosperous families and communities where all children can thrive.

## THE COUNTY'S CHILDREN



CHILD OUTCOMES

**44%** of Alameda County Children are **READY for KINDERGARTEN** in 2015 <sup>7</sup>



**25%**  
of African American  
and Latino boys



**34%**  
of Latina  
girls

**The Opportunity Gap for Children of Color <sup>8</sup>**

Our systems are largely failing children of color, so that by the time they reach kindergarten, only 25% of African American and Latino boys and 34% of Latina girls are assessed ready for school. Countywide, only 44% of all children are ready. F5AC is committed to working with partners to close the opportunity gap by preparing systems to better serve children of color, investing in them, their families, and their neighborhoods.

In 2015 the incidence of abuse and neglect of children 0-5 in Alameda County. <sup>9</sup>

SUBSTANTIATED ALLEGATIONS:  
**3.8 PER 1000 CHILDREN**

ALLEGATIONS:  
**29.4 PER 1000 CHILDREN**

FINANCIAL REALITIES OF FAMILIES

In 2014 the US Census 5 year estimate finds that

**≈18,000** CHILDREN UNDER 6 YEARS OF AGE IN ALAMEDA COUNTY LIVE BELOW THE FEDERAL POVERTY LEVEL. <sup>10</sup>

**≈16% (1 in 7)** OF ALL CHILDREN UNDER THE AGE OF 6.

**The Gaps**

2014 CA-ALAMEDA COUNTY SELF-SUFFICIENCY STANDARD: <sup>11</sup>  
The amount of income families need to meet basic needs

**\$81,726** 2 ADULTS AND 2 PRESCHOOLERS

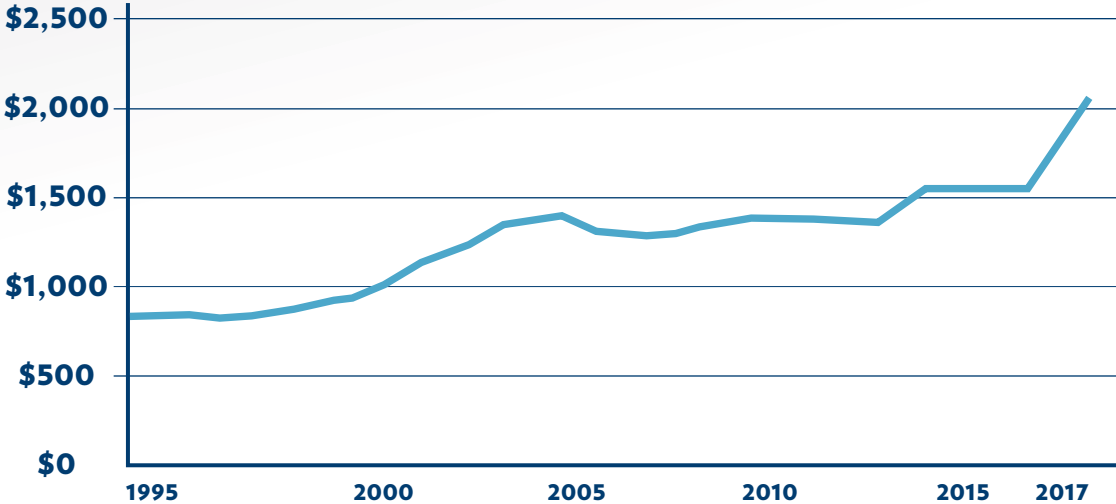


**\$24,300** <sup>12</sup> 2016 FEDERAL POVERTY LEVEL FOR A FAMILY OF 4

**\$41,600** <sup>13</sup> 2 FULL TIME WORKERS AT 2016 CA MINIMUM WAGE

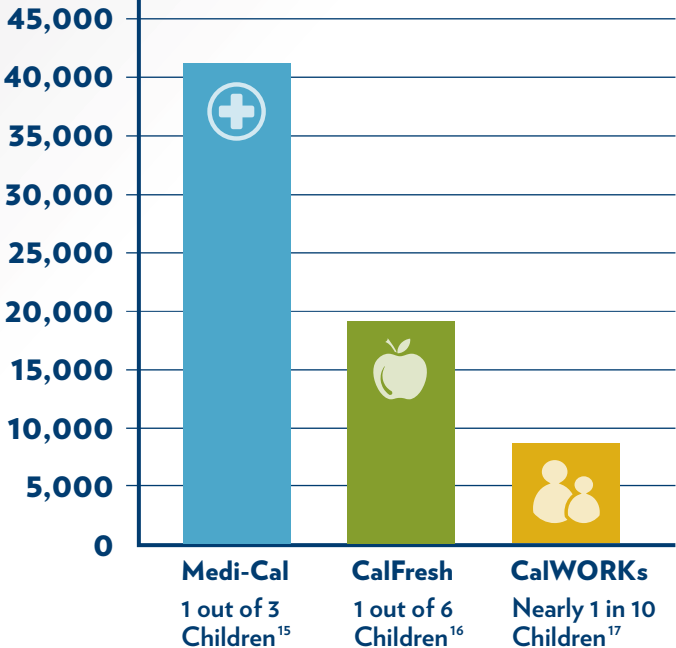
FINANCIAL REALITIES OF FAMILIES CONTINUED

Fair Market Rent for 2-Bedroom in Alameda County<sup>14</sup>

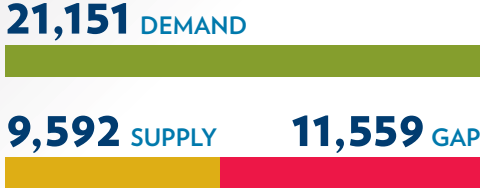


Public Benefits Enrollment

NUMBER OF CHILDREN 0-6 RECEIVING BENEFITS IN ALAMEDA COUNTY JULY 2016  
115,012 total

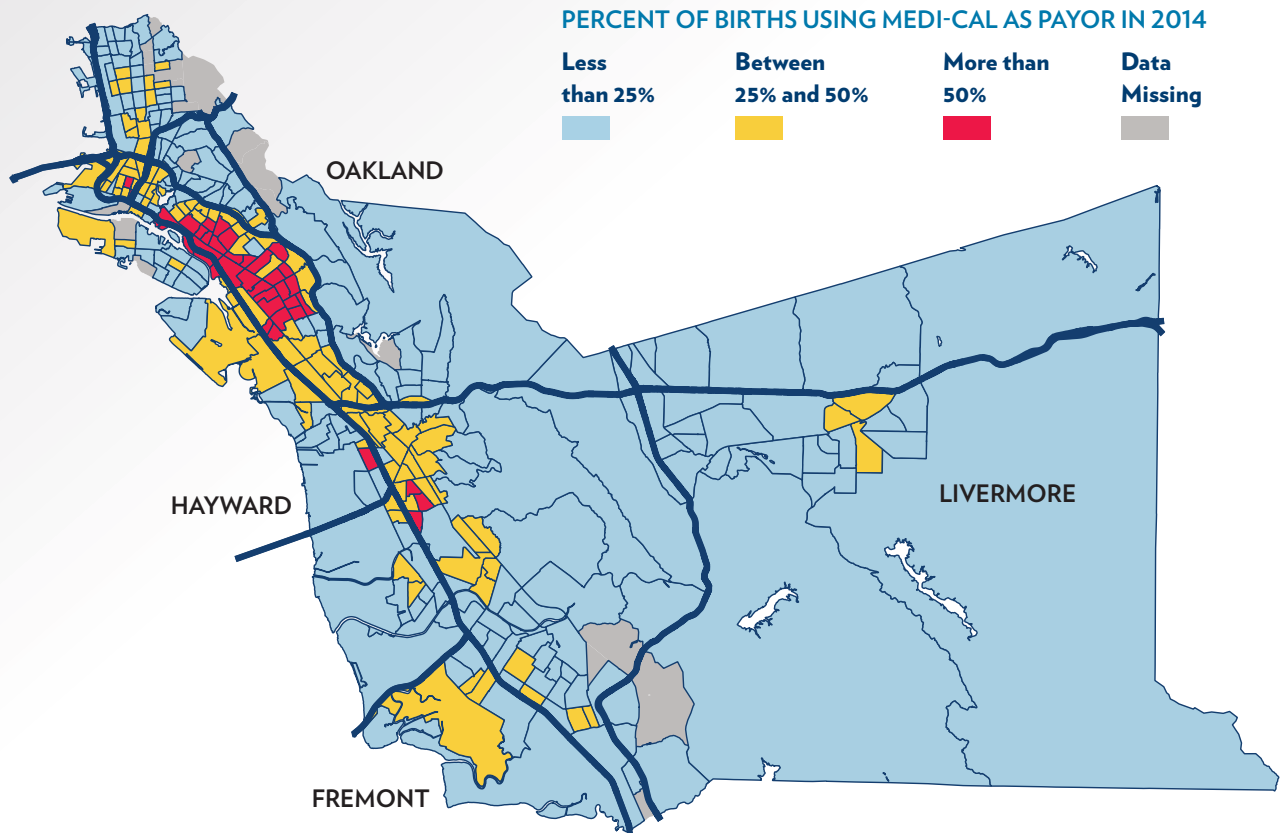


Number of Children 0-4 Eligible for Subsidized Childcare<sup>18</sup>



COUNTY BIRTHS<sup>19</sup>

**Children Born Into Families With Low Incomes**  
ALAMEDA COUNTY 2014



<b>Total Births in 2014</b>	<b>19,600</b>	
Births that use Medi-Cal as payor	<b>5,070</b>	<b>26%</b>
Babies born with low birth weights	<b>1,668</b>	<b>9%</b>
Babies born to teen-aged mothers	<b>569</b>	<b>3%</b>
Average age of mother	<b>31 years old</b>	

**Over the Last Five Years:**

- 52% decline in births to teen-aged mothers
- 20% decline in births to mothers younger than 30
- 11% increase in births to mothers older than 30

**RACE/ETHNICITY OF MOTHERS WHO GAVE BIRTH IN 2014**

ALAMEDA COUNTY 2014

MOTHER'S RACE OR ETHNICITY	PERCENT OF ALL BIRTHS	PERCENT OF MOTHERS BY RACE OR ETHNICITY WHO HAVE LOW BIRTH WEIGHT BABIES
African-American	10%	11%
American Indian and Alaska Native	0%	4%
Asian/Pacific Islander	33%	8%
Hispanic/Latino	33%	7%
White	24%	4%
Withheld	1%	5%

NOTE: Race and ethnicity does not identify where mother reports multiple races. Hispanic/Latina ethnicity is considered a race for purpose of this table.

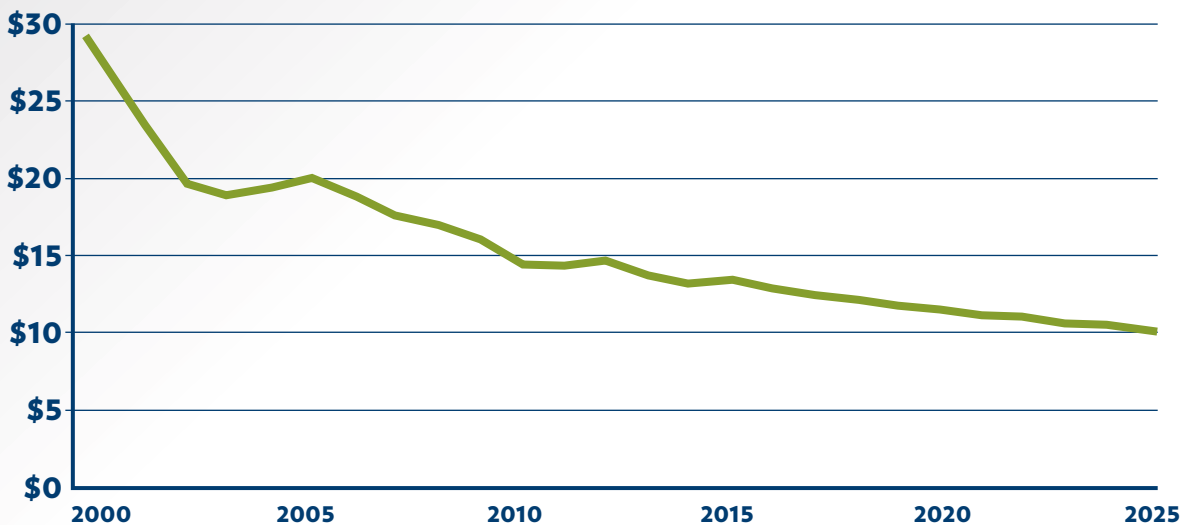
## Sustainability Plan

The sustainability of systems and supports provided through First 5 Alameda County (F5AC) investments for the wellbeing of children and families in Alameda County is a priority. Future annual allocations are expected to continue to decline at an annual rate of three percent. To date, the F5AC commission has managed declining fiscal resources through the establishment and use of a sustainability fund, leveraging of federal and state dollars, and foundation funding. A financial chart, included below, illustrates the Prop 10 fiscal landscape since 2000 and projections for the next 10 years. In this strategic plan, F5AC is starting with an annual Prop 10 allocation of \$12.1 million, which is expected to decline to \$10 million by 2025.

Given our fiscal reality, in this strategic plan we reduced funding for some direct services operated and funded by F5AC. The reduced revenue forecast also gave us an opportunity to assess investment approaches and impact given our resource constraints. As a result we are choosing to enhance our policy and system change capacity, while also evolving our approach to family and child programming in an effort to more effectively address the complex needs of children and families living in poverty. Keeping with our vision, the latter will allow us to further invest in a broad range of parent engagement and support strategies led by parents and community members. In that spirit, we are building investments in new areas (e.g. Neighborhoods Ready for School, Policy and Evaluation, Parent Engagement/Parent Support).

F5AC will continue to work with other county leaders and partners to proactively pursue new opportunities to obtain or leverage resources that support the early childhood system in Alameda County. These resources may fund F5AC or other partners, which would help institutionalize early childhood programs among community agencies.

**First 5 Alameda County Prop 10 Tobacco Tax Revenue (Millions) – History and Projections**



## Planning Process

This strategic plan is a blueprint that First 5 Alameda County (F5AC) will use to develop a detailed implementation plan. The planning process was completed using Results Based Accountability (RBA). RBA is a widely accepted and practiced method to plan and measure the effectiveness and impact of programs, service systems, and population-level interventions. RBA is simple, concrete, and creates a common language so that everyone can contribute. RBA is powerful because it starts with the “ends”, the result or goal we wish to achieve, and works backwards towards the “means”.

### THE PLAN WAS DEVELOPED THROUGH A COMPREHENSIVE 10 MONTH PARTICIPATORY PROCESS THAT ENGAGED:

- **Community partners and stakeholders**
  - + F5AC sent a survey to over 2,200 community partners, and received over 400 responses.
  - + F5AC conducted over 20 in-depth interviews with policy leaders to identify needs in the community
- **F5AC Commissioners**
- **F5AC staff, supervisors, managers and leadership**
- **Parents**
  - + Three parent focus groups were conducted:
    - Help Me Grow Parent Advisory Committee members
    - Alameda County Early Childhood Policy Committee parent leaders
    - Fathers Corps providers/fathers

#### TOP THEMES ACROSS STAKEHOLDER INPUT<sup>20</sup>

- Access to childcare/ cost of quality childcare
- Lack of affordable housing/ high cost of living /financial stress
- Access to more peer support, leadership and engagement opportunities
- Access to resources about early childhood development and school readiness

For a full summary of stakeholder feedback, see [www.first5alameda.org](http://www.first5alameda.org)

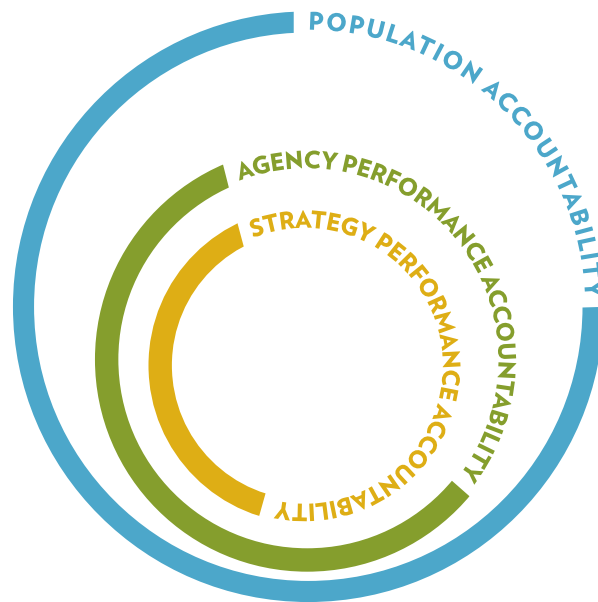
We also leveraged the research and data of public systems partners and elected officials, and incorporated learning from F5AC’s own evaluations and data. A data development and measurement plan will monitor the performance of F5AC investments to ensure accountability and achievement of goals.

## Measuring Success

First 5 Alameda County (F5AC) has a responsibility to all children 0-5 and their families in Alameda County. Many of our efforts are universal, such as improving the systems that serve children and families, something done with collaborative partners. With limited Prop 10 dollars, we need to distinguish our accountability to the children and families we directly touch through our programs and investments from that of the entire county's early childhood population. Results Based Accountability helps us to see how F5AC programs and funded partners all contribute to the population-level goals:

### RESULTS BASED ACCOUNTABILITY

helps us separate **POPULATION ACCOUNTABILITY**, the wellbeing of whole populations, from Performance Accountability, the wellbeing of client populations for programs, agencies, and service systems. At F5AC, we distinguished **AGENCY** performance accountability and **STRATEGY** performance accountability.



### RBA METHOD FOR IDENTIFYING PERFORMANCE MEASURES

All performance measures fall in to three categories:

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

Performance measures were then refined and prioritized:

**Headline Measures** are the most important measures for which we currently have good data.

**Data Development Agenda** are the important measures for which we need to obtain good data.



## Population-Level Impact

**CHILDREN ARE READY FOR KINDERGARTEN, AND CAN LATER ACHIEVE SUCCESS IN THE THIRD GRADE.**

**WE MEASURE THE SUCCESS OF THIS COUNTY WIDE EFFORT WITH THE FOLLOWING POPULATION-LEVEL BASELINE INDICATOR:**

In 2015, 44% of children at 47 schools across Alameda County were fully ready for kindergarten.<sup>21</sup>

### STORY BEHIND THE DATA

Kindergarten readiness is a predictor of long-term health and wellbeing outcomes, as well as higher education attainment and economic stability. Being ready for kindergarten is more than knowing letters and numbers. It is comprised of readiness in all 4 Building Blocks: 1) Kindergarten Academics (letters, numbers, shapes), 2) Self-Regulation (follows directions, plays cooperatively), 3) Social Expression (expresses empathy, needs, curiosity), 4) Motor Skills (coordination and fine motor skills like use of a pencil).<sup>22</sup>

The 2015 School Readiness Assessment, funded and supported by F5AC in partnership with the Alameda County Interagency Children’s Policy Council and Applied Survey Research (ASR), revealed that access to preschool or early education experiences, parent engagement, family socioeconomic status, health and adequate nutrition, and stable housing are all factors that contribute to kindergarten readiness. The report also showed that boys, African American and Latino children, children with special needs and English Learner families are less likely than their peers to be ready for kindergarten. F5AC is committed to preparing systems to better serve these children, their families, and their neighborhoods in an effort to “turn the curve” on kindergarten readiness in our County.



### PARTNERS WHO HAVE A ROLE TO PLAY IN OUR POPULATION LEVEL EFFORTS:

- Businesses and Financial Institutions
- Community Based Organizations
- Child Care Providers and Settings
- Cultural Institutions
- Faith Based Organizations
- Families/Caregivers
- Family, Friend and Neighbor care
- Foundations/Funders
- Medical Field
- Neighborhood Partners
- Policy Makers
- Public Safety
- Public Systems (City and County)
- School Districts



# Population-Level Impact

## CHILDREN ARE FREE FROM ABUSE AND NEGLECT.

### WE MEASURE THE SUCCESS OF THESE COUNTY-WIDE EFFORTS WITH THE FOLLOWING POPULATION-LEVEL BASELINE INDICATOR

In 2015, the incidence of substantiated allegations of abuse and neglect per 1000 children 0-5 in Alameda County is 3.8; the incidence of allegations is 29.4<sup>24</sup>

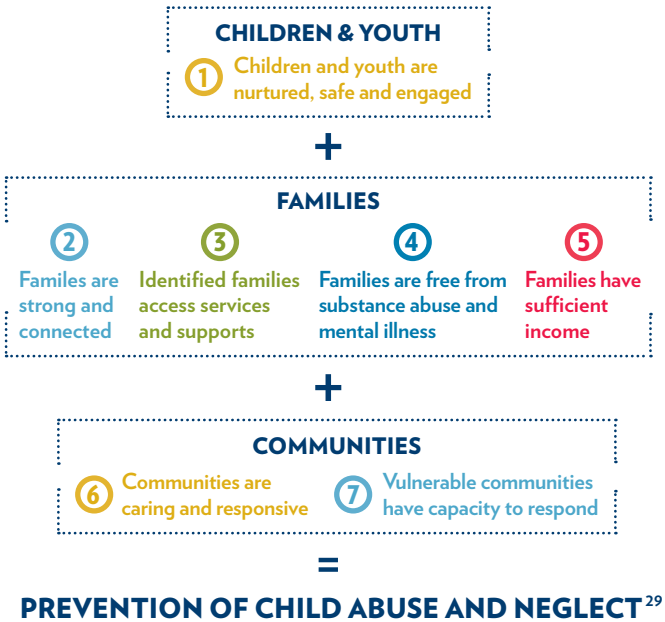
#### STORY BEHIND THE DATA

Scientific breakthroughs in the past 15 years have deepened our understanding of the negative long-term effects of toxic stress, such as abuse, neglect, exposure to violence, and the accumulated burdens of family economic hardship on a child’s developing brain and body.<sup>25</sup> This is supported by data on a national level that shows children with a family income below 75% of the official poverty level are at greater risk of maltreatment than children from families with higher incomes.<sup>26</sup> Within Alameda County, children ages 0-5 whose births were covered by public insurance were at a greater risk of substantiations of child abuse and neglect than those whose births were paid for by private insurance.<sup>27</sup> This reality is compounded by the fact that abuse and neglect rates for children ages 0-1 are much higher in Alameda County than for older children (8.6 out of 1000 substantiated cases of abuse/neglect, and 36.9 out of 1000 allegations).<sup>28</sup> For these reasons, we must continue to evolve the early childhood system of care to support new or expectant parents by assisting them with basic needs, knowledge of child development and social connections.

### TO “TURN THE CURVE” ON OUR POPULATION RESULTS, F5AC PARTICIPATES IN THE FOLLOWING EXISTING COLLABORATIVES:

- Alameda County Birth to Eight Initiative
- Alameda County Committee on Children with Special Needs
- Alameda County Early Childhood Policy Committee
- Alameda County Fathers Corp\*
- Alameda County Home Visiting Program
- Alameda County Interagency Children’s Policy Council
- Alameda County Public Health Department Building Blocks Collaborative
- Alameda County Touchpoints Collaborative\*
- Alameda County Trauma Informed Care Collaborative
- All-In Alameda County
- Bay Area Quality Early Learning Partnership
- Byrne Criminal Justice Innovation Grant
- CA-QRIS State Consortium
- Castlemont Prenatal to 8 Collective Impact Initiative
- Center for the Study of Social Policy’s EC LINC Project
- Deputy Sheriff’s Activities League
- Early Childhood Mental Health Community Meeting
- First 5 State Association
- Havenscourt Healthy Community Collaborative
- Hayward Promise Neighborhood
- Help Me Grow Alameda County\*
- Help Me Grow California
- Help Me Grow National Network
- Learning Communities\* (Shelter Learning, Strengthening Families, Early Childhood Mental Health Consultation, Neighborhood Partnership)
- My Brother’s Keeper
- Oakland Achieves Partnership
- Oakland Joint Power Authority
- Oakland Promise/Brilliant Baby
- Oakland Reads
- Oakland Starting Smart and Strong
- Oakland Thrives Leadership Council
- Oakland-Alameda County Alliance for Boys and Men of Color
- Quality Counts\*
- Talking is Teaching: Talk Read Sing
- Union City Kid’s Zone

\*indicates a collaborative that F5AC leads



## Agency-Level Results

Our Agency-Level Results and Headline Measures articulate First 5 Alameda County’s unique role and responsibility. They serve as our guideposts for what we want to achieve, how we will measure our progress, and continuously improve upon our efforts.

We are using existing data as a proxy for each Headline Measure. We will refine and develop data collection methods that will allow us to gauge our success.

**AGENCY RESULT 1:** F5AC programs and investments support and strengthen parents/primary caregivers, families, and neighborhoods to create environments and relationships where children thrive.

**HEADLINE MEASURE 1:** % of Families touched by F5AC programs and investments who have what they need to support their child’s growth and wellbeing

We know that addressing the needs of parents and caretakers improves children’s outcomes; paying particular attention to populations or neighborhoods experiencing long-term disinvestment can have a big impact on the wellbeing of families.

**AGENCY RESULT 2:** F5AC programs and investments increase access and opportunity, particularly for children living in poverty, to quality early experiences that prepare children for school and help them reach their optimal developmental outcomes.

**HEADLINE MEASURE 2:** % of children touched by F5AC programs and investments ready for kindergarten

We know that there are deep disparities in readiness stemming from poverty, systemic racism and disinvestment manifesting in unequal opportunities for early learning and development that prepare children for school. Our work is to address those inequities and disparities by giving children, particularly those living in poverty, early life experiences that set them on a trajectory for success, and supporting conditions where they can thrive.

**HEADLINE MEASURE 3:** % of children with concerns touched by F5AC programs and investments who demonstrate developmental improvements

We know that early intervention can make a world of difference. We also know that a child’s overall wellbeing can impact their development, and thus we are using a broad definition of concern to include hunger, housing insecurity, and exposure to violence, among other risk factors.

**PARENT CAFES PARTICIPANTS REPORTED:**



STRONGER SOCIAL SUPPORT  
REDUCED SOCIAL ISOLATION



IMPROVED FAMILY RELATIONSHIPS

**COMMUNITY GRANTEE REPORT:**



**82% INCREASED SCHOOL READINESS**  
(REPORTED BY PARENTS)



**83% IMPROVED SELF-REGULATION**  
(REPORTED BY TEACHERS)



**89% MORE CONFIDENT PARENTS**  
(REPORTED BY PARENTS)

**HELP ME GROW**



**93% OF FAMILIES CAN BETTER SUPPORT THEIR CHILD’S DEVELOPMENT\***

\*SURVEY OF CAREGIVERS PROVIDED WITH HMG SERVICES



**AGENCY RESULT 3:** F5AC programs, investments, and policy advocacy support a system of care that is coordinated, accessible, and responsive, delivered by knowledgeable and caring providers.

**HEADLINE MEASURE 4:** % of providers that increase their capacity to deliver best or promising practices

We know that cultivating an early childhood workforce of providers who represent the communities they serve will strengthen the overall field. F5AC is committed to capacity building and creating space for professional development so that providers have the knowledge, tools, and support to deliver the utmost in quality.

**HEADLINE MEASURE 5:** # of local policy and administrative changes made to support early childhood via First 5 programs and investments


Prop 10 resources are limited to meet the needs of children and families in our community. Therefore, we are committed to ensuring that existing resources are directed to programs and investments that have the greatest impact, addressing systems barriers for families, and increasing funding for early childhood.

**TRAINING**



**1,300**  
CONTINUING EDUCATION  
UNITS ISSUED

**ALAMEDA COUNTY FATHERS CORP**



DEVELOPED A SET OF FATHER FRIENDLY PRINCIPLES ADOPTED BY THE ALAMEDA COUNTY BOARD OF SUPERVISORS.

## PROGRAMS AND INVESTMENTS

### PARENT ENGAGEMENT / PARENT SUPPORT



Provide a continuum of parent engagement and supports in line with Strengthening Families Protective factors, and inclusive of parent leadership. This includes outreach and support of Alameda County Public Health Department’s home visiting programs, and referrals to other programs and services for families.

Prop 10 Investments	2017/18	2018/19	2019/20	2020/21
	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000

### EARLY IDENTIFICATION



Support parents and caregivers in accessing resources that will improve their child’s development. Increase parent and provider knowledge of child development.

Prop 10 Investments	2017/18	2018/19	2019/20	2020/21
	\$1,300,000	\$1,300,000	\$1,300,000	\$1,300,000

### QUALITY EARLY CHILDHOOD EDUCATION



Build the capacity of providers and childcare sites through rating, coaching and professional development to increase the quality of early childhood education programs. Provide information for consumers about childcare quality.

Prop 10 Investments	2017/18	2018/19	2019/20	2020/21
	\$2,000,000	\$2,000,000	\$1,500,000	\$1,500,000

### FATHERHOOD



Incorporate Father Friendly Principles into all programs, and F5AC’s policy platform. Collaborate with public systems to improve the experiences and representation of men and fathers. This strategy is a “through line” and will be highlighted in all our strategies.

Prop 10 Investments	2017/18	2018/19	2019/20	2020/21
	\$250,000	\$250,000	\$250,000	\$250,000

### NEIGHBORHOODS READY FOR SCHOOL



Investment in neighborhoods with the highest need in service of families and community. The intention is not to “adopt” specific neighborhoods, but rather to support neighborhood-based, resident-led strategies, and link with other neighborhood efforts.

Prop 10 Investments	2017/18	2018/19	2019/20	2020/21
	\$2,500,000	\$2,500,000	\$3,500,000	\$3,500,000

### INNOVATION



Broaden the landscape of early childhood support with new partners, and seed program or systems connectivity as proof of concept for policy change and/or sustained funding.

Prop 10 Investments	2017/18	2018/19	2019/20	2020/21
	\$500,000	\$500,000	\$200,000	\$200,000

# CAPACITY BUILDING AND SUSTAINABILITY

## POLICY, PLANNING, AND EVALUATION



Focus on local policy and systems change in order to bring proven programs and practices to scale. Support an early childhood system of care that is a network of coordinated and responsive organizations that improve outcomes for children age 0–5.

Prop 10 Investments	2017/18	2018/19	2019/20	2020/21
	\$2,100,000	\$2,100,000	\$2,100,000	\$2,100,000

## TRAINING AND CAPACITY BUILDING



Continue to serve as a “go to” staff training resource for community partners for topics relevant to supporting families with children ages 0-5. Develop trainings that complement F5AC priorities.

Prop 10 Investments	2017/18	2018/19	2019/20	2020/21
	\$700,000	\$700,000	\$700,000	\$700,000

## COMMUNICATIONS



Develop campaign strategies that align with F5AC priorities.

Prop 10 Investments	2017/18	2018/19	2019/20	2020/21
	\$350,000	\$350,000	\$400,000	\$400,000

## ADMINISTRATION, INFORMATION & TECHNOLOGY



Upgrade technology to support staff and partner business functions, data tracking and performance management. Efficiently and effectively manage F5AC resources (financial, human and technology to enhance productivity and impact.)

Prop 10 Investments	2017/18	2018/19	2019/20	2020/21
	\$3,000,000	\$3,000,000	\$3,200,000	\$3,200,000

## How We Will Achieve Our Agency Results

Our strategies were selected based on what we know about best practices, community, and staff input. They are the levers to achieve our agency level results. We are committed to coordinating and connecting strategies across our agency to increase impact and efficiently use our resources.

### PROGRAMS AND INVESTMENTS



#### PARENT ENGAGEMENT AND SUPPORT

Provide a continuum of parent engagement and supports in line with Strengthening Families Protective Factors, and inclusive of parent leadership. Provide outreach for Alameda County Public Health Department’s home visiting programs, and referrals to other programs and supports for families.

#### APPROACH

- Continue support of Alameda County Department of Public Health in home visiting outreach efforts.
- Explore options to support linkage and navigation to community supports upon discharge from intensive home visiting programs.
- Engage in a cross agency effort to identify ways to more efficiently and effectively outreach to parents.
- Provide or invest in early childhood education and training programs for parents.
- Invest in parent engagement and leadership opportunities, particularly in disinvested neighborhoods.



#### Priority Strategy Performance Measure(s)

The following measures will be used to measure the success of Parent Engagement and Support, and aggregate to our broader Agency Headline Measures.

- % of families who have what they need to support their child’s growth and wellbeing
- % of children ready for kindergarten\*

#### Additional measures that Parent Engagement and Support may use to tell the story of performance:

- ▶ # of families enrolled in home visiting through direct outreach
- ▶ % of children reached through new referral partners
- ▶ % of agencies that adopt and implement parent engagement principles
- ▶ % of parents who report being supported and respected
- ▶ % of participants who successfully enrolled in at least one support program (including public benefits)\*
- ▶ # of parents with leadership and advocacy skills and the opportunities to use them\*

\*indicates Data Development Agenda item



**EARLY IDENTIFICATION**

Support parents and caregivers in accessing resources that will improve their child’s development. Increase parent and provider knowledge of child development.

**APPROACH**

- Engage in a cross-agency effort to increase outreach to targeted populations.
- Increase early identification of concerns that impact children’s development and school readiness.
- Support parents and caregivers in accessing resources, and increase parent knowledge of child development.
- Broaden the scope of screening and linkage to include factors other than developmental and socioemotional, including basic needs.
- Work with partners and policy makers to improve the effectiveness of referrals and transitions.
- Engage in evaluation efforts to determine whether families are “better off” as a result of F5AC’s investment in this strategy.
- Plan for the sustainability of Early Identification (Early ID) and Help Me Grow.

**Priority Strategy Performance Measure(s)**

The following measures will be used to measure the success of Early ID, and aggregate to our broader Agency Headline Measures.

- % of families who have what they need to support their child’s growth and wellbeing\*
- % of children served by Help Me Grow who have developmental improvements\*
- % of providers sustaining Early ID efforts without funded Technical Assistance

**Additional measures that Early ID may use to tell the story of performance:**

- ▶ % of providers with increased ability to support families with their child development concerns\*
- ▶ % of children linked to services by Help Me Grow
- ▶ % of families who would recommend Help Me Grow
- ▶ % of providers who know how to identify and refer for concerns that impact development\*

\*indicates a Data Development Agenda item







**QUALITY EARLY CARE AND EDUCATION (ECE)**

Build the capacity of providers and childcare sites through rating, coaching and professional development to increase the quality of early childhood education programs. Provide information for consumers about childcare quality.

**APPROACH**

- Provide core infrastructure support to the Quality Rating and Improvement System (QRIS).
- Ensure that service commitments to IMPACT (First 5 California funding) and the California State Preschool Program (CSPP) Block Grant are fulfilled, and that the county maintains readiness for additional funding opportunities.
- Develop “lighter touch” quality improvement models including focusing efforts on family child care cohorts and using the (Center on the Social Emotional Foundations in Early Learning) CSEFEL.
- Pursue balance between a relationship-based, client-driven best practice coaching model and a service package that is affordable and sustainable.



**Priority Strategy Performance Measure(s)**

The following measures will be used to measure the success of Quality ECE, and aggregate to our broader Agency Headline Measures.

- % of programs with improved teacher/child interactions and ECE environments
- % of children ready for kindergarten\*
- % of early care and education providers who utilize best practices\*

**Additional measures that Quality ECE may use to tell the story of performance:**

- ▶ % of childcare site providers who report they received what they needed to improve their practice\*
- ▶ % of sites that remain high quality over time
- ▶ # of children expelled \*
- ▶ % of sites that move from low quality to high quality

\*indicates Data Development Agenda item



**FATHERHOOD**

Incorporate fatherhood and Father Friendly Principles into all programs, and F5AC’s policy platform. Collaborate with public systems to improve the experiences and representation of men and fathers. This strategy is a “through line” and will be highlighted in all our strategies.

**APPROACH**

- Sustain role as a convener and capacity builder for the Alameda County Father’s Corps in partnership with Alameda County Health Care Services Agency and Alameda County Social Services Agency.
- Expand to provide broad capacity building support for public agency partners and community based organizations.
- Develop a coordinated Fatherhood County Plan that aligns with the efforts of Boys and Men of Color (BMOC), My Brother’s Keeper (MBK) and other collaborations.
- Create a Fatherhood Policy Platform that links to the broader F5AC policy platform.



**Priority Strategy Performance Measure(s)**

The following measures will be used to measure the success of Fatherhood, and aggregate to our broader Agency Headline Measures.

- # of school boards, city councils, or other public entities engaged by F5AC who institute components of the fatherhood policy platform
- % of fathers who have what they need to support their child’s growth and wellbeing\*

**Additional measures that Fatherhood may use to tell the story of performance:**

- ▶ # of new father-specific services or programs
- ▶ % of agencies improving their relationships and engagement with fathers
- ▶ % of fathers reporting increased engagement with their children\*
- ▶ % increase in men employed at F5 and by partners\*

\*indicates Data Development Agenda item



## NEIGHBORHOODS READY FOR SCHOOL

Investment in neighborhoods with the highest need in service of families and community. The intention is not to “adopt” specific neighborhoods, but rather to support neighborhood-based, resident-led strategies, and link with other neighborhood efforts.

### APPROACH

- Promote and strengthen individual, family and neighborhood protective factors through increasing social connections, community capacity building and access to needed services.
- Establish partners for this strategy through a Request for Proposals process with capacity building provided to small organizations.
- Develop funding strategies which may include:
  - + Capital Investment
  - + Outreach and Engagement
  - + Coordination and Service Integration
  - + Family, Friend and Neighbor Supports
- Determine the funding eligibility requirements for organizations and neighborhoods



### Priority Strategy Performance Measure(s)

The following measures will be used to measure the success of Neighborhoods Ready for School, and aggregate to our broader Agency Headline Measures.

- % of children who are ready for kindergarten within a neighborhood\*
- % of families who report they have what they need to support their child’s growth and wellbeing\*

### Additional measures that Neighborhoods Ready for School may use to tell the story of performance:

- ▶ % of providers who report being better able to serve families with children 0-5
- ▶ # of parents/caregivers with leadership and advocacy skills and the opportunities to use them
- ▶ % of parents/caregivers enrolled in at least one support program or service
- ▶ % of parents/caregivers who improve their financial wellbeing

\*indicates Data Development Agenda item



**INNOVATION**

Broaden the landscape of early childhood support with new partners, and seed program or systems connectivity as proof of concept for policy change and/or sustained funding.

**APPROACH**

- Develop new relationships with organizations, businesses and public agencies not typically considered part of the early childhood community with the intention of developing new and innovative ideas to address the needs of families with young children.
- Encourage and support new and innovative ideas with temporary seed funding.
- Ensure that new ideas and concepts are tracked with appropriate levels of data collection and evaluation to determine their ability to be sustained and replicated.
- Develop sustainability plans for programs showing positive results.

**Priority Strategy Performance Measure(s)**

The following measures will be used to measure the success of Innovation, and aggregate to our broader Agency Headline Measures.

- ▶ % of new partners who commit to working on 0-5 issues
- ▶ % of innovations replicated by F5 and providers
- ▶ % of innovation efforts that contribute to/expand our understanding/knowledge of the EC field\*

\*indicates Data Development Agenda item



CAPACITY BUILDING & SUSTAINABILITY



**POLICY, PLANNING, AND EVALUATION**

Focus on local policy and systems change in order to bring proven programs and practices to scale. Support an early childhood system of care that is a network of coordinated and responsive organizations that improve outcomes for children age 0–5. The policy approach will include an evaluation plan and a clear and consistent communications effort.

**APPROACH**

- Develop a local policy agenda aligned with F5AC programs and priorities around the following issues:
  - + School Readiness
  - + Child Development
  - + Family Supports
  - + Child Friendly Neighborhoods
- Work with school boards, city councils, public systems, philanthropy, faith based organizations, non-profits, and businesses to further the local policy agenda and leverage additional resources.
- Partner with parents, neighborhood associations, and base building organizations as allies in policy change.
- Partner with the First 5 Association on State and Federal legislative efforts to align with local agenda.
- Develop data sharing partnerships with other agencies.

**Priority Strategy Performance Measure(s)**

The following measures will be used to measure the success of Policy and Evaluation, and aggregate to our broader Agency Headline Measures.

- # of public agencies with increased investments in school readiness
- # of agencies that make administrative policies and practices changes based on F5AC policy agenda

**Additional measures that Policy and Evaluation may use to tell the story of performance:**

- ▶ # of partners working with F5AC on policy and systems change
- ▶ % of evaluations and data analysis contributing to policy change and informing practice\*
- ▶ # of new external dollars invested in F5AC programs, priorities & strategies across systems\*

\*indicates Data Development Agenda item





## TRAINING & CAPACITY BUILDING

Continue to serve as a “go to” training resource for community partners for topics relevant to supporting families with children ages 0-5. Develop trainings, offer technical assistance, and build capacity around content and process that complements F5AC priorities.

### APPROACH

- Develop a plan that includes integration with other F5AC programs and strategies that includes:
  - + Learning Communities
  - + Workforce Development
  - + Parenting
  - + Capacity building for the Neighborhoods Ready for School and Parent Engagement/ Support strategies
  - + Core trainings for the early childhood field
- Take Training “on the road” to community based organizations and public agencies.



### Priority Strategy Performance Measure(s)

The following measures will be used to measure the success of Training, and aggregate to our broader Agency Headline Measures.

- % of participants that report an increase in skills and knowledge that enable them to deliver best or promising practices
- % of participants who implement best or promising practices as a result of training\*

### Additional measures that Training may use to tell the story of performance:

- ▶ # of participants by demographic (race, gender, neighborhood, sector, etc.)\*
- ▶ % of participants who report their learning goals were met
- ▶ % of participants reporting an increase in knowledge of community resources
- ▶ % of attendees who increase their expertise and career opportunities as a result of training\*
- ▶ % of internal First 5 staff using tools from Results Based Accountability\*
- ▶ of staff and partners who rate internal service delivery as high\*

\*Indicates Data Development Agenda item



## COMMUNICATIONS

Develop communications campaign strategies that align with F5AC priorities.

### APPROACH

- Develop a communications plan that is aligned with F5 programs and strategies, especially highlighting our policy agenda and evaluation results.
- Participate in larger communication campaigns that further our message with collaborative partners, First 5 Alameda County Association and others when appropriate.



### Priority Strategy Performance Measure(s)

The following measures will be used to measure the success of Communications, and aggregate to our broader Agency Headline Measures.

- % of target audience that reported they took action as a result of communication efforts\*

### Additional measures that Communications may use to tell the story of performance:

- ▶ % of evaluations and data analysis contributing to policy change and informing practice\*
- ▶ #/% of website visitors reporting they found the information they needed\*
- ▶ % of staff and partners who rate internal service delivery as high\*
- ▶ % of target audience that increased knowledge as a result of communication efforts\*

\*indicates Data Development Agenda item



### ADMINISTRATION, INFORMATION & TECHNOLOGY

Upgrade technology to support staff and partner business functions, data tracking and performance management. Efficiently and effectively manage F5AC resources (financial, human and technology) to enhance productivity and impact.

#### APPROACH

- Expand and update systems to build capacity for cross data systems exchange of information.
- Expand data system agility and responsiveness.
- Improve staff and partner performance, satisfaction and productivity.
- Update electronic data sharing confidentiality and privacy practices.



**Priority Strategy Performance Measure(s)** The following measures will be used to measure the success of Administration, Information & Technology, and aggregate to our broader Agency Headline Measures.

- F5AC effectively and responsibly manages finances in order to fulfill the strategic plan goals

#### Additional measures that Administration, Information & Technology may use to tell the story of performance:

- ▶ % of F5AC staff who attend professional development trainings
- ▶ Staff retention rate\*
- ▶ % of F5AC staff and partners who rate data systems as effective
- ▶ % of staff and partners who rate internal service delivery as high\*

\*indicates Data Development Agenda item



## Fitting It all Together

### POPULATION LEVEL RESULTS AND INDICATORS

#### 1) CHILDREN ARE READY FOR KINDERGARTEN – 3RD GRADE SUCCESS

Indicator: In 2015, 44 % of children at 47 schools across Alameda County were fully ready for kindergarten

#### 2) CHILDREN ARE FREE FROM ABUSE AND NEGLECT

Indicator: In 2015, the incidence of substantiated allegations of abuse and neglect per 1000 children 0-5 in Alameda County is 3.8; the incidence of allegations is 29.4

### AGENCY LEVEL RESULTS AND HEADLINE MEASURES

#### AGENCY LEVEL RESULT #1:

F5AC programs and investments support and strengthen parents/primary caregivers, families, and neighborhoods to create environments and relationships where children thrive.

#### HEADLINE MEASURE 1:

% families touched by F5AC programs and investments who have what they need to support their child's growth and wellbeing

#### AGENCY LEVEL RESULT #2:

F5AC programs and investments increase access and opportunity, particularly for children living in poverty, to quality early experiences that prepare children for school and help them reach their optimal developmental outcomes.

#### HEADLINE MEASURE #2:

% of children touched by F5AC programs and investments ready for kindergarten

#### HEADLINE MEASURE #3:

% of children with concerns who have developmental improvements

#### AGENCY LEVEL RESULT #3:

F5AC programs, investments, and policy advocacy support a system of care that is coordinated, accessible, and responsive, delivered by knowledgeable and caring providers.

#### HEADLINE MEASURE #4:

% of providers that increase their capacity to deliver best or promising practices

#### HEADLINE MEASURE #5:

# of local policy and administrative changes made to support early childhood

### STRATEGIES AND PERFORMANCE MEASURES

#### PARENT ENGAGEMENT AND SUPPORT

% of children ready for kindergarten  
% of families who have what they need to support their child's growth and well being

#### EARLY IDENTIFICATION

% of families who have what they need to support their child's growth and well being  
% of children who have developmental improvements  
% of providers sustaining Early ID efforts without funded Technical Assistance

#### QUALITY EARLY CARE AND EDUCATION

% of programs with improved teacher/child interactions and ECE environments  
% of children ready for kindergarten  
% of early care and education providers who utilize best practices

#### FATHERHOOD

# of school boards, city councils, or other public entities engaged by F5AC who institute components of the fatherhood policy platform  
% of fathers who have what they need to support their child's growth and wellbeing

#### NEIGHBORHOODS READY FOR SCHOOL

% of children ready for kindergarten within a neighborhood  
% of families who have what they need to support their child's growth and well being

#### INNOVATION

% of new partners who commit to working on 0-5 issues  
% of innovations replicated by F5 and providers  
% of innovation efforts that contribute to/expand our understanding/knowledge of the EC field\*

#### POLICY, PLANNING, AND EVALUATION

# of public agencies that increased investments in school readiness  
# of agencies that make administrative and policy/practice changes based on F5AC policy agenda

#### TRAINING AND CAPACITY BUILDING

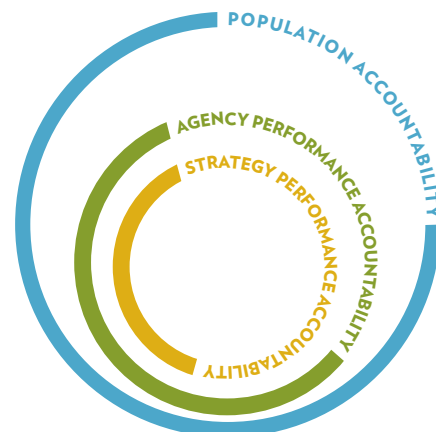
% of participants reporting an increase in skills and knowledge enabling them to deliver best or promising practices  
% of participants who implement best or promising practices as a result of training

#### COMMUNICATIONS

% of target audience that reported they took action as a result of communication efforts\*

#### ADMINISTRATION, INFORMATION AND TECHNOLOGY

Effectively and responsibly manages finances in order to fulfill the strategic plan goals.



## Data for Impact and Improvement

F5AC followed a Results Based Accountability process to identify performance measures that will help us gauge the success of our work. We were intentional in our selection of measures, have identified data sources, and are making new investment in technology. We intend to use RBA and technology tools to help us continuously measure and improve our performance. We also plan to use long-term and short-term evaluation to better understand the impacts of F5AC programs and investments, and support a policy agenda that moves towards a collective impact frame county-wide.

### USING DATA TO ADVANCE EQUITY

As part of our commitment to equity, we plan to develop a standard practice and accompanying tools to look at all of our performance measures in terms of how they impact populations and places in our county that have seen the most disinvestment. This might include sorting and analyzing our performance data to ensure equitable investment and outcomes, inclusive of but not exhaustive to:

- Boys and men of color
- Racial and ethnic groups that experience disparities (e.g., African American, Latino, Asian and Pacific Islander)
- Residents of low-income neighborhoods throughout the county
- Different family types (e.g., single parents, fathers, grandparents, same-sex parents)

### DATA DEVELOPMENT AGENDA

Where we do not currently have good data, we intend to invest in capturing information that is critical to our success. Certain elements will require minor resources and will be measurable in a short time frame; others will require a more intensive long-term investment. As part of our implementation plan, we will develop a detailed data development agenda.

#### DATA DEVELOPMENT AGENDA:

In Results Based Accountability the Data Development Agenda is a plan for collecting new or better data needed to monitor and communicate performance.

#### NEXT STEPS FOR IMPLEMENTATION

In order to operationalize the strategic plan, F5AC will develop an implementation plan with timelines, responsibilities and internal deliverables. This will include analysis of, and planning for:

- Organizational structure and staffing changes
- Contracting and procurement changes
- Program design and delivery
- Data and technology systems
- Data development agenda

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# FIRST 5



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

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# HEALTHY TEETH HEALTHY COMMUNITIES

## HTHC Overview

### First 5 Alameda County Commission Meeting

June 20, 2019

# State Dental Transformation Initiative Goals

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## Prevention

Increase the utilization of children ages 1-20 enrolled in Medi-Cal who receive preventative dental service, by at least 10 percentage points over a 4-year period

## Access to Care

Increase the number of actively participating providers in each county who provide preventative services

## Continuity of Care

Increase utilization of children continuously enrolled in the Medi-Cal Dental Program who receive services performed by the same provider in 2-, 3-, 4-, 5-, and 6-year consecutive year periods

# Oral Health & School Readiness

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- **By Kindergarten, 40% of children have cavities**
- **Children with dental diseases miss more school**
  - Disrupts education
  - Limits school experiences
- **Over 800,000 school days are missed in California per year**



# How Common is Tooth Decay in Primary (Baby) Teeth?

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- **Approximately 37% of children 2-8 years age have experienced tooth decay**
- **In California, 54% of Kindergartners have experienced a cavity**

# HTHC Project

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## HTHC Strategy 1

### ➤ Increase Care Coordination

- Create a cross-agency workforce of Community Dental Care Coordinators
- Leverage existing infrastructures for outreach and care coordination
- Develop a web-based Care Coordination Management System to link families to dental appointments and support continuity of care

# HTHC Project (continued)

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## HTHC Strategy 2

### ➤ Increase Safety Net Dental Network and Capacity

- Expand provider network through recruiting private dentists into Dental and enhancing FQHC participation.
- Offer additional local incentives to participating dentists, in addition to state DTI incentives.
- Develop a Dental Community of Practice to connect dental providers to additional training and technical assistance.

# HTHC Timeline & Collaboration

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- **Pilot Program Timeline: April 2017 – December 2020**
- **First time Alameda County is investing in such a big, complex initiative**
  - 17 partner agencies
    - 14 agencies have community health workers (25 to 27 CDCCs)
    - 9 Federally Qualified Health Centers (FQHCs)
    - Academia, community based organizations, community health centers
  - 17 partner private dental offices

# Role of Community Dental Care Coordinators

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## Outreach

- Outreach to provide oral health education to families on the importance of preventative dental care as well as support access to services
- Participating in health fairs and community events
- Follow up on referrals from community partners or parent self referrals

# **Role of Community Dental Care Coordinators (continued)**

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## **Care Coordination**

- **Engagement - Meeting families where they are**
- **Screening/Assessment - Identifying oral health concerns and family needs**
- **Linkage - Identifying barriers to care and assisting families with accessing dental services by providing:**
  - Linkages to dental providers
  - Assistance with appointment scheduling
  - Accompaniment to dental appointments
  - Collaboration with public and/or private insurance technicians
  - Referrals to community resources that best meet the family's needs

# HTHC Client Data (January – December 2018)

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Number of families contacted	18,129
Number of appointments scheduled	9,250
Number of child(ren)/youth seen	4,361
Show rate for appointments	76%

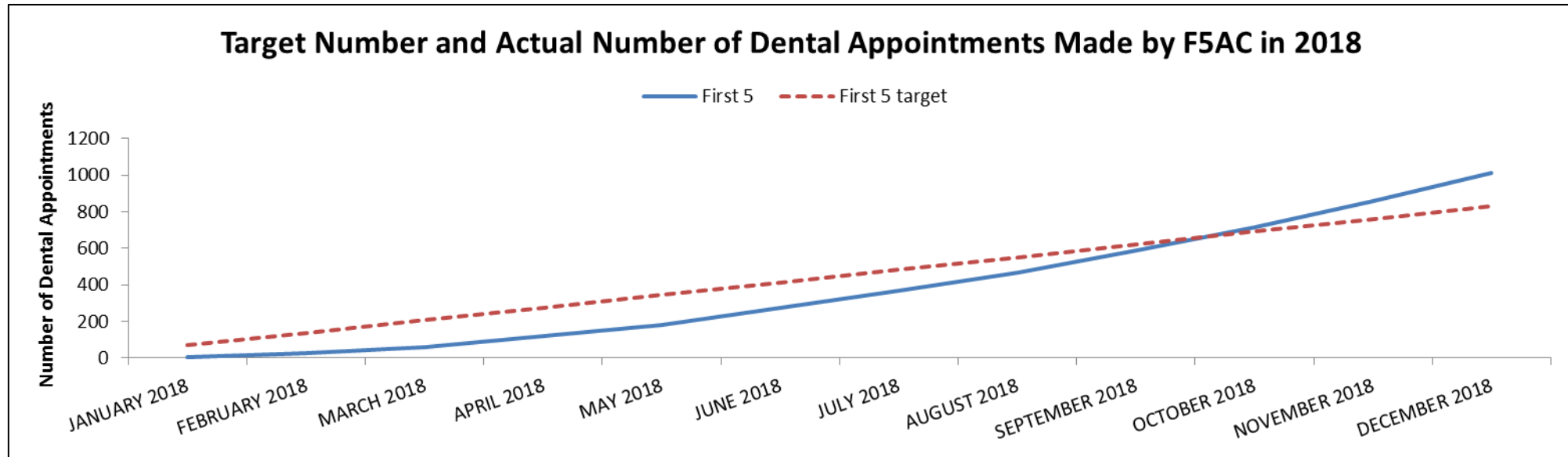
# First 5 Alameda County CDCC Client Data

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Number of families contacted	1,927
Number of appointments scheduled	1,009
Number of children/youth seen	759
Show rate for appointments	75%



# First 5 Alameda County CDCC Data



# Story Behind the Data

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Case Presentation by Tolo Asefi, CDCC



# EARLY LEARNING COMMUNITIES NETWORK



## Alameda County Early Learning Communities Network

Presentation to First 5 Alameda County Commission

Thursday, June 20, 2019



*What is the role of cities in improving the lives of young children?*

# EARLY LEARNING COMMUNITIES NETWORK



CITIES STRONG TOGETHER



**Center for the  
Study of Social Policy**  
Ideas into Action



# EARLY LEARNING COMMUNITIES NETWORK



## Connection to First 5 Alameda County Policy Agenda:

- Preserve and scale successful programs
- Coordinate and align neighborhood and countywide family centered programs and investments
- Advocate for increased resources to adequately meet basic needs of families (housing, public transportation, community economic development)
- Provide capacity and infrastructure building for providers to promote best practices and support parent leadership

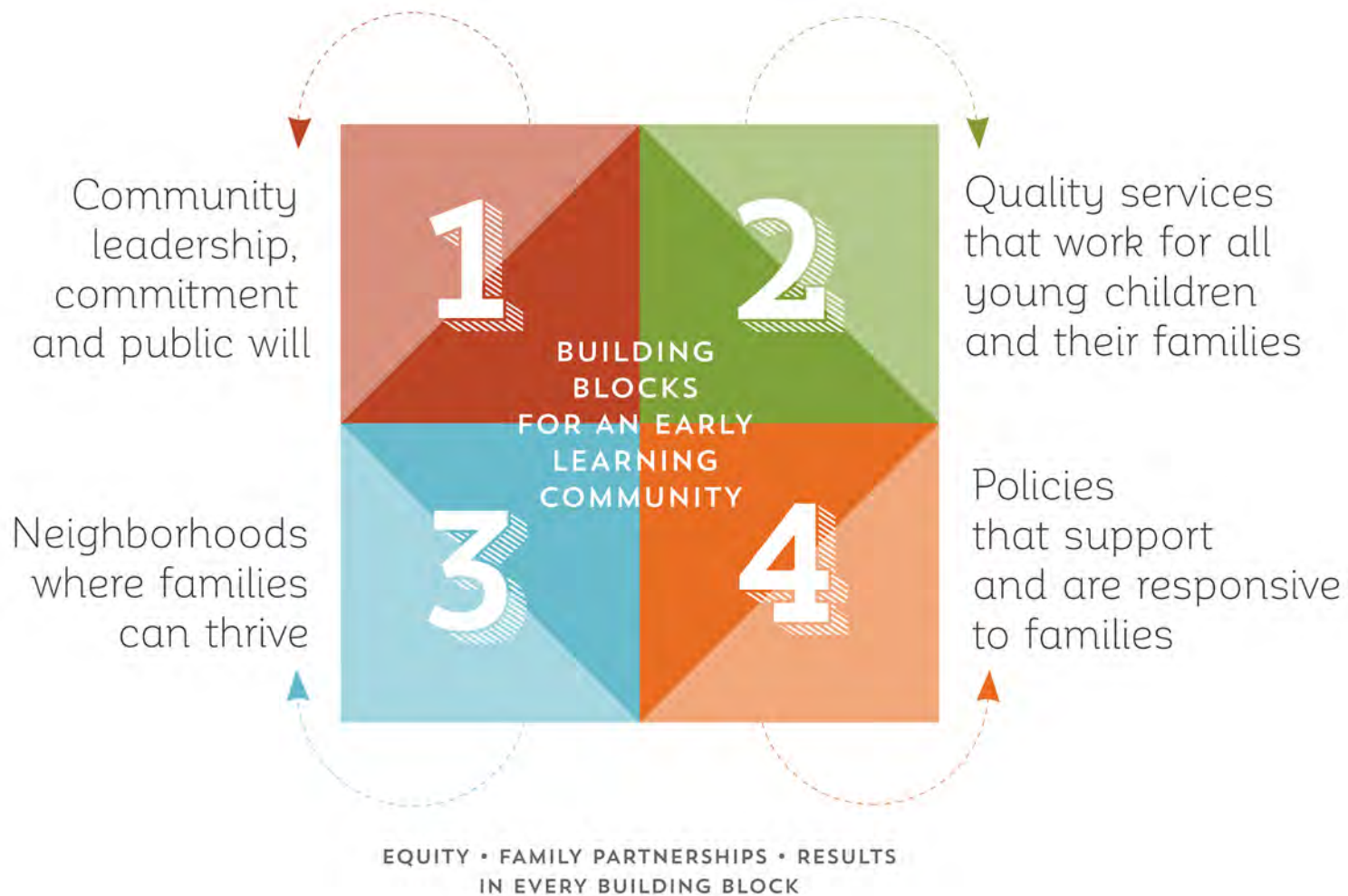
# EARLY LEARNING COMMUNITIES NETWORK



## Pathway to Becoming an Early Learning Community:

- Build Early Childhood Champions
- Activate and Mobilize Team
- Identify and Coordinate Resources
- Use Progress Rating Tool
- Develop Action Plan
- Implement Plan and Review Progress

# Early Learning Community Building Blocks





# EARLY LEARNING COMMUNITIES NETWORK



- Early Learning Communities Network Meetings in 2019:
  - March 28, 2019
  - May 23, 2019
  - July 25, 2019
  - September 26, 2019
  - November 21, 2019
- Build an Early Learning Action
- Implement Action Plan and Opportunity for First 5 Grant

# EARLY LEARNING COMMUNITIES NETWORK



## First Two Meetings

### Building Block #1:

#### Community Leadership, Commitment and Public Will

- Local leaders work together across systems with a focus on early childhood
- Community Investments in Early Childhood
- Community members support and understand the importance of early childhood health, learning and well-being
- Rich network of informal support is available to families
- Community resources for families and children are well known, easily accessible and easy to use

# EARLY LEARNING COMMUNITIES NETWORK



## Third Meeting

### **Building Block #2: Quality services that work for all young children and their families**

- Families have access to high-quality, basic services that proactively promote and support health, learning and family strengths
- All children receive routine screening, identification, referral and linkage for additional risks and needs
- Children and families at risk and those with identified needs have timely access to more intensive services
- Families and parents are actively engaged as partners

# EARLY LEARNING COMMUNITIES NETWORK



## Fourth Meeting

### Building Block #3:

### Neighborhoods Where Families Can Thrive

- The built environment promotes safety and allows families to access basic services in their neighborhoods and beyond
- Economic and employment opportunities are available to all
- Residents feel a sense of belonging and hope within their neighborhoods and connection to the broader community

# EARLY LEARNING COMMUNITIES NETWORK



## Fifth Meeting

### Building Block #4:

#### Policies that Support and are Responsive to Families

- Policies that govern child and family services are equitable and responsive
- Workplace and other policies support families in raising children
- Land use and community development policies are designed with consideration for how they affect young children and families

# EARLY LEARNING COMMUNITIES NETWORK



## Finalizing Plan and Opportunities

- Finalize plans in early 2020
- Release a RFP that will include submitting final plans
- Potential to partner with philanthropy
- Prime opportunities to pilot programs or engage with partners on new ideas

# EARLY LEARNING COMMUNITIES NETWORK



Questions?

# EARLY LEARNING COMMUNITIES NETWORK



Bringing a new opportunity to Alameda County cities and unincorporated areas

## BACKGROUND

The National League of Cities (NLC) is partnering with the Center for the Study of Social Policy (CSSP) to support local officials in developing and strengthening early childhood systems to ensure that young children in our cities grow up safe, healthy, and ready to learn. Sixteen cities and communities from across the country, including Alameda County, convened by CSSP's Early Childhood Learning and Innovation Network for Communities (EC-LINC) and NLC, created a framework and action guide called [Early Learning Communities](#):

[Building Blocks for Success](#). The goal is to provide a toolkit to “put all of the pieces together” at the local level to help young children thrive.

In Alameda County, First 5, along with Oakland Starting Smart and Strong and the Alameda County Early Care and Education Program, is using the framework to convene city leaders to ensure local policies meet the needs of families with young children. This partnership is the Alameda County Early Learning Communities Network.

## WHY FOCUS ON EARLY CHILDHOOD AND EARLY LEARNING?

We know that city leaders are on the front lines of improving lives for young children and their families at a time when the Bay Area is one of the most expensive places to live.

But quality childcare is not all that young children need. Parent support programs, like home visiting, are critical to ensuring a child's development is optimum.



A family of four in Alameda County must make **\$117,000** a year to meet their basic needs.



**90%** of a child's brain development happens before age 5.

For families working to make ends meet, quality, affordable childcare options are essential.

Overall, studies show that children who have high quality early childhood experiences are more likely to graduate from high school, be employed, and less likely to be arrested. Early childhood programs also mean a big boost for our economy.



The average cost of center-based childcare for an infant is almost **\$19,000**, more than tuition at UC Berkeley.



Economist and Nobel Laureate James Heckman found that for every **\$1** invested in early childhood there is a later return of **\$8**. It's a win-win!





## WHAT IS THE ALAMEDA COUNTY EARLY LEARNING COMMUNITIES NETWORK?

First 5 Alameda County invited city and unincorporated area leaders in Alameda County to join our Early Learning Communities Network. Five cities are participating: Alameda, Emeryville, Hayward, Newark and Oakland. Network participants are being guided through five sessions throughout 2019 to create an Early Learning Community Action Plan and will be eligible to apply for funding from First 5 Alameda County in 2020 to implement a portion of the plan. Participation in the Early Learning Communities Network entails:

### 1) PARTICIPATING IN FIVE EARLY LEARNING COMMUNITIES NETWORK SESSIONS:

Held once every other month from 9 am-noon, the sessions will follow the NLC and CSSP Early Learning Action Guide. The sessions will begin by reviewing each Building Block and hearing from speakers from the county and beyond who are implementing programs and policy changes influencing the Building Block in their community. Cities and unincorporated areas are encouraged to build a team of city and school district leaders and community-based organizations to work on the plan and attend these sessions.

### 2) BUILDING AN EARLY LEARNING ACTION PLAN:

There will be time during the sessions for cities and communities to assess their current progress and begin to build an action plan. There is some expectation that additional work on the plan will occur between meetings by the cities and communities participating.

### 3) IMPLEMENTATION OF EARLY LEARNING ACTION PLANS:

After the last session in November of 2019, cities and communities will be eligible to apply for grant funds from First 5 Alameda County to implement a portion of their plan.

## EARLY LEARNING COMMUNITIES SESSION OVERVIEW:

- **Kick- Off Event:** Why Early Learning Cities? **(January 30, 2019)**
- **Session 1:** Community Leadership, Commitment and Public Will to Make Early Childhood a Priority – Part 1 **(March 28, 2019)**
- **Session 2:** Community Leadership, Commitment and Public Will to Make Early Childhood a Priority – Part 2 **(May 23, 2019)**
- **Session 3:** Quality Services the Work for All Young Children and their Families **(July 25, 2019)**
- **Session 4:** Neighborhoods Where Families Can Thrive **(September 26, 2019)**
- **Session 5:** Policies that Support and are Responsive to Families **(November 21, 2019)**

## QUESTIONS ABOUT THE ALAMEDA COUNTY EARLY LEARNING COMMUNITIES NETWORK?

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