



## FIRST 5 ALAMEDA COUNTY COMMISSION MEETING AGENDA

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**Thursday, December 12, 2024**  
**9:00 AM – 11:30 AM**

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

Members of the public may access the meeting  
via Zoom Meeting ID: 878 4384 1257 Passcode: 940609

**Teleconference Location:**  
**Clarissa Doutherd**  
**Petworth United Methodist Church**  
**32 Grant Circle NW**  
**Washington DC, 20011**

### **Commissioners:**

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

**Alternates:** George Ayala, Serena Chen, Pamela Powell (*Pending appointment by the Alameda County Board of Supervisors on December 10, 2024*)

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### **1. Call to Order**

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

### **2. Public Comment**

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

### **3. Approve Commission Meeting Minutes from October 3, 2024**

Recommended Action: Approve Commission Meeting Minutes from October 3, 2024

### **4. Communication from Commissioners**

### **5. Receive December 5, 2024 Executive Committee Report**

### **6. Receive Staff Announcements**

- a. Receive General Staff Report

### **7. Adopt 2025 Commission Final Calendar**

Recommended Action: Adopt 2025 Commission Final Calendar

**8. Approve the Measure C Emergency Stabilization Fund Plan and Budget and Fiscal Year 2024-25 Annual Expenditure Plan**

Recommended Action: Approve 1) the Measure C Emergency Stabilization Fund Plan and Budget for Fiscal Year 2024-25 and Fiscal Year 2025-26, with the accompanying Fiscal Year 2024-25 Annual Expenditure Plan, subject to any modifications made by the Alameda County Board of Supervisors; and 2) submit to the Alameda County Board of Supervisors for approval and allocation of funds as adopted by the Alameda County Board of Supervisors.

**9. Approve Fiscal Year 2024-25 Contract Authorization**

Recommended Action: Approve Fiscal Year 2024-25 Contract Authorization

**10. Approve 2025 Cost of Living Adjustment (COLA) Recommendation**

Recommended Action: Approve the 2025 Cost of Living Adjustment (COLA) Recommendation

**11. Approve First 5 Alameda County Fiscal Year 2023-24 Annual Report to First 5 California**

Recommended Action: Approve First 5 Alameda County Fiscal Year 2023-24 Annual Report to First 5 California

**12. Receive First 5 Alameda County Fiscal Year 2023-24 Annual Report**

**13. Receive First 5 California Commission and First 5 Association Updates**

**14. Receive Legislation and Public Policy Updates**

**15. Adjournment**



**First 5 Alameda County Commission Meeting**  
**October 3, 2024, 9:00 AM – 11:30 AM**  
**Zoom Webinar Meeting ID: 886 3930 2806**

Commissioners Present: Chair Renee Herzfeld, Cecilia Oregón, Tomás A. Magaña M.D., Andrea Ford, Karina Moreno, Josh Thurman

Alternates Present: Serena Chen

Not present: Lena Tam, Clarissa Doutherd, Kimi Watkins-Tartt

First 5 Staff Present: Kristin Spanos, Vanessa Cedeño Geisner, Cally Martin, Ayano Ogawa, Steve Spiker, Laura Schroeder, Nick Zhou, Catherine Rosillo

Guest Presenters: James Ramsey

AGENDA ITEM SPEAKER	DISCUSSION HIGHLIGHTS	ACTION	FOLLOW UP
<b>1. CALL TO ORDER AND ROLL CALL</b>			
R. Herzfeld	The Commission meeting was called to order by Chair Herzfeld who gaveled in at 9:03 AM. Chair Herzfeld shared that the meeting was being recorded and conducted roll call. Commissioners Herzfeld, Oregón, Moreno, Thurman and Alternate Chen stated their names to indicate that they were present for the meeting.	None	None
<b>2. PUBLIC COMMENT</b>			
R. Herzfeld	There was no Public Comment.	None	None
<b>3. APPROVE COMMISSION MEETING MINUTES</b>			
R. Herzfeld	<a href="#">[Attachment]</a> a. Approval of Commission Meeting Minutes from June 20, 2024 Chair Herzfeld asked if there was any public comment before taking a vote to approve. Chair Herzfeld facilitated the vote to approve the Commission Meeting Minutes from June 20, 2024.	Motion: Serena Chen Second: Karina Moreno Abstentions: Cecilia Oregón, Josh Thurman Motion passed.	None
	b. Approval of Commission Special Meeting Minutes from September 18, 2024 Chair Herzfeld asked if there was any public comment before taking a vote to approve. Chair Herzfeld facilitated the vote to approve the Commission Meeting Minutes from September 18, 2024.	Motion: Cecilia Oregón Second: Karina Moreno No Abstentions. Motion passed.	None
<b>4. COMMUNICATION FROM COMMISSIONERS</b>			
R. Herzfeld	There was no communication from Commissioners.	None	None
<b>5. RECEIVE STAFF ANNOUNCEMENTS</b>			
K. Spanos	<a href="#">[Attachment]</a> a. Receive General Staff Report b. CEO Contract Authorizations Ms. Spanos presented the General Staff Announcements and the CEO Contract Authorizations were provided as a written update.	Commissioner Ford arrived at 9:08 AM. Commissioner Magaña arrived at 9:19 AM.	None

AGENDA ITEM SPEAKER	DISCUSSION HIGHLIGHTS	ACTION	FOLLOW UP
<b>6. RECEIVE OAKLAND CHILDREN'S INITIATIVE FISCAL YEAR 2023-24 RESULTS BASED ACCOUNTABILITY PRESENTATION</b>			
K. Spanos V. Cedeño Geisner L. Schroeder	<a href="#">[Attachment]</a> Ms. Spanos, Ms. Cedeño Geisner and Ms. Schroeder provided the Oakland Children's Initiative Fiscal Year 2023-24 Results Based Accountability Presentation.	None	None
<b>7. RECEIVE 2025 COMMISSION DRAFT CALENDAR</b>			
K. Spanos	<a href="#">[Attachment]</a> Ms. Spanos presented the 2025 Commission Draft Calendar and asked Committee members to communicate any conflicts during or after the meeting.	None	None
<b>8. APPROVE NEW REVENUE TO BE INCLUDED IN ADOPTED FISCAL YEAR 2024-25 BUDGET</b>			
N. Zhou	<a href="#">[Attachment]</a> Mr. Zhou presented the new revenue to be included in the adopted Fiscal Year 2024-25 Budget. Chair Herzfeld asked if there was any public comment before taking a vote to approve. Chair Herzfeld facilitated the vote to approve the new revenue to be included in the adopted Fiscal Year 2024-25 Budget.	Motion: Tomás Magaña Second: Andrea Ford No Abstentions. Motion passed.	None
<b>9. ADOPT FISCAL YEAR 2023-24 FINANCIAL AUDIT REPORT</b>			
N. Zhou J. Ramsey	<a href="#">[Attachment]</a> Mr. Zhou introduced James Ramsey from Eide Bailly to provide the Fiscal Year 2023-24 Financial Audit Report.  Chair Herzfeld asked if there was any public comment before taking a vote to adopt. Chair Herzfeld facilitated the vote to adopt the Fiscal Year 2023-24 Financial Audit Report.	Motion: Cecilia Oregón Second: Karina Moreno No Abstentions. Motion passed.	None
<b>10. APPROVE FISCAL YEAR 2023-24 INVESTMENT REPORT</b>			
N. Zhou	<a href="#">[Attachment]</a> Mr. Zhou presented Fiscal Year 2023-24 Investment Report. Chair Herzfeld asked if there was any public comment before taking a vote to approve. Chair Herzfeld facilitated the vote to approve the Fiscal Year 2023-24 Investment Report.	Motion: Josh Thurman Second: Andrea Ford No Abstentions. Motion passed.	None
<b>11. APPROVE FISCAL YEAR 2024-25 CONTRACT AUTHORIZATIONS</b>			
N. Zhou	<a href="#">[Attachment]</a> Mr. Zhou presented the Fiscal Year 2024-25 Contract Authorizations. Chair Herzfeld asked if there was any public comment before taking a vote to approve. Chair Herzfeld facilitated the vote to approve the Fiscal Year 2024-25 Contract Authorizations.	Motion: Cecilia Oregón Second: Tomás Magaña No Abstentions. Motion passed.	None



AGENDA ITEM SPEAKER	DISCUSSION HIGHLIGHTS	ACTION	FOLLOW UP
<b>12. APPROVE REVISIONS TO GOVERNANCE POLICIES</b>			
N. Zhou	<a href="#">[Attachment]</a> Mr. Zhou presented the revisions to the Governance Policies' Financial Policies. Chair Herzfeld asked if there was any public comment before taking a vote to approve. Chair Herzfeld facilitated the vote to approve the revisions to the Governance Policies' Financial Policies.	Motion: Cecilia Oregón Second: Tomás Magaña No Abstentions. Motion passed.	None
<b>13. RECEIVE TRAINING PRESENTATION</b>			
C. Rosillo	<a href="#">[Attachment]</a> Ms. Rosillo provided the Training Presentation.	None	None
<b>14. RECEIVE FIRST 5 CALIFORNIA COMMISSION AND FIRST 5 ASSOCIATION UPDATES</b>			
K. Spanos	<a href="#">[Attachment]</a> Ms. Spanos noted that the First 5 California Commission and First 5 Association Updates were included in the meeting packet as written updates.	None	None
<b>15. RECEIVE LEGISLATION AND PUBLIC POLICY UPDATES</b>			
K. Spanos	<a href="#">[Attachment]</a> Ms. Spanos noted that the Legislation and Public Policy Updates were included in the meeting packet as written updates.	None	None
<b>16. ADJOURNMENT</b>			
R. Herzfeld	Chair Herzfeld gaveled out and adjourned the meeting at 11:13 AM.	None	None

Respectfully Submitted By: Julia Otani, Executive Assistant

**FIRST 5 ALAMEDA COUNTY EXECUTIVE COMMITTEE MEETING AGENDA**

**Thursday, December 5, 2024**  
**11:00 AM – 12:30 PM**

**First 5 Alameda County**  
**1115 Atlantic Avenue**  
**Alameda, CA 94501**  
Conference Room E

Members of the public may access the meeting  
Via Zoom Meeting ID: 815 3890 6041 Passcode: 512053

**Commissioners:**

*Chair:* Renee Herzfeld, *Vice Chair:* Cecilia Oregón, Tomás A. Magaña

**1. Public Comment**

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

**2. Staff Announcements**

- a. General Staff Announcements
- b. CEO Contract Authorizations

**3. Approve Executive Committee Minutes from June 11, 2024**

Recommended Action: Approve Minutes from June 11, 2024 Executive Committee meeting

**4. Adopt the 2025 Executive Committee Final Calendar**

Recommended Action: Adopt the 2025 Executive Committee Final Calendar

**5. Approve Annual Revisions to Governance Policies**

Recommended Action: Approve revisions to the following existing policy:

- a. Financial Policies
- b. Technology Policies

**6. Approve Fiscal Year 2024-25 Contract Authorizations**

Recommended Action: Approve the Fiscal Year 2024-25 Contract Authorizations

**7. Approve Fiscal Year 2024-25 Contract Authorization**

Recommended Action: Recommend to the Commission approval of the Fiscal Year 2024-25 Contract Authorization

**8. Approve 2025 Cost of Living Adjustment (COLA) Recommendation**

Recommended Action: Recommend to the Commission approval of the Cost of Living Adjustment (COLA) recommendation

**9. Approve Revisions to Employee Handbook**

Recommended Action: Approve the revisions to the Employee Handbook.

**10. Adjournment****Information about access:**

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



FY 2024-25 CEO-Approved Contracts List  
CEO Contract Authorizations and Amendments

Original Award, approved by Commission (June 20, 2024)							New Contracts or Augmentations, approved by CEO (10/3/24 - 12/5/24)				Contractor Aggregate Amount
Strategy	Award Number	Contractor	Contract Start Date	Contract End Date	Original Description of Scope of Work	Amount	New Award, Amendment or Ancillary Amount	New Total Contract Amount	Funding to support COVID-19 activities	Description of New Contract or Added Scope of Work	Executive Committee Information Item Only >\$100,000
Communications	AS-CMC-2325-275	Vermilion, Inc.	4/1/2024	11/30/2024	Funding to design and develop a new website for First 5 Alameda County.	\$ 100,000.00	\$ 2,500.00	\$ 102,500.00	N/A	Funding to design and develop a new website for First 5 Alameda County.	\$ 102,500.00
Planning	AS-PLN-2425-352	WestEd	11/7/2024	6/30/2025			\$ 128,323.00	\$ 128,323.00	N/A	Funding to facilitate community listening sessions related to local early care and education (ECE) ballot measures and synthesize the findings in independent reports.	\$ 128,323.00
							\$ 100,000.00	\$ 130,823.00	\$ 230,823.00		



**First 5 Alameda County Executive Committee Meeting**  
**June 11, 2024, 2:00 PM - 3:30 PM**  
**Zoom Webinar Meeting ID: 846 0074 9552**

Commissioners Present: Chair: Renee Herzfeld, Vice Chair: Cecilia Oregón, Tomás A. Magaña, M.D  
 First 5 Staff Present: Kristin Spanos, Cally Martin, Vanessa Cedeño Geisner, Nick Zhou, Christine Hom, Detra Teal, Jenna Murakami

AGENDA ITEM SPEAKER	DISCUSSION HIGHLIGHTS	ACTION	FOLLOW UP
<b>CALL TO ORDER</b>			
R. Herzfeld	The meeting was called to order by Chair Herzfeld who gavelled in at 2:10 PM and stated that the meeting was being recorded. Commissioners Herzfeld and Magaña stated their names to indicate they were present for the meeting.	None	None
<b>1. PUBLIC COMMENT</b>			
R. Herzfeld	There was no Public Comment.	None	None
<b>2. STAFF ANNOUNCEMENTS</b>			
K. Spanos	<a href="#">[Attachment]</a> a. General Staff Announcements b. CEO Contract Authorizations Ms. Spanos presented the General Staff Announcements and the two CEO contract authorizations.	None	None
<b>3. APPROVE EXECUTIVE COMMITTEE MINUTES FROM APRIL 18, 2024</b>			
R. Herzfeld	<a href="#">[Attachment]</a> Chair Herzfeld asked if there was any public comment before taking a vote to approve. Chair Herzfeld facilitated the vote to approve the April 18, 2024 Executive Committee Meeting minutes.	Motion: Tomás Magaña Second: Renee Herzfeld No Abstentions. Motion passed.	None
<b>4. APPROVE ANNUAL REVISIONS TO GOVERNANCE POLICIES</b>			
C. Hom	<a href="#">[Attachment]</a> a. Conflict of Interest Code Ms. Hom presented the revisions to the Conflict of Interest Code. Chair Herzfeld asked if there was any public comment before taking a vote to approve. Chair Herzfeld facilitated the vote to approve the revisions to the Conflict of Interest Code.	Motion: Tomás Magaña Second: Renee Herzfeld No Abstentions. Motion passed.	None

AGENDA ITEM SPEAKER	DISCUSSION HIGHLIGHTS	ACTION	FOLLOW UP
<b>5. REVIEW AND RECOMMEND FISCAL YEAR 2024-25 PROPOSED BUDGET AND FISCAL YEAR 2024-34 PROPOSED LONG RANGE FINANCIAL PLAN - FINAL READINGS</b>			
N. Zhou	<a href="#">[Attachment]</a> Mr. Zhou presented the Fiscal Year 2024-25 Proposed Budget and Fiscal Year 2024-34 Proposed Long Range Financial Plan - Final Readings. Chair Herzfeld asked if there was any public comment before taking a vote to recommend. Chair Herzfeld facilitated the vote to recommend that the Fiscal Year 2024-25 Proposed Budget and Fiscal Year 2024-34 Proposed Long Range Financial Plan - Final Readings be brought to the Commission for approval.	Motion: Tomás Magaña Second: Renee Herzfeld No Abstentions. Motion passed.	The Fiscal Year 2023-25 Proposed Budget and Fiscal Year 2024-34 Long Range Financial Plan - Final Readings will be brought to the Commission for approval.
<b>6. REVIEW AND RECOMMEND THE GASB 54 FUND BALANCE COMMITMENT</b>			
N. Zhou	<a href="#">[Attachment]</a> Mr. Zhou presented the GASB 54 Fund Balance Commitment. Chair Herzfeld asked if there was any public comment before taking a vote to recommend. Chair Herzfeld facilitated the vote to recommend that the GASB 54 Fund Balance Commitment be brought to the Commission for approval.	Motion: Tomás Magaña Second: Renee Herzfeld No Abstentions. Motion passed.	The GASB 54 Fund Balance Commitment will be brought to the Commission for approval.
<b>7. REVIEW AND RECOMMEND THE FISCAL YEAR 2024-25 ACERA 401(H) ACCOUNT AUTHORIZATION</b>			
N. Zhou	<a href="#">[Attachment]</a> Mr. Zhou presented the Fiscal Year 2024-25 ACERA 401(h) Account Authorization. Chair Herzfeld asked if there was any public comment before taking a vote to recommend. Chair Herzfeld facilitated the vote to recommend that the Fiscal Year 2024-25 ACERA 401(h) Account Authorization be brought to the Commission for approval.	Motion: Tomás Magaña Second: Renee Herzfeld No Abstentions. Motion passed.	The Fiscal Year 2024-25 ACERA 401(h) Account Authorization will be brought to the Commission for approval.
<b>8. APPROVE REVISIONS TO EMPLOYEE HANDBOOK</b>			
C. Martin	<a href="#">[Attachment]</a> Ms. Martin presented the revisions to the Employee Handbook Chair Herzfeld asked if there was any public comment before taking a vote to approve. Chair Herzfeld facilitated the vote to approve the revisions to the Employee Handbook	Motion: Tomás Magaña Second: Renee Herzfeld No Abstentions. Motion passed.	None

AGENDA ITEM SPEAKER	DISCUSSION HIGHLIGHTS	ACTION	FOLLOW UP
9. ADJOURNMENT			
R. Herzfeld	Chair Herzfeld placed the April 25, 2024 Commission meeting minutes, the GASB 54 Fund Balance Commitment, and the Fiscal Year 2024-25 ACERA 401(h) Account Authorization on the June 20, 2024 Commission Meeting Consent Calendar. Chair Herzfeld gaveled out, and adjourned the meeting at 3:13 PM.	None	The April 25, 2024 Commission meeting minutes, the GASB 54 Fund Balance Commitment, and the Fiscal Year 2024-25 ACERA 401(h) Account Authorization will be placed on the June 20, 2024 Commission Meeting Consent Calendar.

Respectfully Submitted by: Julia Otani, Executive Assistant



## 2025 MEETING CALENDAR

MEETING DATES AND TIMES ARE SUBJECT TO CHANGE.

MEMBERS OF THE PUBLIC CAN CALL 510-227-6900 TO VERIFY DATE AND TIME.

ALL MEETINGS WILL BE HELD AT THE FIRST 5 OFFICE: 1115 ATLANTIC AVENUE, ALAMEDA, CA 94501

UNLESS OTHERWISE INDICATED IN ADVANCE OF THE MEETING.

MONTH	EXECUTIVE COMMITTEE 11:00 AM– 12:30 PM	COMMISSION 9:00 AM– 11:30 AM	AGENDA ITEMS (SUBJECT TO CHANGE)
FEBRUARY	Thursday, February 6	Thursday, February 13	<ul style="list-style-type: none"> <li>▪ Election of Officers</li> <li>▪ FY 2024-25 Mid-Year Budget Modification</li> <li>▪ FY 2024-25 Mid-Year Investment Update</li> </ul>
APRIL	Thursday, April 17	Thursday, April 24	<ul style="list-style-type: none"> <li>▪ First reading of FY 2025-26 Budget</li> <li>▪ First reading of Long-Range Financial Plan</li> <li>▪ First 5 CA Annual Report</li> </ul>
JUNE	Thursday, May 29	Thursday, June 5	<ul style="list-style-type: none"> <li>▪ Final adoption of FY 2025-26 Budget</li> <li>▪ FY 2025-26 Contract Authorizations</li> <li>▪ Approval of FY 2025-26 Strategic Plan Update</li> <li>▪ Final Reading of Long-Range Financial Plan</li> <li>▪ ACERA 401(h)</li> <li>▪ GASB 54 Fund Balance Commitment</li> </ul>
AUGUST	Thursday, August 14	Thursday, August 21	TBD
OCTOBER	Thursday, October 2	Tuesday, October 14	<ul style="list-style-type: none"> <li>▪ Adoption of FY 2024-25 Financial Audit Report</li> <li>▪ FY 2024-25 Investment Report</li> </ul>
DECEMBER	Thursday, December 4	Thursday, December 11	<ul style="list-style-type: none"> <li>▪ First 5 Annual Report Submission to First 5 CA</li> <li>▪ First 5 Annual Report</li> </ul>



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

**From:** Kristin Spanos, Chief Executive Officer  
Cally Martin, Deputy Chief Executive Officer  
Nick Zhou, Chief Financial Officer  
Maria Canteros, Senior Finance Administrator

**Date:** December 5, 2024

**Subject:** Revision to First 5 Alameda County Purchasing and Contracting Financial Policy

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#### **ACTION REQUESTED**

To review the following revisions to the Financial Policies – Purchasing and Contracting.

#### **BACKGROUND**

First 5 Alameda County (First 5) originally adopted Financial Policies on June 24, 2004. The policies are reviewed by staff on at minimum an annual basis and revisions are brought to the Executive Committee for consideration and approval as necessary.

#### **RECOMMENDATION**

This version of the Purchasing and Contracting Financial Policy remains substantially unchanged from that approved by the Executive Committee in February 2024, except for the following changes:

1. **Increase the CEO Approval Threshold and Realign the Executive Committee Threshold:** We recommend increasing the CEO approval threshold from \$149,999 to \$199,999 and raising the Executive Committee approval beginning threshold from \$150,000 to \$200,000. The threshold for Commission approval will remain unchanged (\$300,000 and above). This change is designed to streamline operations and accelerate decision-making for mid-level expenditure categories by enabling quicker project initiation and contract execution. This will reduce administrative delays and enhance our responsiveness to operational demands, ultimately supporting more efficient management of resources and better service delivery.
2. **Realign Procurement and Authorization Thresholds:** We propose realigning the thresholds for requiring Competitive Quotes and Informal RFP/Q to align with the new CEO approval limit and adjusting the thresholds for Formal RFP/Q to require Executive Committee or Commission Approval. These changes are intended to simplify the process and better coordinate the levels.
3. **Add Preference for USA-made Items to the General Purchasing Policy:** In support of local economies and domestic manufacturing, we will, to the extent possible, give preference to vendors



located in Alameda County and to items made in the USA. Detailed procedures and guidelines regarding this policy will be articulated in the procedures manual.

These amendments will become effective the day following their approval by the Executive Committee.

The proposed changes are outlined in the attached document, marked in track changes format for clear identification.

#### FISCAL IMPACT

There is no fiscal impact.

#### RECOMMENDATION

To review and approve the proposed changes to the Financial Policies.

Submitted by:

Signed by:  
  
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Nick Zhou  
Chief Financial Officer

Reviewed by:

DocuSigned by:  
  
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Cally Martin  
Deputy Chief Executive Officer

DocuSigned by:  
  
8493762444274E9...  
Maria Canteros  
Senior Finance Administrator

Approved by:

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

## PURCHASING AND CONTRACTING

Adopted ~~2/8/2024~~ 12/05/2024

- A. Guiding Principles and Policy Overview
- B. Authorization and Execution Thresholds
- C. Competitive and Non-Competitive Procurement Processes
- D. Procurement Notification and Appeals
- E. Sole Source Procurement
- F. General Purchasing Policies
- G. Pre-Authorized Contracting

The Purchasing and Contracting Policy provides Guiding Principles and Policy Overview, Authorization and Execution Thresholds, Competitive and Non-Competitive Procurement Processes, Procurement Notification and Appeals, Procurement Exceptions, General Purchasing Policies and Pre-Authorized Contracting in accordance with Health & Safety Code Sections 130140 and 130150: and Government Code Section 54201, et seq.

### A. Guiding Principles and Policy Overview

Guiding Principles: Purchasing goods and services is a critical strategy to leverage the economic strength of F5AC tax dollars to improve communities. The guiding principles of F5AC procurement and contracting are:

1. **Create strategic impact** by funding programs that advance the goals in the F5AC Strategic plan and show evidence of effectiveness.
2. **Promote inclusion and equity** by funding programs that are responsive to the diverse needs of the community and have been shaped with community input.
3. **Promote increased service integration** by funding programs that reduce fragmentation of existing services, that increase access to services, and that promote collaboration.
4. **Build on community strengths and enhance community capacity** by funding programs that build on organizational and neighborhood assets and help community participants and service providers further develop their capacities.

### Policy Overview:

F5AC shall procure goods and services using an accessible, fair, and uniform process, allowing for free and open competition aligned with the Commission's values of diversity, equity, and inclusion. The purchasing process shall provide for the efficient purchasing of supplies, equipment and services. It shall prevent unnecessary purchases of materials and supplies and ensure compliance with budgetary requirements and with applicable State Contracting codes.

It is important to note that the Purchasing Policy is supplemented by more detailed procedural guidance in the F5AC Procedures Manual.

## B. Authorization and Execution Thresholds

1. F5AC must execute a contract for the purchase of goods or services above \$25,000.
2. Contracts and amendments up to ~~\$100,000~~199,999 in the aggregate may be approved by the Chief Executive Officer and signed by the Chief Executive Officer (CEO), Deputy CEO or designee.
3. Contracts and amendments from \$100,000 - ~~\$150,000~~199,999 in the aggregate may be approved by the Chief Executive Officer and signed by the Chief Executive Officer, Deputy CEO or designee, and will be shared with the F5AC Executive Committee as an Informational Item.
4. Contracts and amendments from ~~\$150,000~~200,000 - ~~\$300,000~~299,999 in the aggregate may be approved by the Executive Committee with authority to sign and execute delegated to the Chief Executive Officer, Deputy CEO or designee and will be shared with the F5AC Commission as an Informational Item at the Commission meeting following Executive Committee Approval of the contract.
5. Contracts and amendments of \$300,000 and above in the aggregate require Commission approval with authority to sign and execute delegated to the Chief Executive Officer, Deputy CEO or designee.
6. Ancillary payments to vendors (e.g., training costs, honorariums, advertisements) shall not exceed 10% of the contract amount or \$25,000, whichever is lower, and must be authorized by the Chief Executive Officer, Deputy CEO or designee and will not be attributed to the \$300,000 limit for Commission approval if budget funds are available.

## C. Competitive and Non-Competitive Procurement Processes

Detailed guidance for each competitive and non-competitive process, including solicitation templates, may be found in the F5AC Procedures Manual. Competitive bidding may be conducted at any dollar amount of a procurement in support of planned program activities supporting.

1. No bid/quotes: For goods and services up to ~~\$25,000~~24,999, F5AC may select the provider directly without the need for bids/quotes, keeping within F5AC budget availability. This process shall not be used when it is reasonably foreseeable that the recurring purchases would exceed the no-bid/quote threshold in the aggregate. F5AC must document why the price for these goods or services is fair and reasonable to the agency. For federally-funded purchases, the ~~no-bid/-or~~ quote threshold for micro-purchases is \$10,000.
2. For goods and services from \$25,000 - ~~\$75,000~~99,999, the user must obtain three written bids/quotes from vendors or from the vendors' published price lists. The award may be made to the vendor submitting the lowest bid or best value that is responsive to the needs of the Commission. If less than three responses are received, the user must

demonstrate that sufficient outreach and diligence were undertaken and document why the requirement for three bids was not met.

3. For goods and services from ~~\$75,000-~~ \$100,000 - ~~\$199,999~~, the user must conduct an informal solicitation using an Informal Request for Proposal/Qualifications (IRFP/Q) solicitation process. The award will be recommended to the highest ranked proposer based on the evaluation method set forth in the solicitation, or other method deemed appropriate for a formal bidding process. The solicitation shall be posted publicly on F5AC website and publicized through other appropriate channels that extend F5AC 's reach to prospective applicants. IRFP/Qs shall be posted for a minimum of 10 business days prior to the submission deadline. Any exceptions to the posting period shall be approved by the Chief Executive Officer, Deputy CEO or designee. IRFP/Q solicitations shall be written to include the scope of work, specifications, and terms and conditions of the proposed purchase or contract. The solicitation shall provide sufficient details to assist prospective applicants in calculating an accurate, unconditioned, and stable bid.
4. For goods and services ~~in excess~~ of \$200,000 and above, the user must conduct a formal Request for Proposal/Qualifications (RFP/Q) solicitation process. The award will be recommended to the highest ranked proposer based on the evaluation method set forth in the solicitation, or other method deemed appropriate for a formal bidding process. The solicitation shall be posted publicly on F5AC's website and publicized through other appropriate channels that extend F5AC 's reach to prospective applicants. Formal RFP/Qs shall be posted for a minimum of 15 business days prior to the submission deadline. Any exceptions to the posting period shall be approved by the Chief Executive Officer, Deputy CEO or designee. Formal RFP/Q solicitations shall be written to include the scope of work, specifications, and terms and conditions of the proposed purchase or contract. The solicitation shall provide sufficient details to assist prospective applicants in calculating an accurate, unconditioned, and stable bid.
5. As needed an IRFP/Q or RFP/Q may be structured to award a pool of vendors. Pool vendors will be selected by the evaluation method set forth in the solicitation. Admittance into the pool does not guarantee a contract. Pools shall be refreshed at least once every two years. When pools are refreshed, F5AC may, at its discretion, allow for existing members to remain in the pool without re-qualifying if there have been no material changes in the qualifications of the pool member.
6. For services frequently used by F5AC, including but not limited to printing and catering, an IRFP/Q or RFP/Q may be structured to create a preferred vendor list, from which F5AC users may select a vendor without an additional procurement process. Admittance on the list does not guarantee a contract. Preferred vendor lists shall be refreshed at least once every two years. When lists are refreshed, F5AC may, at its discretion, allow for existing members to remain on the list without re-qualifying if there have been no material changes in the qualifications of the list member.

7. F5AC may procure services using cooperative agreements or piggybacking on procurements with other public agency partners and may allow public partners to piggyback on F5AC solicitation opportunities. Cooperative agreements and piggybacking are permissible when a public entity or cooperative purchasing program allows other entities to utilize all or a portion of the goods and services as originally advertised, competed, evaluated, and awarded. Additionally, F5AC may include assignability clauses to contracts procured by F5AC to allow other public agencies to piggyback on these opportunities. When applicable, F5AC may also leverage contracts awarded by the State of California without further competitive bidding (Public Contracts Code Section 10298 et seq.).
8. Purchases of goods and services using Federal funds will adhere to requirements within the Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards.
9. All procurements listed must have appropriate documentation and approval by the Chief Executive Officer, Deputy CEO or designee and is required for all purchases.

#### **D. Procurement Notification and Appeals**

Once a procurement decision has been made through the Informal Request for Proposals or formal Request for Proposals solicitation process, F5AC will notify all proposers in writing of the intent to award the contract. Consistent with F5AC's commitment to developing community organization capacity, unsuccessful proposers will be provided the opportunity for a de-briefing. In the de-briefing F5AC officials will explain the rationale for the procurement decision. The de-briefing process can help minimize appeals and may lead to higher quality proposals in the future.

The notification shall also outline the administrative appeals procedure, which includes these elements:

- Appeals must be filed in writing no longer than five business days from the date of the award notification.
- Appeals must include name, address, telephone of the party appealing, the title of the RFP/Q being appealed, and a detailed description of the legal and factual grounds of the appeal, with any supporting documentation.
- The appeal may only contest an administrative or procedural aspect of the procurement process and may not appeal the merits of the proposal as determined by the evaluations scores and resulting ranking.
- All appeals will be routed to the Chief Financial Officer who will serve as the Appeals Officer as designated by the CEO.

The Appeals Officer, at her/his discretion, may make a decision regarding the appeal without requesting further documentation. New grounds raised after the initial appeal letter is filed will not be considered. F5AC will confirm receipt of the appeal, will conduct an investigation and will notify the protestor within a reasonable amount of time.

If the appeal is upheld, F5AC may take one or more of the following actions:

- Refer the results back to the RFP/Q selection committee and direct them to review its decision and make a selection.
- Conduct an interview with each of the bidders and then make a selection.
- Terminate the RFP/Q without making a selection and re-open the RFP/Q process.

#### **E. Sole Source Procurement**

Sole source procurement should only be used when competitive procurement providers are deemed infeasible for at least one of the following reasons:

- It has been determined that there is only one viable provider of the required services in the community due to the unique quality, durability, availability, exclusivity or fitness for a particular use sought by F5AC.
- After solicitation of a number of several sources, competition is deemed inadequate.
- All providers of a particular service(s) will receive funding.
- The agency/individual was pre-selected by an external funder for this service.
- Categorical exemptions defined as purchases that do not lend themselves to a competitive procurement process, for example purchases where costs are regulated by a third party (bus tokens, postage), purchases that are governed by a different F5AC policy (conference, travel, event sponsorship), or items or service not possible to compete (subscriptions, memberships).

Whenever sole source procurement is used, the rationale must be justified in writing and approved and signed by the CEO, Deputy CEO or designee before the contract is executed. Elements of a justification should include:

- Effort made to solicit bids, if any, and results.
- Summary of the reason for the sole source, based on the exceptions listed above.
- Cost information to justify the cost as reasonable and fair.
- Cost information for similar services and differences that should be noted and explained.
- A description of the vendor's previous work with F5AC and/or existing knowledge of the unique services being sought by F5AC.

For each IRFP/Q or RFP/Q issued, F5AC will establish and communicate to the prospective vendors the bidding or application procedures and evaluation criteria in order to ensure a fair bid or application process and enable F5AC to determine the most cost-effective proposals. IRFP/Q and RFP/Qs will also be posted on the agency's website until the procurement is closed.

F5AC will utilize standardized bidding and application procedures, requests for proposals, contracting provisions, and processes to ensure consistent and effective procurement of supplies, equipment and services.

## F. General Purchasing Policies

1. To the extent possible, vendors located in Alameda County will be considered and F5AC will give preference to items made in the USA-
2. In accordance with the requirements set forth in Government Code section 130140(d)(4)(B) and Public Contract Code section 3410, preference will be given to United States grown produce and United States processed foods, when there is a choice and when it is economically feasible to do so. In accordance with the statute, F5AC can make the determination of what is “economically feasible”, considering the total cost, quantity and quality of the food and the budget and policies of F5AC.
3. In accordance with the requirements set forth in Government Code section 130140(d)(4)(B) and Public Contract Code sections 22150 to 22154, F5AC will purchase recycled products instead of non-recycled products whenever recycled products are available at the same or lesser total cost than non- recycled products. In addition, F5AC will require vendors of supplies to comply with the Government Code and Public Contract Code sections referenced above, which require that such businesses certify in writing the minimum, if not exact, percentage of postconsumer materials in the products and supplies offered or sold to F5AC. F5AC may waive this certification requirement if the percentage of postconsumer material can be verified in a written advertisement, such as a product label, catalog, or website.
4. F5AC will pay invoices within 40 days of receipt. When discounts are offered, invoices will be paid within the discount period.
5. Payment of goods and services will follow guidelines as outlined in the First 5 Procedures Manual for:
  - Vendor invoices
  - Employee reimbursements
  - Agency credit card purchases
  - Purchase Orders
  - Contracts
6. F5AC will perform a review on all contracts or awards on an annual basis to ensure current value, effective work performance and/or continuation of program or project as included in the current approved Strategic Plan and will determine if the contract is renewable or if the services or project will be released for competitive bidding.

## G. Pre-Authorized Contracting

If F5AC is the recipient of non-Proposition 10 funds that require F5AC to subcontract to specific organizations, these funds shall be subcontracted to the recipient organization without the application of the procurement policy. In the event that the Commission is

## **AGENDA ITEM 5a1**

required to include specific subcontractors in its proposals and selected for award of funds, the requirements of this policy shall not apply. If the Commission receives unallocated funds or funds that are not dedicated to a specific sub-recipient, the requirements of the policy will apply for use of those funds.





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

**From:** Kristin Spanos, Chief Executive Officer  
Steve Spiker, Chief Impact Officer  
June Allen, Technology Officer  
Christine Hom, Chief Operating Officer

**Date:** December 5, 2024

**Subject:** First 5 Alameda County Technology Policies

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**ACTION REQUESTED**

Review and approve the First 5 Alameda County Technology Policies.

**BACKGROUND**

Since 2004, First 5 Alameda County (First 5) has operated under established technology procedures to ensure staff utilize technology within standard agency guidelines. Staff worked with Michael Myers of Techsperience, the agency's technology infrastructure consultant, to create technology policies to formalize standards and industry best practices.

The attached policies: 1) define the rules, regulations, and guidelines for the proper usage, security, and maintenance of the Agency's technological assets including computers, mobile devices, servers, internet, applications, etc., 2) provide security to employees and clients and, 3) protect the Agency's information systems and assets.

First 5 staff is proposing the following Technology Policies to be effective December 5, 2024:

- I. IT Asset Management - Hardware Purchasing, Use and Maintenance Policy
  - A. First 5 Computer Technology
  - B. Bring Your Own Device
  - C. Peripherals
  - D. Network
  - E. Server Room

## AGENDA ITEM 5b

- II. IT Software Management - Enterprise Software and Custom Application solutions Purchasing, Acquisition and Use Policy
  - A. Enterprise Agency Software for Staff
  - B. Custom Software and Application Solutions
  - C. Non Standard Supports
- III. Security - Safeguarding Infrastructure and Technology Investments
- IV. Emergency and Incident Response

### FISCAL IMPACT


There is no fiscal impact.


### RECOMMENDATION

Approve the proposed changes to the First 5 Technology Policies.

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

Submitted by:


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Technology Officer

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Chief Executive Officer

Reviewed by:

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Steve Spiker  
Chief Impact Officer



# First 5 Alameda County Technology Policies

**FIRST 5 ALAMEDA COUNTY**

**TECHNOLOGY POLICIES**

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- I. IT ASSET MANAGEMENT - HARDWARE PURCHASING, USE AND MAINTENANCE POLICY**
  - A. First 5 Computer Technology
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  - C. Peripherals
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  - E. Server Room
- II. IT SOFTWARE MANAGEMENT – ENTERPRISE SOFTWARE AND CUSTOM APPLICATION SOLUTIONS PURCHASING, ACQUISITION AND USE POLICY**
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  - C. Non Standard Supports
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- IV. EMERGENCY AND INCIDENT RESPONSE**

## **FIRST 5 ALAMEDA COUNTY TECHNOLOGY POLICIES**

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

As a legally separate and fiscally independent agency, First 5 has the responsibility to establish and maintain sound technology policies that will assure First 5's continuing ability to achieve its goal of improving health and developmental outcomes of children in Alameda County ages 0 to 5. The overriding technology policies of First 5 is to establish and maintain an infrastructure of quality components that are secure and contribute to efficiency, value creation and service delivery for staff that contribute to the success of the agency in all areas of work.

The goal of establishing the technology policies as detailed herein is to provide First 5 management with appropriate guidance to construct and maintain a secure technology infrastructure in which to protect the backbone of agency operations and to document the Commission's delegation of this responsibility to management. Management will implement these policies through adoption of an agency Technology Procedures Manual which includes technology management procedures.

The Technology policies will be reviewed at a minimum on an annual basis with the agency's objectives and vision in mind.

**GUIDELINES, FRAMEWORK REFERENCES AND RESOURCES**

The First 5 Technology Policies are informed by the guidelines, frameworks and recommended best practices from recognized agencies. These agencies and resources include:

- **National Institute of Standards and Technology (NIST):** NIST provides comprehensive frameworks and publications, such as the Cybersecurity Framework and Privacy Framework, which are widely used for developing robust cybersecurity policies.
- **General Services Administration (GSA):** The GSA's Office of Technology Policy offers guidance on implementing government-wide IT policies and programs, focusing on areas like IT modernization, identity assurance, and digital strategies.
- **Health and Human Services (HHS):** For healthcare-related IT policies, HHS provides resources like the HIPAA Security Rule guidance, which includes NIST Special Publications for risk management and security implementations.
- **International Organization for Standardization (ISO):** ISO standards, such as ISO/IEC 27001 for information security management, are globally recognized and provide a solid foundation for IT policies and procedures.
- **Center for Internet Security (CIS):** CIS Controls are a set of best practices for securing IT systems and data, offering practical steps for organizations to improve their cybersecurity posture.
- **Federal Risk and Authorization Management Program (FedRAMP):** A U.S. government program that provides a standardized approach to security assessment, authorization, and continuous monitoring for cloud products and services.

**I. IT ASSET MANAGEMENT - HARDWARE PURCHASING, USE AND MAINTENANCE POLICY**  
**ADOPTED 12/5/2024**

First 5 will ensure that through minimum diversity of manufacturer hardware within the agency, all technology is appropriate to assist with successful completion of First 5 work responsibilities and tasks, value for money and where applicable integrates with other First 5 technology.

Within the agency, hardware is identified but not exclusively as pc-laptops, pc-desktop computers, servers, computer peripherals (i.e., monitors, keyboard and mice), desk phones and mobile phones, access points, tablets, routers, switches, etc.

**A. FIRST 5 COMPUTER TECHNOLOGY**

- i. First 5 will provide staff with computer technology when authorized by the Chief Executive Officer or designee using agency approved documentation. Computer technology purchases will be subject to inventory management (i.e., distribution, damage and salvage). The hardware is intended for the sole use of agency work.
- ii. Conduct an agency technology review and refresh every two years ensuring that staff have quality performance computers that are appropriate and contribute to their ability to successfully perform.
- iii. Provide best practices and appropriate use of hardware during onboarding orientation preceded by a signed Technology Use Agreement.
- iv. Ensure that all hardware technology is up-to-date and well maintained according to both manufacturer guidelines and the specific needs of the agency and staff.

**B. BRING YOUR OWN DEVICE**

The following personally owned devices are approved for business purposes by First 5: notebooks, smart phones, tablets, laptops and desktops.

- i. All personal devices used to conduct First 5 business will have sufficiently complex passwords.
- ii. Executive staff shall not primarily use personal devices for work communication. The Chief Executive Officer or designee may approve deviations from this.
- iii. All computers used for First 5 business will have malware, remote support and patch management software installed.

#### **C. PERIPHERALS**

To provide a complete technology solution for staff, peripheral devices such as monitor(s), keyboards, and mice are needed to enhance productivity and ensure a comfortable working environment.

- i. First 5 will provide standard peripheral devices including 1 or more monitors, a keyboard and mice to all staff as part of onboarding. Additional peripheral devices such as headsets, specialized input devices, storage devices, printers and scanners will be distributed and maintained with authorization by the Chief Impact Officer or designee.
- ii. Ensure that printing, scanning and faxing capabilities are established and maintained throughout the agency workspace, ensuring that they are operational and accessible to staff.

#### **D. NETWORK**

First 5 provides and maintains a secure hybrid work environment, that includes both on-premises and cloud computing for staff working in office and remotely. The network is intended to facilitate communication and resource sharing among agency staff and external to the agency.

- i. First 5 will ensure a secure network environment is established and maintained that supports appropriate access to shared resources. The network must be capable of sharing documents and/or data safely.
- ii. Implement and update internet access technology solutions that are secure and perform at the highest level using the best technology available. This will be provided by monitoring changes in technology, agency security needs and network performance.



- iii. Conduct an annual infrastructure assessment that includes reviewing and testing networking and Wi-Fi components to ensure operability and quality performance.

#### **E. SERVER ROOM**

First 5 will maintain an intentional space identified as a Server Room which is used to store hardware and manage network and server resources. Resources in this room include laptops and desktop computers, peripherals, physical servers, storage devices and networking equipment for connectivity to the internet and to computers and VOIP phones within staff workspaces, conference rooms etc.

- i. The server room is recognized as the primary space for the technology infrastructure of an agency for data processing and storage. It will be maintained as a secure and controlled environment.
- ii. Server room access is limited to the Chief Impact Officer, Technology Officer, Information Technology Specialist and Administration and Facilities Manager; all who will hold a key to the server room door which is to remain locked. The environment of the server room will be supported by its own thermostat and ventilation and monitored by the Information Technology Specialist.

All members of the agency can identify hardware needs to effectively perform their work and support engagement with partners and the community we serve. The Technology Officer and Information Technology Specialist will conduct product analysis, acquisition, and deployment responsibilities. Additionally, they will ensure that the necessary hardware is in place to support the technology infrastructure. The Chief Impact Officer or designee will provide authorization for any hardware purchases. Hardware will be purchased in compliance with First 5's Purchasing and Contracting policies.

**II. IT SOFTWARE MANAGEMENT – ENTERPRISE SOFTWARE AND CUSTOM APPLICATION SOLUTIONS PURCHASING, ACQUISITION AND USE POLICY** **ADOPTED 12/5/2024**

Agency software is obtained and made accessible to staff pre-loaded with the purchase of hardware, individually as off-the-shelf single user purchase, enterprise software with user licenses and custom-built technology solutions.

First 5 will ensure that all software is evaluated for appropriateness, value for money, where applicable integrates with other technology within the agency and accessible to identified staff. All software is obtained in compliance with the First 5 Purchasing and Contracting policies and is solely intended for agency work.

**A. ENTERPRISE AGENCY SOFTWARE FOR STAFF**

- i. First 5 will provide all staff with an agency approved productivity suite (email, calendar management, word processing, spreadsheets etc.) that is introduced at the staff onboarding process.
- ii. Access to additional off-the-shelf software, subscriptions and agency custom applications will be provided when authorized by appropriate agency staff using agency approved documentation and procedures.
- iii. Provide best practices and appropriate use guidelines during onboarding orientation proceeded by a signed document of understanding (Technology Use Agreement).
- iv. Require all staff (permanent and temporary) to complete the First 5 Confidentiality Training to ensure understanding and compliance with confidentiality and security protocols when using agency software and customized applications.

**B. CUSTOM SOFTWARE AND APPLICATION SOLUTIONS**

First 5 is committed to custom technology solutions when deemed appropriate for the First 5 staff or programs and the community. The solutions are built based on approved requirements, industry standards, best practices and custom software development processes.

- i. The Technology Team will participate with agency staff when designing and implementing programs and processes that involve the use of technology.
- ii. The Technology team will work to ensure seamless integration with existing systems, prioritizing robust security measures to protect sensitive data and maintain operational integrity. This includes documentation such as Memorandums of Understanding and Data Sharing Agreements where applicable which identify such information including what data is being shared, how it should be stored, for how long and who should have access etc.

**C. NON STANDARD SUPPORTS**

All members of the agency may identify software needs to effectively perform their work and support engagement with partners and the community we serve. In response, the Technology Officer and Information Technology Specialist are responsible for reviewing and acquiring software, building software solutions through analysis, planning procurement, implementation, training and support. The Chief Impact Officer or designated staff member will provide authorization for related staff responsibilities, procedures and purchases to support these needs. All purchases will be made in compliance with First 5's Purchasing and Contracting policies.

**III. SECURITY - SAFEGUARDING INFRASTRUCTURE AND TECHNOLOGY INVESTMENTS**

**ADOPTED 12/5/2024**

First 5 is committed to protecting and securing all components of Information Technology infrastructure. A comprehensive solution is implemented for the technology infrastructure that addresses hardware, software and building security.

- i. First 5 will employ a multi-layered backup and recovery system for agency documents and data and custom application data. The backup and recovery system will include clear identification of roles and responsibilities, monitoring and testing of backup process, understanding of items to be restored, recovery time objective and recovery point objectives. Backups for critical systems shall be tested annually.
- ii. Train and assign appropriate administrative roles and access to a Technology Team member for all agency technology solutions enabling staff access support and maintenance/upgrade activities that require infrastructure assistance.
- iii. Implement a software management process that employs access management, password creation, storing and updating standards, and ensuring that the agency is protecting sensitive information from unauthorized access and reduces data breaches.
- iv. Adjust and comply with technology requirements to secure appropriate insurance and fulfill agreed upon technology requirements in contracting and partnering opportunities.
- v. Orient new staff to all technology and proper use through mandatory new staff technology onboarding.
- vi. Conduct annual staff training on all agency hardware and software technology including appropriate use.
- vii. Conduct an annual security review of the agency's technology operations.
- viii. Ensure staff know how to properly classify data and documents (i.e. public, confidential, protected health information, HIPAA etc.), in accordance to guidelines and First 5 policies and procedures.

The Chief Impact Officer or designee will oversee safeguarding of the agency's technology infrastructure and investments, ensuring the cybersecurity of digital assets and the protection of the work performed by First 5 staff.

**IV. EMERGENCY AND INCIDENT RESPONSE****ADOPTED 12/5/2024**

First 5 understands the importance of effectively responding to technology-related security incidents and emergency situations. These situations may include data breaches, ransomware attacks, phishing attacks, denial of services attacks, malware infections and exploitations of vulnerabilities. The Chief Impact Officer or designee will maintain and implement a Cyber Incident Response Plan (CIRP) and supporting processes and procedures to respond effectively, minimize downtime and limit financial loss.

- i. The CIRP will incorporate outlining assets, conducting risk assessments and training of all Technology team members; establishing procedures for identifying and analyzing incidents and classifying them; define steps to contain the incident, eliminate the threat and restore systems; and conduct a post incident review for learning purposes and improving future responses.
- ii. Clearly define roles and responsibilities of the incident response team, including Information Technology, Communications staff and Executive Leadership.
- iii. Include a communication strategy that includes a communication plan identifying clear protocols for notifying stakeholders, detailed steps for internal and external communications and pre-defined messages to ensure consistent, timely and accurate information dissemination.
- iv. The Compliance Officer will ensure policies comply with relevant regulations and standards as appropriate, including but not limited to CMMC, and NIST guidelines.
- v. Technology staff will conduct regular training sessions and simulated incident response drills to keep staff prepared.

The Chief Impact Officer or designee will review the emergency response plan annually.



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

**From:** Kristin Spanos, Chief Executive Officer  
Cally Martin, Deputy Chief Executive Officer  
Nick Zhou, Chief Financial Officer  
Maria Canteros, Senior Finance Administrator

**Date:** December 5, 2024

**Subject:** Fiscal Year 2024-25 Contract Authorizations

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#### **REQUESTED ACTION**

To approve the proposed Fiscal Year (FY) 2024-25 contract authorizations.

#### **BACKGROUND**

Per our Financial Policies, Section IX. Purchasing and Contracting, the Executive Committee must approve contract/award amounts between \$150,000 and \$300,000 in aggregate. The following awards require specific authorization from the Executive Committee.

#### **Applied Survey Research (ASR) - \$25,000**

First 5 Alameda County (First 5) is requesting approval of a sole source contract amendment with ASR to increase the budget by \$25,000 for FY 2024-25. ASR is supporting the development, implementation, and analysis of the Measure C Surveys for Providers and Families. This amendment will support the extension of the survey timeline and additional gift cards for providers and families to ensure a diverse and representative sample across the County. Surveys are intended to improve First 5's understanding of the needs and priorities of Alameda County licensed early care and education providers and families/caregivers with children under 6 to inform planning and implementation for Measure C and the Oakland Children's Initiative. This contract increase will also support additional data analysis, report development, and presentations to key stakeholders.

ASR currently has a FY 2023-25 contract for \$169,501 for the development, dissemination, analysis, reporting and presentation of the Measure C Surveys for Providers and Families. The addition of this \$25,000.00 amendment brings the aggregate FY 2023-25 contract amount to \$194,501 for which Executive Committee approval is needed.

Fiscal impact: Funding is budgeted and provided by Proposition 10.

Action requested: Approve an aggregate FY 2023-25 \$194,501 award amount for Applied Research Survey.

**WestEd - \$160,000**

First 5 is requesting approval of a renewal contract for \$160,000 with WestEd to coordinate and provide valid and reliable Classroom Assessment Scoring System (CLASS®) assessments for early care and education programs participating in the Alameda County Quality Counts program. The California Department of Education (CDE) requires that California State Preschool Program (CSPP) sites are rated using the Quality Counts California (QCC) Quality Continuum Framework, which includes being assessed using the CLASS® Infant, Toddler, and Pre-K -3rd 2nd Edition, and the Pre-K CLASS Environment™ tools. WestEd will coordinate and complete up to 80 valid and reliable CLASS® assessments which are necessary to rate Alameda County CSPP sites. WestEd will ensure that assessors are certified observers with Teachstone (the developer and owner of the CLASS® tools) and conduct observations and assessment reports in alignment with the QCC Rating Implementation Guide and Teachstone observation guidance. First 5 has contracted with WestEd to conduct assessments since their selection through a competitive Request for Qualifications procurement in 2015.

WestEd currently has a FY 2024-25 contract for \$128,323 to facilitate community listening sessions and synthesize the findings in independent reports that will inform the planning and implementation of Measure C and the Oakland Children's Initiative.

The addition of a FY 2024-25 contract for \$160,000 to coordinate and provide CLASS® assessments for the Alameda County Quality Counts program brings the aggregate FY 2024-25 amount to \$288,323 for which Executive Committee approval is needed.

Fiscal Impact: Funding is budgeted and provided by Alameda County Office of Education's CSPP Block Grant and Proposition 10.

Action requested: Approve an aggregate FY 2024-25 \$288,323 award amount for WestEd.

**Exygy - \$220,000**

First 5 is requesting approval for a sole source \$220,000 contract with Exygy to develop a mobile-friendly web application for the Measure C Provider Relief grants as part of the proposed Emergency Stabilization Fund. This application is essential for accepting applications and facilitating the efficient distribution of both Provider Relief and Facilities grants. The design will prioritize mobile accessibility and include secure functionalities for uploading certificates of insurance and verifying eligibility. It will integrate smoothly with existing systems to ensure efficient data flow and eligibility validation.

Exygy has demonstrated its capability to create accessible and administratively straightforward digital services in their previous projects, such as the CROP Ready 4 Life web application and the DAHLIA Affordable Housing application platform. Their experience will be invaluable in developing a tool that meets the complex needs of the Provider Relief Fund.

The development process managed by Exygy will encompass product requirements formulation, design and technical solution development, iterative software delivery under an agile framework, and comprehensive documentation to support training and launch activities. This contract will enable First 5 to meet the February 2025 launch target efficiently and within the allocated budget.


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

Action Requested: Approve the \$220,000 contract with Exygy for the development of the Measure C Emergency Stabilization Fund web application.

**RECOMMENDATION**

That the Executive Committee approves the above contract authorizations.

Submitted by:


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Chief Financial Officer

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Maria Canteros  
Senior Finance Administrator

Approved by:

DocuSigned by:  
  
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Kristin Spanos  
Chief Executive Officer





**To:** First 5 Alameda Executive Committee

**From:** Kristin Spanos, Chief Executive Officer  
Cally Martin, Deputy Chief Executive Officer  
Nick Zhou, Chief Financial Officer  
Maria Canteros, Senior Finance Administrator

**Date:** December 5, 2024

**Subject:** Fiscal Year 2024-25 Contract Authorization

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#### **REQUESTED ACTION**

To review the following Fiscal Year (FY) 2024-25 contract authorization.

#### **BACKGROUND**

Per our Financial Policies, Section VII. Purchasing and Contracting, the Commission must approve contract/award amounts \$300,000 and above in aggregate. The following award requires specific authorization from the Commission.

#### **Alameda County Social Services Agency - \$1,450,000**

First 5 Alameda County (First 5) is requesting approval of a contract with Alameda County Social Services Agency (ACSSA) in the amount of \$1,450,000 in support of the Collaborative Diaper Distribution Program. The Collaborative Diaper Distribution Program will be administered by SupplyBank.org (SBO) and is being jointly funded by ACSSA, Alameda County Health (ACH), Alameda County Probation Department (ACPD), and First 5 for the period of 1/1/25 – 12/31/27 in a total amount not to exceed \$5,800,000, of which First 5 will contribute \$1,450,000 or one-fourth of the total amount. This investment builds on the emergency diaper relief First 5 initiated during the COVID-19 pandemic and similar contributions made by County departments. The blended funding by County departments and First 5 into one administering contract is an evolution of this safety-net investment. This new diaper kit contract and pooled investment are a demonstration of the continued evolution of the early childhood system that coincides with Measure C planning and provides a direct response to the community's request to help address the basic needs of families.

ACSSA, which provides services to thousands of our County's families, will hold the Master Contract with SBO to expand a basic needs pilot program that will provide diaper procurement and diaper kit distribution services to family-serving sites across Alameda County. SBO will consult with First 5 on geographic areas and communities for identification of nonprofit and public agency distribution partner sites to support strategic expansion of the program. SBO will also provide ACSSA and First 5 with a draft plan to integrate diaper kit distributions into home-based child care and other child care providers in the County.

First 5's \$1,450,000 contribution to the Collaborative Diaper Distribution Program will complement our current investments in Help A Mother Out's diaper distributions to our Neighborhoods Ready for School

(NRFS) grantees and Youth Uprising by allowing us to support other community partners who have clients in need of diapers, including Family Resource Centers, WIC sites, and Resource and Referral agencies. NRFS grantees have been distributing diaper kits to families in the community since 2020, and First 5's investments in the HAMO program in the current fiscal year will help distribute more than 6,000 diaper kits to families. In 2022, SBO and First 5 through the NRFS initiative partnered to identify 13 neighborhood-based organizations in Alameda County with a diaper resource gap to serve as distribution partners in SBO's Diaper Bank and Basic Needs program, which distributes essential diaper kits (diapers and wipes) to families. In 2024, ACSSA partnered with SBO to procure and distribute diaper kits to parents and families receiving public benefits from the agency's Department of Workforce and Benefits Administration. ACSSA, ACH, ACPD, and First 5 are now partnering to collaboratively fund the continuation and expansion of SBO's Diaper Distribution Program in Alameda County, which is expected to provide a minimum of 15 million diapers and 37 million baby wipes to families in need over the term of the contract. Taken together, these deep and coordinated investments in addition to First 5's continued policy advocacy on diaper need demonstrate First 5's intentional efforts to work with system partners to build a more robust, equity-centered early childhood system that meets the basic needs of communities, families, and young children.

Fiscal Impact: Funding for FY 2024-25 is provided by Proposition 10.

Action requested: Recommend a Fiscal Year 2024-28 contract in the amount of \$1,450,000 with Alameda County Social Services Agency. The Fiscal Year 2024-25 award amount of \$250,000 will be reflected in the mid-year budget modification. Award amounts for future fiscal years will be brought to the Commission through the yearly budget process.

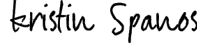
Submitted by:

Signed by:  
  
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 Nick Zhou  
 Chief Financial Officer

Reviewed by:

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 Cally Martin  
 Deputy Chief Executive Officer

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 Maria Canteros  
 Senior Finance Administrator

Approved by:  
  
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 Kristin Spanos  
 Chief Executive Officer



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

**From:** Kristin Spanos, Chief Executive Officer  
Cally Martin, Deputy Chief Executive Officer  
Nick Zhou, Chief Financial Officer  
Maria Canteros, Senior Finance Administrator

**Date:** December 5, 2024

**Subject:** 2025 Cost of Living Adjustment (COLA) Recommendation

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#### **REQUESTED ACTION**

That the Executive Committee review the recommendation for a 2025 Cost of Living Adjustment (COLA) of 3%.

#### **BACKGROUND**

Per the Salary Guidelines, approved by the Commission, it is within the Commission's authority to grant a COLA to employees. If awarded, COLAs are granted to all regular employees, both full and part-time, at the beginning of the calendar year. Typically, COLAs are implemented to ensure that employees' wages do not lose real value due to increases in the costs of goods and services.

Competitive salaries are an important recruitment and retention strategy; the ability to consider a COLA is particularly important for retention purposes considering that many of our employees' salaries are capped and, as a relatively small agency, promotional opportunities are limited. If approved, COLA adjustments will be applied to our salary ranges. We would anticipate applying the COLA to the pay period December 22, 2024 through January 4, 2025, and effective January 1, 2025. The increase will be reflected in employee paychecks on January 17, 2025.

#### **DISCUSSION**

We annually review Alameda County's COLA practices in an attempt to provide comparable benefits and remain a competitive employer. The information below reflects the currently approved rates.

#### Alameda County:

Service Employees International Union (SEIU), representing the majority of non-exempt employees at Alameda County, has negotiated a series of COLAs under their new contract, including a 4% increase scheduled for July 2025.

Alameda County Management Employees Association (ACMEA), representing the majority of management and professional level employees, are in current contract negotiations. The most recent contract included a final COLA of 2.5% provided in December 2022. It is anticipated that negotiations will align with SEIU's COLA rates within this fiscal year.

#### Consumer Price Index:

The U.S. Bureau of Labor Statistics reported a 2.1% increase in food prices, 4.9% decrease in energy, and a 3.3% increase for other services including shelter, medical, and transportation services over the last 12-month period (November 2023 – October 2024). The Employment Cost Index noted total compensation rose 4.3%, wages and salaries rose 3.9%, and benefit costs rose 3.7% for civilian workers during the 12-month period ending September 2024.

We recommend a 3% COLA for 2025. This adjustment aligns with the 3.9% rise in wages noted by the Employment Cost Index, ensuring our salaries remain competitive in the market. It also addresses the consistent increase in living costs, particularly in essential services like shelter and healthcare. A 3% COLA is prudent, balancing employee retention and fiscal responsibility effectively.

#### **FISCAL IMPACT**

The fiscal impact of granting a 3% COLA for the six-month period of the current fiscal year is \$300,417. Funding is available in the FY 2024-25 Commission approved budget.

#### **RECOMMENDATION**


That the Executive Committee recommend the Commission grant a 3% employee Cost of Living Adjustment (COLA) to take effect for the calendar year of 2025 at their next meeting on December 12, 2024.

Submitted by:

Signed by:  
  
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Nick Zhou  
Chief Financial Officer

Reviewed by:

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Maria Canteros  
Senior Finance Administrator

Approved by:

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Kristin Spanos  
Chief Executive Officer



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

**From:** Kristin Spanos, Chief Executive Officer  
Cally Martin, Deputy Chief Executive Officer  
Detra Teal, Chief Human Resources Officer

**Date:** December 5, 2024

**Subject:** Employee Handbook Revisions

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#### **ACTION REQUESTED**

To approve the revisions to the Employee Handbook.

#### **BACKGROUND**

First 5 Alameda County (First 5) adopted Personnel Policies in May 2004 in preparation for separation from Alameda County. Since then, review of the Personnel Policies has been completed annually and resulted in revisions as needed. Revisions are necessary periodically due to changes in practice or law. All significant policy revisions are listed on the change log at the end of the document.

The following changes have been reviewed by legal counsel for First 5 and updates are to remove ambiguous language and to comply with insurance requirements. The changes identified in the Employee Handbook are as follows:

First 5 recommends the following changes as part of legal review:

- Page 7: **Work Eligibility** – Updated policy to reflect background check requirement for all First 5 Alameda County staff.
- Page 12: **Flexible Benefit Credit** – Updated language to reflect change from “Flex” Credit to “Benefit” Credit.
- Page 34: **Change Log** – Updated change log with noted changes.

#### **FISCAL IMPACT**


Increased costs for employee background checks are included in the current FY 2024-25 budget.

**AGENDA ITEM 9**

**RECOMMENDATION**

First 5 staff recommend that the Executive Committee approve the revisions to the Employee Handbook.

Submitted by:

DocuSigned by:  
  
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Detra Teal  
Chief Human Resources Officer

Approved by:

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Kristin Spanos  
Chief Executive Officer

Reviewed by:

DocuSigned by:  
  
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Cally Martin  
Deputy Chief Executive Officer

# FIRST 5



## Employee Handbook

Revised December 2024

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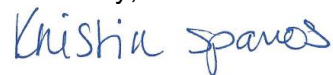
## Welcome

Welcome to employment with First 5 Alameda County (F5AC). Through the efforts of our employees, F5AC has established itself as a leading organization in our community and we are excited to have you join our team.

Our vision and mission, along with our strategic plan, guide our work. To ensure our continued success, all employees also need to understand, and comply with, our policies and procedures. This Handbook contains important F5AC information including a summary of our policies, benefits, and work expectations. We encourage you to use it as a reference throughout your employment with us.

If you have any questions, please do not hesitate to ask either your supervisor or our Human Resources team.

Sincerely,



Kristin Spanos, Chief Executive Officer

## Our Vision

Every child in Alameda County will have optimal health, development and well-being to reach their greatest potential.

## Our Mission

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

## Part One: Introduction

This handbook is designed to help you familiarize yourself with important information about First 5 Alameda County ("F5AC"), and information regarding your own privileges and responsibilities as employees.

It is not possible to anticipate every situation that may occur in the workplace or to provide information that answers every possible question. Also, future circumstances may require changes in the policies, practices, and benefits described in this handbook. Accordingly, except for the principle of At-Will Employment relationship with its employees, F5AC reserves the right to modify, rescind, supplement, or revise any provision in this handbook. While F5AC makes reasonable efforts to provide you with advance notice of any modifications or revisions to the handbook and distributes updated information as revisions are made, advance notice of policy changes may not always be possible. Changes to policies apply to F5AC employees on their effective date.

This handbook is not intended to be a contract. The policies and procedures in this handbook are intended to, and do, replace all previous employee handbook policies, practices, and guidelines.

All employees are expected to comply with all policies in this handbook. Employees who fail to comply with any policy will be subject to discipline, up to and including immediate termination.

Any questions regarding the contents of this handbook may be addressed to your supervisor or to Human Resources.

### At-Will Employment

Employment with F5AC is "at will." This means that the employment relationship is not for any specified period and can be terminated by either the employee or F5AC at any time with or without any particular reason and with or without cause. Nothing contained in these policies is intended to, or should be construed to, alter the at-

will relationship between F5AC and its employees. Although other terms, conditions and benefits of employment with F5AC may change, the at-will relationship of employment is one aspect that cannot be changed except by an agreement in writing with F5AC, signed by the CEO and by the employee.

### **Equal Opportunity**

F5AC affords equal opportunity in all aspects of employment to all employees and applicants for employment without regard to race, religion (including religious dress or grooming), creed, sex (including pregnancy, childbirth, breastfeeding, or related medical conditions), reproductive health decision-making, gender, national origin, ethnicity, ancestry, citizenship, age, physical or mental disabilities, color, marital status, registered domestic partner status, sexual orientation, gender identity or expression, genetic information, medical condition, military or veteran status, exercise of rights under the Pregnancy Disability Leave Law or the California Family Rights Act, or any other basis protected by applicable law. This policy applies to all employees and applicants for employment, and extends to all phases of employment, including but not limited to recruitment, hiring, training, promotion, discharge or layoff, rehiring, compensation, and any benefits.

### **Reasonable Accommodation for Protected Disabilities**

F5AC complies with the reasonable accommodation requirements of applicable law, including the obligation to engage in the interactive process to identify possible reasonable accommodations for employees and applicants with disabilities. Employees or applicants who wish to request a reasonable accommodation should make this request to Human Resources. Alternatively, employees may make their request to their direct supervisor, who will be responsible for communicating the request for accommodation to Human Resources.

Any complaints or concerns regarding reasonable accommodation should be directed promptly to Human Resources.

### **Policy Prohibiting Harassment & Discrimination**

Harassment and discrimination in employment on the basis of sex (including pregnancy, childbirth, breastfeeding, or related medical condition), reproductive health decision-making, gender, race, color, national origin, ethnicity, ancestry, citizenship, religion, creed, age, physical or mental disability, medical condition, sexual orientation, gender identity or gender expression, military or veteran status, marital status, registered domestic partner status, genetic information, or any other protected basis (collectively the "Protected Characteristics") is unlawful under federal and state law.

Every individual is entitled to work free of discrimination or harassment based on any Protected Characteristic. The law prohibits all employees (including coworkers, supervisors, and managers), as well as third parties with whom the employee comes into contact, from engaging in this impermissible conduct. Accordingly, F5AC does not tolerate discrimination or harassment in the workplace or in a work-related situation. Unlawful discrimination and harassment violate F5AC's rules of conduct.

Unlawful harassment in employment may take many different forms. Some examples are:

- Verbal conduct such as epithets, derogatory comments, slurs, or unwanted comments and jokes
- Visual conduct such as derogatory posters, cartoons, drawings, or gestures
- Physical conduct such as blocking normal movement, restraining, touching, or otherwise physically interfering with work of another individual
- Threatening or demanding that an individual submit to certain conduct or to perform certain actions in order to keep or get a job, to avoid some other loss, or as a condition of job benefits, security, or promotion
- Retaliation by any of the above means for having reported harassment or discrimination or having assisted another employee to report harassment or discrimination

Sexual harassment under these laws includes unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

- submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment;
- submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual; or
- such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

### **Internal Complaint Procedure**

Discrimination and harassment in employment are not tolerated. In addition, F5AC prohibits retaliation for having made a report, and/or otherwise participating in the reporting or investigative process, under this policy. Violation of this policy will result in disciplinary action up to, and including, immediate discharge.

Any individual who believes they are the object of harassment or discrimination on any prohibited basis, or who has observed such harassment or discrimination, or who believes they have been subjected to retaliation, should notify their supervisor, Human Resources, or any supervisor or manager. Supervisors who receive a complaint under this policy will report it to Human Resources. F5AC will conduct a fair, timely, and thorough investigation, and will do so in a confidential manner, to the extent possible. The investigation will be performed by an impartial and qualified individual and will be appropriately documented.

Following the investigation, F5AC will take such action as is warranted under the circumstances and will timely close the matter.

### **Agency Complaint Procedure**

Both the state and federal governments have agencies whose purpose is to address unlawful discrimination in the workplace. If an individual who provides services to F5AC believes they have been harmed by an unlawful practice and is not satisfied with F5AC's response to the problem, they may file a written complaint with these agencies.

- For the State of California, the agency is called the Civil Rights Department ("CRD"). The local address for the CRD is 2218 Kausen Drive, #100, Elk Grove, California 95758, or [www.dfeh.ca.gov](http://www.dfeh.ca.gov).
- For the federal government, the agency is called the Equal Employment Opportunity Commission ("EEOC"). The local address for the EEOC is 1301 Clay Street, #1170, Oakland, California 94612, or [www.eeoc.gov](http://www.eeoc.gov).

If, after an investigation and hearing, either of these agencies finds that unlawful discrimination has occurred, the injured employee may, depending on the circumstances, be entitled to reinstatement or promotion, with or without back pay.

### **Retaliation**

Retaliation against any individual for making a report, or for participating in an investigation, under this policy is strictly prohibited. Individuals are protected by law and by F5AC policy from retaliation for opposing unlawful discriminatory practices, for filing an internal complaint under this policy or for filing a complaint with the DFEH or EEOC, or for otherwise participating in any proceedings conducted by F5AC under this policy and/or by either of these agencies.

## **Part Two: Employment and Hiring Policies**

### **Work Eligibility**

All employees hired on or after October 11, 2024, must complete a formal background check before employment commences.

Employees whose job duties require them to work alone with children are required to be fingerprinted before employment. Employees whose job requires them to work directly, in-person with families are required to pass a TB test or risk assessment before employment, and periodically, at least every 4 years during employment.

California law requires that certain employees must report suspected child abuse or neglect to a child protective agency. Consistent with F5AC's mission to improve the lives of children and their families, all F5AC employees who interact in person or regularly by phone with families and children are considered mandated reporters. Applicable employees are provided with training in these reporting procedures during their introductory period.

### **Introductory Period**

The introductory period is typically the first one hundred eighty (180) days following the start of employment at F5AC. During this period, performance is carefully evaluated and a determination is made regarding whether the employee's job performance is sufficient to pass the introductory period and become a "regular" employee. An employee's successful completion of the introductory period does not alter the employee's "at-will" status and does not guarantee continued employment for any period. Under certain circumstances and at its sole discretion, F5AC may extend an employee's introductory period for up to an additional 90 days. The introductory period does not alter benefits or seniority. The introductory period is completed only when the employee is notified in writing and the introductory period is concluded.

Introductory Employees are employed "at-will" and employment may be terminated by you or by F5AC at any time, during your introductory period, for any reason or no reason, with or without cause, and with or without advance notice.

### **Employee Classifications**

Employees are placed into classifications based on job description, job duties, and applicable wage/hour laws.

- Exempt Employee: An executive, administrative, or professional employee who is exempt from the overtime pay requirements of applicable law.
- Non-exempt Employee: An employee (generally paid by the hour) who is eligible to receive overtime pay for overtime hours worked.
- Regular Full-Time Employee: An employee who is regularly scheduled to work forty (40) hours or more per workweek, and who has successfully completed their introductory period.
- Regular Part-Time Employee: An employee who is regularly scheduled to work fewer than forty (40) hours per workweek, and who has successfully completed their introductory period.
- Introductory Employee: An employee who has not yet successfully completed their introductory period. (See Introductory Period policy, above.)
- Temporary Employee: An employee who is hired on a full- or part-time basis for a specified period, usually not to exceed twelve (12) months. This category includes interns.
- On-Call Employee: An employee who is not regularly scheduled to work a specified number of hours in any given workweek, but who is called to work on an as-needed basis.

All employees are classified as: 1) exempt or non-exempt; 2) as regular, introductory, temporary, or on-call; and 3) as part-time or full-time. These classifications determine, e.g., eligibility for benefits, compensatory time, and overtime.

Changes in employee classification may occur when a significant job change occurs (for example, a promotion or a change in work hours, etc.) that is intended to last for more than four (4) months.

### **Job Postings**

F5AC attempts to find the most qualified candidates to fill position vacancies. This is generally accomplished through a combination of internal and external recruiting. Consideration is given to the advancement of current employees. Employees are encouraged to apply for promotions or transfers for which they believe they are qualified.

Open F5AC positions are posted through the Human Resources system and typically announced by F5AC email. Internal postings may occur simultaneously with external postings. F5AC determines when to fill positions from within or to hire externally.

Only Human Resources and the CEO have the authority to extend job offers. All employment offers are made in writing.

### **Hiring Relatives**

Employees' or Commissioners' relatives may apply for F5AC positions. To avoid conflicts of interest, or appearances of conflicts, F5AC established these guidelines:

- Employees & Commissioners may not conduct a job interview or make employment-related decisions involving relatives.
- Employees may not supervise relatives under any circumstances.

The definition of "relative" for purposes of this policy is the employee's:

- Spouse/domestic partner
- Child, or spouse's or domestic partner's child (including natural child, legally adopted child, or a child for whom the employee, spouse, or domestic partner has been awarded court-appointed legal guardianship)
- Parent or spouse's/domestic partner's parent
- Sibling or sibling's spouse/domestic partner
- Any other individual living in the same household as the employee

It is expected that all employees, regardless of any relationship status, will conduct themselves professionally in their interactions with all other employees working at F5AC.

## **Part Three: Employee Development**

### **Performance Management**

Effective performance management is critical to our success. Employees need to know our expectations to carry out our strategic plan and achieve our mission. Supervisors are expected to provide ongoing, timely feedback and coaching to their team so that employees know how they are doing and to address any performance issues. Employees are expected to engage in dialogue with their supervisor to ensure a clear understanding of performance expectations and to identify any areas needing improvement.

Each employee's performance is formally reviewed at the end of the introductory period, and on an annual basis thereafter, to coincide with the approximate anniversary of the employee's start date with F5AC (or the anniversary date of any subsequent change in position). Performance review guidelines are provided by Human Resources for supervisors and employees to follow during the process.

Completed performance reviews signed by the employee, supervisor and Human Resources are placed in the employment file. Employees are provided a copy of their review and may comment on the review in writing.

If an employee's overall performance is rated as less than satisfactory, or if specific areas of performance are identified that need improvement, the supervisor may develop a written performance improvement plan for the employee. Performance improvement plans generally include specific goals for improvement along with strategies and timeline to improve performance. Supervisors are required to work with Human Resources when any performance issues are identified that may require a written improvement plan.

### **Professional Development**

#### *Staff Development and Training Program*

F5AC encourages professional growth for all employees and has created the Staff Development and Training Program. The Development and Training team surveys staff on topics of interest and may engage local trainers to present trainings that support employees' desired growth. Any such trainings are typically offered free to employees and require supervisor approval in advance to attend. Supervisors are encouraged to allow employees to attend appropriate such trainings as work requirements allow.

#### *Individual Professional Development*

In addition to trainings through the Staff Development & Training program, employees may request up to \$500 per fiscal year for their own professional development. Employees may request to use these funds for



trainings, seminars, courses, webinars and conferences that are approved in advance by their supervisor but are not necessarily required for their particular job. Professional development books, CDs, other materials, licenses or certifications may also be requested by an employee from professional development funds.

Supervisor and Human Resources approval is required prior to payment or reimbursement of professional development funds. Detailed information about submitting professional development requests can be found in F5AC's Procedures Manual.

## Part Four: Employee Benefits

### Health Insurance

Employer Sponsored Health Insurance (medical, dental and vision insurance) is offered as part of the benefits package to regular and introductory full-time and part-time employees, who regularly work 20 hours or more per week. F5AC contributes to the cost of premiums for the eligible employee, as well as for spouse/domestic partner and/or eligible dependents, up to an amount determined annually by F5AC. If an employee chooses health insurance that costs more than the employer contribution, the balance of the cost is paid by the employee on a pre-tax basis through authorized payroll deductions as applicable by law. The employer contribution is only used to offset the cost of the health premiums and is not used for other purposes, nor is it paid out to employees. F5AC's share of benefit costs for part-time employees is pro-rated to the percent of time the employee is regularly scheduled to work.

Temporary employees with temporary assignments lasting more than 60 days who regularly work 30 or more hours per week and their eligible family members are offered health insurance. For these eligible temporary employees, F5AC covers the same amount of employer share of premiums as it does for eligible regular and introductory employees. Any balance of premium costs is paid by the eligible temporary employee on a pre-tax basis through authorized payroll deductions. Temporary employees who work fewer than 30 hours per week and have temporary assignments lasting fewer than 60 days are not eligible for F5AC health insurance.

F5AC reserves the right to change medical, dental and vision insurance plans and benefits under those plans, to change the employer share of premium payments for the plans or change the amount it pays employees who opt out of the plan(s) (see "Payment in Lieu" section), with or without notice, consistent with any legal obligations it may have. In general, the employer share of premiums is determined prior to each Open Enrollment period.

For the purposes of health insurance coverage, "eligible dependent" is defined as spouse or domestic partner and eligible dependent children up to age 26.

A dependent child is covered for health insurance through the end of the month when they turn 26. Dependent Life Insurance covers full-time students up to age 24.

### Flexible Spending Accounts

All regular employees may enroll in F5AC's flexible spending account ("FSA") program, which allows employees to set aside pre-tax dollars to be used for eligible medical or dependent care expenses. The IRS determines annual election limits and provides a comprehensive list of reimbursable expenses.

Carefully estimate your expenses when making an FSA election. FSA plans are "Use it or Lose it," and they reset each calendar year. The Health Care FSA allows employees to carry over up to the IRS Limit from one plan year to the next. If the balance exceeds the IRS limit at the end of the plan year, the account balance above the limit will be forfeited.

### COBRA Insurance Continuation

If employees and covered dependents lose health insurance coverage due to certain qualifying events (including termination or reduction in hours), they may have certain rights to remain on the insurance plan at their own expense through COBRA.



Employees who experience a “qualifying event” (e.g., marriage, divorce, adoption) must provide written notice to Human Resources within 60 days after the qualifying event occurs.

### **Payment in Lieu**

Regular employees may choose not to enroll in employer sponsored health insurance if they have proof of medical insurance through another source. Regular employees who confirm that they have coverage elsewhere will receive a “Payment in Lieu” of benefits at a set rate each pay period (pro-rated for part-time employees to the percent of time regularly scheduled to work). This amount is reviewed annually, generally before each Open Enrollment period, and F5AC reserves the right to change the amount. Payment in Lieu is subject to state and federal taxes.

Temporary employees who are offered health insurance and choose not to enroll are not eligible to receive a payment in lieu.

### **Flexible Benefit Credit**

All regular and introductory, full-time employees receive an annual **Flexible Benefit** Credit per calendar year. This amount is reviewed annually, generally prior to each Open Enrollment period, and F5AC reserves the right to change the amount of the **Flex Benefit** Credit. Part-time, regular employees’ **Flex Benefit** Credit is pro-rated based on the percent of time regularly scheduled to work. The **Flex Benefit** Credit may only be applied to the cost of pre-tax plans.

After applying the **Flex Benefit** Credit to pre-tax plans, the remaining balance is paid to employees as a taxable earning.

### **Life Insurance**

Regular employees who work 20 or more hours per week are eligible to apply for employer-paid \$25,000 basic life and accidental death and dismemberment insurance benefits. Employees may also elect supplemental coverage at their own expense, with premium payments made on a pre-tax basis through authorized payroll deductions under F5AC’s Cafeteria (Section 125) Plan. Additionally, employees may elect supplemental life insurance for their spouse/domestic partner and/or dependent children at their own expense. These premiums are paid on an after-tax basis through payroll deduction.

### **Alameda County Employees Retirement Association (ACERA) Pension Plan**

Regular and introductory, full-time employees are required to become members of ACERA, a defined benefit retirement pension plan for public employees in Alameda County.

- Participating employees are required to make a pre-tax retirement contribution to ACERA through payroll deduction. Contribution rates are set by ACERA and are subject to change each year.
- Part-time or temporary employees are not eligible to become members of ACERA.
- Full-time employees who convert to part-time or temporary status are required to continue ACERA membership.

### **457(b) Deferred Compensation Plan**

Regular and introductory full-time and part-time employees may participate in the Alameda County Deferred Compensation Plan. Pre-tax or Roth (after-tax) contributions are made through authorized paycheck deduction. The plan offers a variety of investment options employees can select. Employees may enroll or change their deferred compensation election at any time during the year; however, any requested changes will not be effective until the month following receipt of the requested change.

### **Workers' Compensation**

As required by law, F5AC pays for workers' compensation insurance to protect employees who are injured on the job. This insurance provides medical, surgical, and hospital treatment to qualifying employees, in addition to compensation for a percentage of loss of pay resulting from work-related injuries or illness.

You must immediately report any work-related injury to your supervisor, regardless of how minor the injury may seem.

### Additional Benefits

F5AC offers additional benefits to all regular employees working 20 or more hours per week including Long-Term Disability, Employee Assistance Program, Commuter Benefits and an Employee Discount Program.

Enrollment and eligibility information for all benefits is available from Human Resources.

## Part Five: Paid Time Off

### Vacations

F5AC provides paid vacation time to certain eligible employees so that they may take time off to relax, recuperate and recharge. Regular and introductory full-time employees earn paid vacation time on the following schedule, beginning on their hire date:

<u>Service Year</u>	<u>Total Possible Annual Accrual</u>
1–3 years:	10 days each calendar year (80 hours)
4–10 years:	15 days each calendar year (120 hours)
11-20 years:	20 days each calendar year (160 hours)
21+ years	25 days each calendar year (200 hours)

The CEO, in consultation with Human Resources, may approve a higher vacation accrual as part of the hiring process or retention efforts. Any additional time must be documented in the employee's file.

Regular and introductory part-time employees who are regularly scheduled to work twenty (20) or more hours per week earn paid vacation time on a pro-rated basis based on the number of hours worked per week. Certain long-term temporary employees may be eligible to accrue vacation if approved in writing by the CEO. No other employee classifications are eligible for this benefit.

Accrued vacation time cannot be taken until three months after your first day of employment.

Employees may accrue vacation time up to a maximum of two (2) times their annual accrual. For example, an employee with five years of service may accrue up to a maximum of 30 days of accrued vacation time. Upon reaching this accrual cap, the accrual stops until vacation time is taken or vacation pay-out is used to reduce the employee's balance to below the cap. Any unused vacation time is rolled over into the following year, up to the cap.

All vacation time must be requested through the Human Resources system, typically 4 weeks in advance, and is subject to advance approval from your direct supervisor. Please note that F5AC may not be able to approve all time off requests due to organizational needs.

F5AC encourages employees to use their accrued vacation time. Employees may, however, request to receive a vacation pay-out for some of their accrued, unused vacation in lieu of taking paid time off work. Vacation pay-out is limited to the number of hours that an employee accrues in one calendar year under this policy, and employees who request a vacation pay-out are required to have a minimum of one year's accrual remaining after the pay-out.

When ending employment for any reason, employees are paid for any accrued, unused vacation.

F5AC does not pay employees for vacation time before it is accrued.

## Holidays

F5AC generally observes the following holidays:

New Year's Day	Labor Day
Martin Luther King Jr. Day	Indigenous Peoples' Day
Lincoln's Birthday	Veterans' Day
Washington's Birthday	Presidential General Election Day (every 4 years)
Memorial Day	Thanksgiving Day
Juneteenth	Friday after Thanksgiving
Independence Day	Christmas Day through New Year's Day (included)

Full-time regular and introductory employees are provided a paid day off for each F5AC-recognized holiday. Part-time regular and introductory employees who are regularly scheduled to work on the above-identified holidays are paid for that holiday up to the number of hours they are regularly scheduled to work not to exceed a total of 8 hours per holiday. No other employee classifications are eligible for this benefit unless preapproved by the CEO.

If an observed holiday falls on a Saturday, said holiday shall be observed on the preceding Friday. If an observed holiday falls on a Sunday, said holiday shall be observed on the following Monday.

## Paid Time Off (PTO)

All regular and introductory full-time employees receive 56 hours (7 days) of paid time off (PTO) each year in addition to vacation and paid sick leave and F5AC's regular holidays. PTO allows employees to have additional paid leave to cover absences for personal reasons such as religious observances. Eligible employees receive 56 hours of PTO on January 1 each year; eligible employees hired later in the year receive a PTO allocation at the time of hire that is prorated based on the hire date. Eligible employees may request to use PTO on or following the day that it is received, including new employees, who may request to use PTO during their introductory period. Requests to use PTO should be submitted as soon as possible. Please note that F5AC may not be able to approve all PTO requests due to organizational needs.

Part-time employees are granted pro-rated PTO hours based on their regular part-time schedule.

No other classification of employees receives PTO.

The total amount of PTO an employee may have in their account at any time is 56 hours (or the pro-rated amount described above for part-time employees). If an employee has the maximum amount of PTO remaining in their account on next January 1, no additional PTO will be granted for that year.

When the employment relationship ends, employees will be paid for any unused PTO in their final paycheck.

## Paid Sick Time

Paid sick time provides employees with some paid time off to recover from illness or injury, to care for medical needs of family members, or for any other reason permitted by law, including for an employee who is a victim of domestic violence, sexual assault or stalking to obtain relief, such as medical attention and psychological counseling.

For purposes of this section "family member" means parent or stepparent, spouse, domestic partner, child or stepchild, grandparent, grandchild, sibling, foster parent, foster child, parent-in-law, any other person sharing the relationship of in loco parentis; and, when living in the household of the employee, a sibling-in-law, or "designated person". A "designated person" is defined as a person identified by the employee at the time the employee requests to use paid sick time. Employees are permitted one "designated person" per 12-month period for paid sick leave usage.

Sick time may also be used for health care appointments for the employee or an employee's family member.

Eligible regular and introductory full-time employees may accrue sick time at the rate of 4 hours per pay period for a total possible accrual of thirteen (13) paid sick days per year. Regular and introductory part-time employees accrue sick time on a pro-rated basis, based on the number of hours they are regularly scheduled to work, and accruing at a rate of at least one hour of paid sick time for every 30 hours worked. Employees may use accrued sick time during their introductory period, beginning on their hire date, and may use paid sick time as soon as it accrues.

Temporary employees, whether full-time or part-time, are provided with five days (40 hours) of paid sick time at the time of hire. Temporary employees may not use sick time until their ninetieth (90<sup>th</sup>) day of employment.

Regular and introductory full-time and part-time employees' accrued, unused sick time may be carried over from one year to the next, and there is no limit to their sick time accrual. Paid sick time balances for temporary employees may not be carried over to the next year. Instead, temporary employees receive a new grant of five days (40 hours) of paid sick time every January 1.

No payment is made for accrued, unused sick time at termination or at any other time. However, regular employees who separate, and then are rehired within twelve (12) months, will have their sick leave balance at the time of separation reinstated.

Temporary employees who are rehired within 12 months from their date of separation will also have their sick leave balance reinstated and will also be provided with five days (40 hours) of sick time upon rehire, as described above, up to a combined maximum of ten (10) days of sick time.

Employees are responsible for directly notifying their supervisor before the start of the workday (or no later than one hour following their regularly scheduled start time) when prevented from starting or continuing a workday due to illness or injury. Employees must also keep their supervisor informed about the expected duration of the time away from work.

In most circumstances, a doctor's statement is required when an employee is absent for more than five (5) consecutive days of sick time (either for themselves or to care for an ill family member) or when an accumulation of absences seems to establish (in the supervisor's judgment) a problematic use of sick time. However, F5AC may request medical verification of the need for any use of sick time, regardless of duration.

If paid sick time is exhausted and additional time off for medical reasons is needed, employees may request a medical leave of absence.

F5AC does not make any advance payments of sick time (i.e., employees may not use sick time before it is accrued). F5AC may provide time off without pay to an employee who requests time off due to personal or family illness or injury as allowed above and who has exhausted their accrued paid time off.

### **Catastrophic Sick Leave**

An employee may be eligible to receive voluntary donations of accrued vacation hours from other employees if they have suffered a catastrophic illness or injury, or if they must care for an immediate family member (as defined in the Paid Sick Time policy in this Handbook) who has suffered a catastrophic illness or injury. Catastrophic illness or injury is a critical, terminal medical condition or a long-term major physical impairment or disability that temporarily prevents the employee from working their usual hours, or from working at all.

The Catastrophic Sick Leave ("CSL") Program is designed to be as confidential as possible and is strictly voluntary. Employees who donate accrued vacation hours to the CSL Bank will be made aware of the dollar value of their donation to the Bank. The recipient of CSL benefits will be made aware of the value of their benefits received from the CSL Bank. Individual donations, and the identities of donors and recipients of benefits, are confidential, will not be disclosed except on a need-to-know basis for administrative purposes.

Any regular full or part-time F5AC employee is eligible to participate in the CSL Bank, either by donating paid vacation leave, or by requesting a donation. The donor employee may donate accrued paid vacation time only. No other paid time off may be donated to the CSL Bank. The donor's hourly value of paid vacation time

donated will be converted into a dollar value and deposited into the bank. After F5AC approval, CSL leave is withdrawn from the CSL Bank and granted as sick hours to the eligible requesting employee.

To be considered for a CSL Bank donation, the requesting employee, family member of the requesting employee, or another person designated in writing by the requesting employee must submit a request for donation to Human Resources. Human Resources administers the CSL Program and Bank.

The requesting employee must provide a medical verification of the employee's qualification for this CSL program, including an explanation of the employee's work limitations and estimated date of return to work, if applicable. If the employee requesting CSL benefits has left work to care for a critically ill family member, they must provide medical documentation confirming the critical illness/injury of the family member, the need for the employee's care, and the expected duration of the care period is required for the family member.

The determination of whether to award donations from the CSL bank will be at F5AC's sole discretion and will be final (e.g., not subject to challenge).

While the CSL bank donation request may be initiated prior to the anticipated date of the exhaustion of paid leave balances, the requesting employee is not eligible to receive and use donations when they have accrued hours available. No retroactive requests will be permitted (e.g., employees will not be granted donations for time off already treated as unpaid leave). Exhaustion of accrued hours alone is not justification for requesting a donation from the CSL Bank.

A requesting employee may be eligible to receive up to a total of 320 hours of donated CSL time throughout their employment. Donations are considered on a first-come, first-served basis. Donations from the CSL Bank may be approved only if there are funds available in the bank.

Periodically, F5AC may notify all employees that they may choose to donate to the bank.

Donations are made in 4-hour increments. Once the donation is made, and deposited in the CSL Bank, it is a final transaction and cannot be retrieved by the donating employee. The maximum donation in a calendar year is 80 hours per employee, except spouses or registered domestic partners, both employed by F5AC, may donate unlimited amounts of paid vacation time between one another. In any case, donations that would result in vacation balances falling below 40 hours are not permitted.

### **Jury or Witness Duty**

Leave is granted for an employee to serve jury duty or witness duty in response to a summons or subpoena. Regular and introductory full-time and part-time employees receive paid time off for a maximum of two weeks when required to serve jury or witness duty (part-time employees' Jury or Witness Duty pay is pro-rated based on the percent of time regularly scheduled to work). If additional leave is required beyond the two-week period, or if the employee is not eligible to receive paid jury duty time, leave for this purpose will be provided as unpaid time off. The employee serving unpaid jury/witness duty may use accrued vacation and/or PTO time during the unpaid portion of the leave.

Proof of attendance from the court is required to receive jury/witness duty pay. When an employee is excused from jury or witness duty in time to work for half or more of the normal workday, the employee is required to work the rest of that day.

### **Bereavement Leave**

All employees may take up to 5 days, consecutive or non-consecutive, for bereavement leave for a death in their immediate family. Any bereavement leave must be taken within three months of the death of the family member. F5AC may require documentation of the family member's death.

For purposes of this policy, "immediate family" means parent, step or foster parent or parent-in-law, spouse, domestic partner, child, step or foster child, grandparent, grandchild, sibling or sibling-in-law, or any other person sharing the relationship of "in loco parentis" with the employee.

### **Reproductive Loss Leave**

An employee may take up to 5 days, consecutive or non-consecutive, for reproductive loss. Employees may take leave for themselves or their spouse/partner. Reproductive loss includes miscarriage, failed adoption or surrogacy, stillbirth, and unsuccessful assisted reproduction.

Time off with pay for a regular or introductory full-time employee may be granted for this leave. Regular and introductory part-time employees may be granted time off with pay pro-rated based on the percentage of time regularly scheduled to work; the remainder of the five-day bereavement entitlement would be without pay. Employees may request to use their applicable accrued paid time off during any otherwise unpaid leave for this policy or the bereavement leave policy.

### **State Disability Insurance (SDI)**

F5AC employees who are unable to work due to illness, injury, or pregnancy disability may be eligible for, and are encouraged to apply for, disability benefits through State Disability Insurance (SDI) for the time they are unable to work. SDI is an employee-paid state-administered benefit that provides to employees deemed eligible by the state partial replacement of wages lost because of a disability not caused by work. The determination of benefits is up to the state Employee Development Department (EDD). The first seven calendar days of an employee's absence are generally considered a "waiting period," and SDI benefits are not paid during that period. Information and claim forms are available from the local EDD office or the EDD website.

### **Paid Family Leave (PFL)**

The state-administered Paid Family Leave (PFL) insurance program is an employee-paid benefit that provides to employees deemed eligible by the state partial wage replacement when an employee is taking approved time off work to care for a seriously ill family member (as defined by the state), or to bond with a newborn or newly placed child.

The state Employee Development Department (EDD) determines your benefits. Information and claim forms are available from the local EDD office or the EDD website.

### **Paid Parental Leave**

As a special benefit to regular and introductory employees, F5AC offers additional parental leave compensation. When a regular and introductory employee is taking an approved leave to bond with their newborn, an adopted child or a child placed in foster care, the employee is eligible to receive additional compensation from F5AC up to 100% of their regular pay in combination with PFL benefits received. Employees requesting this special additional compensation must provide the PFL Notice of Computation from the EDD to Human Resources.

### **Coordination of Benefits**

If an employee is receiving State Disability Insurance ("SDI"), Paid Family Leave ("PFL") or Workers' Compensation benefits, and the employee has not exhausted their accrued paid benefits from the employer, F5AC will coordinate the outside paid benefit with the employee's accrued paid benefit (to the extent permitted by law) so that total compensation does not exceed the employee's regular wages for that pay period. Employees must communicate to Human Resources the outside benefit amounts and dates paid.

## **Part Six: Leaves of Absence**

F5AC provides unpaid leaves of absence to eligible employees in a variety of circumstances. Information concerning legal requirements applicable to leaves of absence is posted in the workroom and on the intranet. Employees who are considering requesting a leave of absence are encouraged to meet with Human Resources as early as possible to discuss the details of the leave and to coordinate the integration of benefits and payroll.

Employees may request a leave of absence without pay for reasons including, but not limited to: personal or family illness, qualifying exigency arising from a call to active duty, or justifiable personal or other reasons. “Without pay” means that F5AC does not pay for time on leave, although F5AC may permit, or require, the employee exhaust accrued, unused vacation, PTO, and/or paid sick hours during the otherwise unpaid leave, consistent with F5AC policies and applicable law. Generally, no benefits or seniority will accrue during any unpaid portion of the leave. Human Resources will explain to employees requesting unpaid leave how to continue health plan coverage while on a leave of absence.

## **General information**

### *Leave Requests*

As soon as an employee learns of the need for a leave of absence, the employee should submit a written leave request to Human Resources. Request forms are available from Human Resources and on the F5AC intranet. If the need for the leave is foreseeable, employees are required to provide at least 30 days’ advance notice. Approval of the leave may be delayed if timely notice is not provided. If the employee learns of the need for leave fewer than 30 days before the leave is needed, the request must be made as soon as possible.

### *Medical Certification*

Human Resources will notify the employee if medical certification is required for a requested leave to be approved. If the reason for leave is the employee’s own injury or illness, medical certification of the employee’s ability to return to work, with or without any work restrictions, at the conclusion of the leave is required before the employee will be permitted to return.

### *Concurrent Leaves*

If an employee is on a leave that qualifies under more than one law (e.g., leave for a serious health condition under the FMLA/CFRA that is also a Workers’ Compensation injury), the leave time will run concurrently to the extent permitted by law.

## **Unpaid Leaves**

The most common types of unpaid leaves are described below. Please see Human Resources for additional information about any leaves, or if you wish to request leave that is not covered by the descriptions below.

In addition to the leaves outlined below, F5AC may grant time off without pay to an eligible employee who requests time off for personal reasons and who has exhausted their accrued paid vacation and PTO leave. Time off granted in this circumstance, if any, is limited to a maximum of three (3) days. If an employee needs additional time away from work, the employee should request a Personal Leave of Absence.

*Family/Medical Leave under the Family Medical Leave Act and California Family Rights Act (“FMLA”/“CFRA”)*  
Eligible employees may request an unpaid leave of up to 12 workweeks in a rolling 12-month period for any of the following reasons:

- For the employee’s serious health condition
- To care for the serious health condition of the spouse, registered domestic partner, child, or parent of an employee; and additionally, under CFRA, grandparent, grandchild, sibling, parent-in-law or “designated person”
- To care for the employee’s child after birth, or following placement for adoption or foster care (“baby bonding”)
- To handle “qualifying exigencies” arising out of the fact that the employee’s spouse, registered domestic partner, child, or parent is on active duty, or is called to active duty, in support of contingency operations as a member of the National Guard or Reserves.

A “designated person” is any individual related by blood or whose association with the employee is the equivalent of a family relationship. The designated person is identified by the employee at the time they request the leave. Employees are limited to one designated person per 12-month period for CFRA leave.

In addition, eligible employees may be entitled to take a leave of up to 26 weeks in a 12-month period to care for a spouse, registered domestic partner, parent, child, or next-of-kin who has sustained serious illness/injury in the line of military duty.

Eligible employees are those who have at least one year of service with F5AC, and who have worked at least 1,250 hours in the 12-month period before the date the requested leave will begin.

Generally, employees taking FMLA/CFRA leave must use accrued paid sick (if applicable), PTO, and vacation time during the leave. The exceptions to this are:

- Employees on FMLA/CFRA leave for their own serious health condition and who are receiving temporary disability benefits (e.g., SDI) or workers' compensation benefits may elect to use their paid leave to supplement their disability benefits up to an amount that, when combined with the disability benefit, does not exceed their regular pay for the pay period.
- Employees taking leave to care for a family member or for baby bonding are generally required to use accrued vacation, PTO or paid sick hours.
- Employees on leave for pregnancy disability are generally required to use paid sick time and may elect to use PTO or vacation time during the leave.

Employees on approved FMLA/CFRA leave retain their employer-paid health insurance under the same terms and conditions as if they remained actively working.

When an authorized FMLA/CFRA leave expires, employees will be returned to the same or comparable position to the extent required by law.

#### *Non-FMLA/CFRA Medical or Family Leave*

Employees who are not eligible for leave under the FMLA/CFRA may nonetheless request a leave for any of the reasons allowed for FMLA/CFRA leaves. The employee must provide evidence of one of the reasons for leave as stated in the FMLA/CFRA and provide 30 days' notice if the need for the leave is foreseeable.

If approved, in most cases, leaves of this type will not exceed a maximum duration of eight (8) work weeks within a rolling 12-month period. Generally, employees must exhaust all accrued sick leave (if applicable), PTO, and vacation time during the leave.

An employee whose medical condition temporarily precludes them from working may request an unpaid medical leave of absence as a reasonable accommodation.

F5AC will generally require the employee to provide reasonable medical documentation from a health care provider verifying the employee's temporary inability to work. The duration of leave will depend on the circumstances involved, which F5AC will evaluate on a case-by-case basis. Employees on leave must exhaust accrued paid sick, PTO, and vacation time during the leave.

Employees who have active health insurance with F5AC at the time they request this leave, will continue to be covered by health insurance through the end of the month when the unpaid portion of their leave begins. Afterwards, employees may continue coverage under F5AC's group insurance plans at their own expense pursuant to COBRA.

When an authorized leave ends under this section, employees will generally be returned to the same or comparable position to the extent required by law.

#### *Pregnancy Disability Leave ("PDL")*

Employees who are disabled and unable to work due to pregnancy, childbirth, or a related condition are eligible to request a leave up to four months per pregnancy. PDL does not need to be taken all at once but can be taken on an as-needed basis as certified by the employee's health care provider.

Employees requesting foreseeable PDL leave should ordinarily provide thirty days' notice in advance of the date the leave is to begin. When requesting PDL, an employee must provide certification of the need for leave from the treating health care provider, who must certify the date the leave is to begin as well as the anticipated return-to-work date. When returning from PDL leave, the employee must provide a release to return from the health care provider, including any work restrictions and the duration of any such restrictions.



Employees taking PDL leave must generally use accrued paid sick time during the leave but may elect whether to not to use accrued vacation or PTO.

Employees taking PDL retain their employer-paid health insurance during their approved leave (up to a maximum of four months) under the same terms and conditions as if they remained actively working.

Employees returning from approved PDL will be returned to the same or comparable position to the extent required by law.

#### *Workers' Compensation Leave*

Employees who are temporarily unable to work due to a job-related illness or injury may be eligible for a leave of absence until the earlier of the following:

- The employee is released to return to work
- The employee is determined to be unable to return to their usual duties permanently.

Employees must exhaust all accrued sick, vacation, and PTO during this leave. The exception to this is that employees receiving workers' compensation benefits whose leave runs concurrent with FMLA/CFRA leave are not required to use their paid leave but may elect to do so.

Employees who are covered by F5AC health insurance at the time their leave commences, and who do not have FMLA/CFRA leave running concurrently, will remain covered by F5AC health insurance coverage through the end of the month when the unpaid portion of their leave begins. Thereafter, employees may generally elect to continue coverage under F5AC's group insurance plans at their own expense pursuant to COBRA.

Employees returning from workers' compensation leave will be returned to the same or comparable position to the extent required by law.

#### *Personal Leave of Absence*

F5AC may consider granting a personal leave of absence without pay. Personal leaves are limited to a maximum of two months in any two-year period (measured in a rolling 24-month period). Personal leaves may generally not be added to any of the previously described leaves.

Any regular F5AC employee may request an unpaid personal leave of absence. Job performance, attendance, and work/program requirements are all taken into consideration before a request is approved. Requests for unpaid personal leave may be denied or granted by F5AC within the sole discretion of the Agency.

Personal leaves of absence must be requested in writing, and 30 days' advance notice is required if the need for leave is foreseeable. All requests must first be reviewed and recommended by the supervisor, Human Resources and approved by the director.

Employees are required to exhaust all accrued paid sick (if applicable), vacation, and PTO hours prior to requesting an unpaid personal leave of absence.

Employees who have active health insurance with F5AC at the time of their unpaid personal leave will have paid health insurance coverage through the end of the month when the unpaid portion of their leave begins. Thereafter, employees may continue coverage under F5AC's group insurance plans at their own expense pursuant to COBRA.

An employee is required to return from the personal leave on the originally scheduled return date. If the employee is unable to return, they must request an extension of the leave in writing within five (5) business days before expiration of the leave, explaining the reason for and requested duration of the additional leave sought. If the requested leave extension is not approved, the employee must return to work on the originally scheduled return date. Failure to return at the conclusion of the approved personal leave will generally be considered a voluntary resignation from employment. Extensions of leave are considered on a case-by-case basis.

Upon expiration of an approved personal leave, the employee will generally be returned to the same or comparable position, but there is no guarantee of reinstatement following a personal leave.

## Part Seven: Work Hours & Pay

### Pay Periods

For all employees, the standard pay period is biweekly. Employees are paid every other Friday. If the payday falls on a holiday, employees generally receive pay on the prior workday.

### Work Schedules

The regular work schedule is from 8:30 a.m. to 5:00 p.m. Monday through Friday including a half hour unpaid rest period. Some employees may have different work hours and/or an alternative work schedule if the alternative schedule is agreed in advance in writing by the employee and the supervisor and reviewed/approved by Human Resources. Any alternate work schedule is subject to the demands and limitations of the job and department.

### Alternative Work Schedules

#### *4/10 Schedule*

A 4/10 schedule allows an employee to work 4 days, instead of 5 days per week. An employee works 10 hours per workday, 4 days per week, rather than 5 eight-hour days per week.

#### *Half-Flex Day Schedule*

The Half-Flex Day Schedule allows an employee to work 4.5 days per work week. An employee works 9 hours per day, 4 days per week and 4 hours one day per week, rather than 5 eight-hour days per week.

#### *9/80 Schedule*

Any regular, exempt full-time employee is eligible to request a 9/80 schedule. A 9/80 schedule allows an employee to work 9 days, instead of 10 days, in a 2-week pay period. This schedule consists of eight 9-hour days and one 8-hour day, with every other Friday off (or other designated weekday as approved by F5AC, also known as a flex day off) in a single 80-hour pay period.

Employees must have supervisor approval and work set workdays each week for their Alternative Work Schedule. Employees may need to occasionally adjust their workdays due to organizational needs or their manager's request. Employees approved for an Alternative Work Schedule will sign a written agreement and cannot accumulate hours or days off.

F5AC holidays are paid at a rate of 8-hours per day. Employees who are scheduled to work a 9-hour or 10-hour day and are off on a holiday must request 1-or 2-hours accrued vacation or PTO to receive full pay for the day off.

If a holiday falls on the day an employee is scheduled for their flex day off, the employee will be allowed to take 8-hours of leave on another day in the pay period the holiday falls, upon supervisor approval. The 8-hours may be combined with 1- or 2-hours vacation or PTO to be paid a full 9- or 10-hour day.

### Meal Periods

Non-exempt employees who work five (5) hours or more should take an unpaid lunch break of a minimum of thirty (30) minutes (or up to one (1) hour if working a 9-hour day) towards the middle of their workday. No work for F5AC should be performed during the unpaid meal period. On the rare occasion when F5AC work requirements make it impossible for the employee to be completely relieved of all duties during their lunch break, the employee must note this on the timecard, and inform their supervisor, and they will be paid for their meal period. Employees may not skip meal breaks without prior approval from their supervisor.

### Timekeeping Requirements

Non-exempt employees must accurately complete and submit time sheets to be approved by their supervisor or manager for each pay period. Non-exempt employees record actual hours worked and any paid or unpaid

leave taken during the period; non-exempt employees must report all hours worked and are prohibited from performing any work “off the clock.”

Exempt employees should accurately complete a time sheet for each pay period showing their regular work schedule and any paid or unpaid leave taken.

### **Overtime Pay and Compensatory Time Off**

F5AC provides overtime compensation to non-exempt employees for all hours worked in excess of 40 hours per workweek. All overtime must be approved in advance by the supervisor and the Division Chief.

As an employee option, F5AC offers compensatory time off (CTO) as a substitute for overtime pay. For all hours worked in excess of 40 in the workweek, the employee may elect to receive CTO at the rate of one and one-half hours of paid time off for each hour of overtime worked, up to a maximum of 240 CTO hours. Any employee wishing to receive CTO instead of overtime compensation must have a written CTO agreement on file with Human Resources in advance of performing the overtime work.

Taking paid time off work, such as vacation, PTO, holiday, and sick time, does not constitute hours worked for the purposes of computing overtime.

### **Multilanguage Pay**

If an employee is required by their job duties to use a second or third language at least 20% of the time on the job (in the sole determination of F5AC), the employee or the employee’s supervisor may make a request to human Resources that the employee be provided bilingual or trilingual pay.

Prior to any recommendation or approval for this special pay, the employee must first pass a language proficiency exam administered through F5AC’s designated testing agency. A passing score is 70%. If the eligible employee passes the test, and F5AC approves, an additional taxable earning will be added to the employee’s paycheck each pay period in an amount consistent with the Alameda County bilingual or trilingual pay rate.

Supervisors must contact Human Resources to schedule testing for eligible employees. Supervisors must also confirm, on an annual basis, that the employee is continuing to use the second/third language at least 20% of the time and must annually reauthorize bilingual/trilingual pay, if appropriate.

## **Part Eight: Workplace Health & Safety**

### **Drug-Free Workplace**

As part of F5AC’s ongoing commitment to a safe and healthy workplace, we maintain a drug-free workplace. Any employee who reports to work while under the influence of drugs or alcohol runs the risks of endangering their safety and the safety of others, destruction of or damage to personal property or F5AC property, and a loss of productivity and workplace morale.

All employees of F5AC are required to understand and comply with F5AC’s drug-free workplace policy. Employees either in our offices, or conducting business on behalf of F5AC regardless of location, are prohibited from the following:

- Use, possession, purchase, sale, manufacture, distribution, transportation, or dispensation of alcohol or drugs. (The sole exception to this is the appropriate use or possession of prescription or over-the-counter medication that does not impair the ability to work safely and effectively.)
- Reporting to work, or working, while under the influence of alcohol or drugs.

If an employee is taking prescription or over-the-counter medications that may impair their ability to work safely or effectively, the employee should inform the supervisor of that fact prior to commencing work.

**Smoking**

Smoking, including the use of e-cigarettes, is prohibited in all F5AC offices, and while conducting F5AC business, regardless of location.

**Part Nine: Work Practices and Environment****Punctuality & Attendance**

If employees are unable to work as scheduled, they must inform their immediate supervisor prior to the start of the workday or, in any event, no later than one hour following their regularly scheduled start time. Employees must also keep their supervisor informed about the expected length of time away from work.

Employees are expected to be responsible and demonstrate respect for fellow employees by establishing a record of punctuality and regular attendance. These are factors considered in evaluating overall job performance.

Unexcused or frequent lateness or absenteeism is not permitted.

**Facilities & Property Use**

Employees are expected to treat F5AC facilities and property with respect and to keep their work area and common areas clean and well-maintained. F5AC equipment use is limited to work-related purposes. Employees must have written supervisory approval prior to removing any F5AC property from the premises. Employees may decorate their own workspaces, as long as decorations are consistent with F5AC policies and project a professional image appropriate to our work. Employees must have Office Manager approval before making any changes to public spaces or common areas.

**Visitors**

All visitors must sign in and out at the front desk and receive a visitor badge to wear in the office. Visitors should stay in the reception area until escorted by an employee. Please keep non-work-related visitors to a minimum to avoid interruptions to coworkers.

**Security**

F5AC strives to provide a secure work environment for our employees, volunteers, clients, and visitors. Our building is equipped with an alarm system that is activated during non-business hours, and exterior doors are always locked (except the front entrance and conference center entrance which are unlocked during business hours). Employees are required to comply with all F5AC security procedures and immediately report any security breach to your supervisor.

We encourage employees to be prudent about bringing personal items to work. F5AC is not responsible for losses resulting from property theft.

Immediately report lost or stolen keys/fobs or other missing F5AC property to your supervisor. Copying or giving F5AC keys/fobs, alarm codes, or lock combinations to an unauthorized individual is strictly prohibited.

**Breastfeeding-Friendly Workplace**

F5AC recognizes that breastmilk is the optimal food for infants' growth and development, and encourages all employees to have a positive, accepting attitude toward breastfeeding employees. F5AC promotes and supports breastfeeding and the expression of breastmilk by breastfeeding employees and recognizes that employees have the right to request lactation accommodation.

F5AC provides:

- Information about breastfeeding support when hired and prior to employees' leave for pregnancy disability or related condition or baby-bonding leave.
- Reasonable time to express milk or breastfeed. Supervisors are encouraged to consider flexible break times, schedules, or other reasonable accommodation to meet employees' needs. Employees may request this accommodation either verbally or in writing to their supervisor or Human Resources.

- A designated Lactation Room, furnished with an electrical outlet, refrigerator for breastmilk storage, comfortable seating, a table, and appropriate furnishings/signage to ensure privacy.

Employees who believe they have not been accorded their rights in connection with this policy have the right to file a complaint with the California Labor Commissioner.

### **Children in the Workplace**

F5AC values family and work-life balance and strives to create an employee-friendly workplace. Our employment policies and benefits reflect our beliefs. F5AC also believes in creating an environment that is conducive to work and generally should not be used in lieu of child care.

While we are sensitive to our employee's child care needs, it is not appropriate for minor children and other minor relatives of employees to be in the workplace during working hours, except for brief visits. This policy has been adopted to minimize potential liability to F5AC, the risk of harm to children, and decreased employee productivity due to distractions and disruptions.

F5AC recognizes there may be occasions when child care is not available and employees need to be available for work. In those situations, the employee may request to work remotely on a temporary basis, or, if the work must be done in the office, may request to bring in their child(ren) for a short period of time. In those rare cases where children are in the workplace, they must always be directly supervised by the parent. In the interest of maintaining the health and well-being of all F5AC employees, children who are ill must not be brought to the workplace. Employees may consult F5AC's Employee Assistance Program for assistance with finding emergency care providers to care for sick children.

### **Remote Work**

F5AC considers remote work to be a viable, flexible work option when both the employee and the job are suited to the arrangement. Employees may work at home, or in an alternate location, with supervisory approval. Remote work may be appropriate for some employees and jobs but not for others. It is not an entitlement, companywide benefit, and it in no way changes the employment terms and conditions.

Remote work arrangements will be reviewed annually during the performance review period. An employees' work must be reasonably carried out remotely without impacting productivity. Request to terminate remote work arrangements by an employee will be reviewed and considered for feasibility by Supervisor in consultation with the Operations and HR teams.

Additionally, employees are responsible for:

- Maintaining a safe workspace;
- Safeguarding all confidential information;
- Reporting hours worked the same way as working onsite.

Generally, employees with an approved remote work schedule must come onsite for a minimum of 2 days per week and as requested by your supervisor/manager. Some positions may require less days in the office as noted in the job description.

All employees must reside and perform their duties in California. Short-term accommodation may be made for temporarily working outside California, but employees must contact Human Resources prior to starting work in any location outside California.

### **Personal Automobile Use**

Prior to using a personal vehicle for work, employees must have supervisory approval and provide a copy of their driver license and proof of personal automobile insurance (with required minimum coverage for property damage and public liability). Employees who use their own automobiles for travel on authorized F5AC work will be reimbursed for mileage at the rate established by the Internal Revenue Service.

Use of the personal vehicle for work does not include the normal commute between work and the employee's home.

**Attire**

Attire should enable employees to be comfortable in the workplace, while also projecting a professional image to co-workers, clients, partners, volunteers, and the public.

The following guidelines provide general parameters for appropriate work attire and help employees exercise good judgment about items not specifically addressed. A clean and neat appearance should be always maintained. In all situations, clothing should be comfortable and practical for work, but not distracting, revealing or offensive to others. Torn, frayed, ripped, messy or overly casual clothing are not considered appropriate for the office.

Employees may observe dress and/or grooming practices consistent with their religious beliefs, and employees requiring special clothing accommodation for any reason should advise their supervisor or Human Resources in advance. Supervisors, in collaboration with HR, are responsible for interpreting and monitoring attire and grooming standards, including counseling employees whose attire is inappropriate.

**Expense Reimbursement**

Reasonable and customary work-related expenses incurred in the performance of one's job will generally be reimbursed. Reimbursement requires prior written authorization by the employee's immediate supervisor, itemized actual expenses, and the employee's signed expense reimbursement form with all required documentation/receipts attached. Reimbursements submitted after 120 days will be subject to income tax. Employees should consult the Finance team or the F5AC Procedures Manual for specific instructions.

**References**

F5AC provides only limited reference information about current and former employees to prospective employers. i.e.: only employment dates and job titles. After receiving a written request and authorization signed by the employee, F5AC will also disclose requested earnings. References may only be provided by Human Resources. Any employee who receives a reference request for references or information about any current or former employee must refer this request to Human Resources.

**Part Ten: Communication & Technology****Technology, Voicemail and Email**

F5AC employees are permitted to use F5AC's voice mail, electronic mail, computers, networking sites and internet access (collectively "Technology Systems") to communicate with others for work purposes and otherwise to perform their job duties. The Technology Systems are primarily used for F5AC work, and not for personal purposes. Minimal personal use may be permitted, provided any use is during non-working time only, and that it does not interfere with the employee's work responsibilities.

Employees are not permitted to use F5AC's Technology Systems to send jokes, solicitations, comments or information to others that may be perceived as discriminatory, harassing, offensive, or disruptive, or otherwise in violation of any F5AC policy. Technology Systems must not be used to send material that disparages an individual, company, or business entity, or to disclose personal or confidential information without authorization.

Employees may not install, copy, stream, or download software or personal files onto the Technology Systems unless authorized by the IT team.

Employees do not have any right or expectation of privacy in the Technology Systems, including email or documents created, maintained, sent, or received by the Technology Systems. F5AC may monitor and/or search the contents of all voicemail, computer files, and electronic communications.

**Social Media**

F5AC has a social media presence and encourages employees to connect to help spread the word about F5AC's great work and the services and support that are available to children and families in Alameda County. Use of social media presents certain risks and carries responsibilities.

Social Media includes all means of communicating or posting information or content of any sort on the Internet whether or not associated or affiliated with F5AC. The same principles and guidelines found in F5AC's policies apply to your activities online that may relate to F5AC. Ultimately, you are solely responsible for what you post online. Keep in mind that any conduct on social media or otherwise that adversely affects your job performance, the performance of fellow employees, or otherwise adversely affects staff, volunteers, contractors/grantees, vendors, or any other people who work on behalf of or receive services from F5AC is not permitted.

Employees are expected to ensure their social media postings that may relate to F5AC are consistent with these and all other F5AC policies.

*Always be respectful*

Always be fair and courteous to fellow employees, volunteers, contractors/grantees, vendors, or other people who work on behalf of or receive services from F5AC. Remember that colleagues, supervisors, and agency partners often have access to the online content you post. Keep in mind that you are more likely to resolve any work-related complaints by speaking directly with your co-workers or by using our Open-Door Policy than by posting complaints to a social media outlet. Nevertheless, if you decide to post complaints or criticism that may relate to F5AC, avoid any content that could reasonably be viewed as unlawful, malicious, obscene, threatening or intimidating, that disparages employees, volunteers, clients, contractors/grantees or vendors, or that might constitute harassment or bullying. Examples of such conduct might include offensive posts meant intentionally to harm someone's reputation or posts that could contribute to a hostile work environment.

*Be honest and accurate*

Make sure you are always honest and accurate when posting information or news that may relate to F5AC, and if you make a mistake, correct it quickly. Be open about any previous posts you have altered. Remember that the Internet archives almost everything; therefore, even deleted postings can be searched. Never post any information or rumors that you know to be false.

*Be conscious about mixing your personal and professional lives*

- Maintain the confidentiality of F5AC's confidential, private, or sensitive information (see the Confidentiality policy contained in Part Eleven of this Handbook for examples). Do not post internal reports or memos, policies, procedures or other internal business-related confidential or sensitive communications.
- Do not create a link from your blog, website, or other social networking site to a F5AC website without identifying yourself as a F5AC employee.
- Express only your personal opinions, and never represent yourself as a spokesperson for F5AC. If F5AC is a subject of the content you are creating, be clear and open about the fact that you are an employee of F5AC; make it clear that your views do not represent those of F5AC, and you are not speaking on behalf of F5AC. It is best to include a disclaimer such as "The postings on this site are my own and do not necessarily reflect the views of F5AC."
- Do not use your F5AC email address to register on social networks, blogs, or other online tools utilized primarily for personal/social purposes.
- Do not use social media while on work time or on F5AC's Technology Systems unless it is work-related as authorized by your supervisor or consistent with F5AC's Technology Use Agreement.

*F5AC's social media presence*

The Communications team is primarily responsible for F5AC's Social Media presence. Only designated staff may post content on F5AC-affiliated social media sites. Employees who have ideas, suggestions, or resources for posts are encouraged to share them with the Communications team.

**Employee Information & Records Inspection**

It is important that employment files are current. Employees should update their information in the Human Resources system (address, phone, emergency contacts, etc.) and inform Human Resources when there are changes, such as marital or domestic partnership status, and dependents, that may affect pay or benefits.



Employees have the right to inspect employment records relating to their performance or to any grievance concerning them, or otherwise as permitted by law. Employees wishing to inspect employment records may do so during regular office hours, after a written request is made to Human Resources. An inspection request form is available from Human Resources and also on the F5AC intranet that employees may use to make their request. Records will be made available for inspection within 30 days of receipt of the written request. An appointment to inspect the file is made with the Human Resources team, who is present with the employee while inspecting the file. Employees may receive copies, at their own cost, of any document in the employment file to the extent required by law. Employee records are the property of F5AC and are not allowed to be taken from Human Resources without prior written authorization.

### **Internal Communication**

F5AC uses bulletin boards, mailboxes, meetings, intranet, and email to communicate important F5AC information. Each employee is responsible for reading posted or distributed information.

### **Media Relations**

Employees should not respond to any inquiries or requests received from the media for comments or statements on behalf of F5AC. Instead, employees should refer requests to the Strategic Communications Officer. The Strategic Communications Officer will coordinate with the CEO who will respond directly or designate another staff member to serve as the F5AC spokesperson.

### **Governmental, Legislative, and External Relations**

Employees should refer legislative requests or inquiries to the Government Affairs and Policy Officer. Legislative requests may include requests to provide public comment or testimony on a legislative or budget proposal, requests to sign a coalition letter, or requests to submit legislative position letters. Employees should route any requests for organizational letters of support through their department's Executive Team member.

## **Part Eleven: Conduct**

### **Workplace Conduct**

F5AC requires employees' cooperation, efficiency, productivity, and compliance with all policies and procedures. Employees must always treat each other with dignity and respect at work and in work-related situations.

Some examples of conduct that may result in disciplinary action, up to and including immediate termination, include, but are not limited to:

- Substandard job performance
- Unauthorized or excessive tardiness or absenteeism, unrelated to a protected leave
- Rudeness or discourtesy or disrespect toward a fellow employee, supervisor, volunteer, supporter, or member of the public
- Fighting, roughhousing, bullying, or engaging in violent or threatening language or gestures, or conduct that is abusive, hostile, or disrespectful (such as slandering or ridiculing others, making false accusations, humiliating others in public, or shunning/ostracizing others, etc.)
- Theft of or unauthorized use of F5AC or a coworker's property
- Disregarding established safety or security procedures, or creating an unsafe work situation for anyone
- Refusing to perform a work-related task when directly instructed to do so by a supervisor or member of management
- Possessing a weapon or firearm on F5AC's property
- Violating F5AC policy prohibiting workplace discrimination, harassment, and retaliation, or violating any other F5AC policy



### Open Door Policy

F5AC has an open-door policy that encourages employee participation in decisions affecting them and their daily professional responsibilities. Employees who have a different opinion, misunderstanding or conflict with another F5AC employee are encouraged to address the situation directly with the employee(s) involved, if it is appropriate and safe to do so. We also encourage employees who have job-related problems or complaints to talk them over with their supervisor or a manager at any level of management. We believe that employee concerns are best addressed through informal and open communication.

To the extent possible, F5AC maintains confidentiality in addressing and resolving concerns brought to its attention. However, while investigating and resolving concerns, some information will likely be shared on a need-to-know basis.

No employee will be retaliated against for raising a concern in good faith.

### Disciplinary Procedures

While F5AC may use any disciplinary step it concludes is appropriate given the circumstances, including immediate termination, any, all, or none of the following disciplinary steps may be taken, as appropriate:

- **Record of Counseling:** The supervisor counsels the employee, generally following a relatively minor offense to communicate or clarify acceptable conduct or performance. Counseling records are documented by the supervisor, signed by the employee to acknowledge receipt and placed in the employment file.
- **Written Warning:** The supervisor presents the written notice of corrective action, or written warning, to the employee in person if possible. A written warning includes a description of the misconduct or performance problem, the expectations going forward and the consequences if the problem is not corrected. Written warnings are signed by the employee to acknowledge receipt and placed in the employment file.
- **Suspension:** Employees may be suspended without pay for a period for relatively serious offenses at the sole discretion of F5AC.
- **Discharge:** Termination can result from a single, serious offense, or it can be the final step in a process designed to correct offenses or performance problems. It can also occur as the result of conduct inconsistent with F5AC policy.

Other disciplinary steps not described above may or may not be taken, depending on the circumstances. Supervisors are required to consult with Human Resources prior to taking or recommending any disciplinary action, including discharge.

The use of any of the above disciplinary procedures in no way alters the at-will employment relationship.

### Right to Respond to Notice of Serious Discipline

Public agencies must comply with certain minimal due process procedures before taking Serious Disciplinary actions, defined for this policy to include pay reduction, suspension of more than five days, demotion, or dismissal, against regular employees.

After receiving a notice of intent to impose Serious Discipline, the regular employee has ten days to respond to the proposed discipline, either in writing or verbally. If an employee timely exercises this right to respond to the notice of discipline, a “Skelly” meeting is conducted.

A “Skelly” meeting provides an informal opportunity for an employee to respond to the proposed Serious Discipline. That is, the employee can refute charges, explain circumstances, or generally present their version of events. The employee is not entitled to a full evidentiary hearing or to call witnesses to testify. The employee may have a representative of their choice present at the meeting. The employee and/or the employee’s representative may present the employee’s response at the meeting.

A “Skelly” officer leads the meeting. The “Skelly” officer should generally be an impartial authority who was not involved in the investigation or events leading to the decision to issue proposed Serious Disciplinary action, and who is authorized to make an effective recommendation concerning the proposed action to the final decision maker.

After the “Skelly” meeting is conducted, the “Skelly” officer will provide a recommendation to the CEO either to uphold, modify, or revoke the proposed Serious Discipline. The CEO has the final authority over the proposed disciplinary action.

### **Conflict of Interest & Incompatible Activities**

It is important that employees avoid conflicts of interest. A conflict of interest is a situation where an employee’s personal or economic interest interferes or may interfere with, influence, appear to interfere or influence, the employee’s job duties, or is, in the judgment of F5AC, otherwise incompatible with the employee’s duties and responsibilities at F5AC or with F5AC’s general activities. A conflict may exist even if the conflict or incompatibility has no adverse impact on job performance.

All employees are required to adhere to the F5AC Conflict of Interest Policy.

In compliance with the First 5 Alameda County Incompatible Activities Policy, all employees must complete an Incompatible Activities Statement Certification.

If employees have outside employment, they must advise their supervisor and the Finance Officer.

Any employee needing advice about a potential conflict of interest should contact the Finance Officer or Human Resources. Outside employment that may or does create a conflict of interest with the employee’s employment at F5AC will not be permitted.

### **Confidentiality**

Careful custody and handling of F5AC files, documents or materials (in hard copy or electronic format), and especially those files and documents containing confidential information, is critically important to the well-being and success of F5AC and our clients. Each employee is responsible for safeguarding against the theft, loss, and unauthorized use or disclosure of this information and for following F5AC’s best practice policies and procedures addressing confidentiality including, but not limited to, HIPAA compliance. Further, employees must not, directly or indirectly, disclose any F5AC-related confidential information to any other person except as necessary to perform their job responsibilities. Employees who have access to confidential information must take all steps necessary to ensure F5AC confidential information is handled, stored, transmitted or destroyed, if appropriate, in a way that protects against loss or misuse, as outlined in F5AC’s Confidentiality Procedures Manual.

Confidential and/or private matters include, but are not limited to:

- Employee or client names, addresses, telephone numbers, social security numbers, and medical/health information
- Information contained in employment or benefits files, including but not limited to disciplinary action records, performance evaluations, benefit applications, beneficiary information, etc.
- Anything marked “Confidential” or “Personal,” such as incoming mail, internal documents marked with these terms, etc.
- Private/Confidential data in F5AC web-based applications

Private and confidential information should not be disclosed except to those who have both the need and authority to know about the information to properly perform their job duties.

Employees are expected to maintain F5AC confidential information as confidential even after separation from F5AC. Employees will, at F5AC’s request at any time and/or when employment terminates, return all documents, papers, computer files or storage devices, web application passwords, or any other material in their possession that may contain or be derived from F5AC confidential information.

External requests for documents or information, including those that may be governed by the Public Records Act, must be referred immediately to the CEO, Public Information and Communications Officer or Chief of Staff.

## Part Twelve: Ending Employment

### Voluntary Termination

In all cases of voluntary resignation (e.g., separation of employment that is voluntarily initiated by the employee), employees are asked to provide a written notice to their supervisor at least 10 working days in advance of their expected last day of work. If F5AC asks an employee who has given notice of voluntary resignation to leave our employ before the end of the notice period (for example, if a replacement is to begin immediately), the employee will be paid for the entire notice period, up to a maximum of two weeks.

Employees may use available accrued vacation and PTO to extend their employment for up to 4 weeks following their final day in office.

Human Resources will coordinate and/or conduct an exit interview with each employee who voluntarily terminates employment prior to the employee's exit from F5AC. These conversations enable F5AC to gather important information about the employee's experience at F5AC, and the work environment, that may benefit other employees. Although exit interviews are not mandatory, employees are encouraged to participate in them and to speak frankly about their employment experience with F5AC.

### Payroll and Returning F5AC Property

All employees separating from F5AC receive their final paycheck on the next regularly scheduled payroll date. Employees are required to return all F5AC property or equipment to Human Resources or the Office Manager before leaving on their last day of work.

### Reduction in Workforce

In the event F5AC requires a reduction in workforce, the below guidelines may be followed.

In its sole discretion, F5AC determines when and whether it is necessary to implement a reduction in force (RIF); which employees are affected by the RIF; and the implementation method. Generally, we give primary consideration to the program and F5AC's needs and circumstances.

- To reduce the need for a potential RIF, employees may be hired for temporary positions, with the duration of the position dependent on funding. Employees hired for temporary positions are not eligible for severance pay but may be eligible to receive outplacement services at the conclusion of the temporary position.
- F5AC may reduce positions through attrition instead of RIF.
- F5AC may require a furlough instead of a RIF (e.g., require employees to work fewer hours per week or take a specified period off work without pay). During the period of furlough, F5AC will attempt to maintain employees' health and dental insurance benefits at the same level as they were prior to the furlough for a period not to exceed eighteen (18) months.
- F5AC may reduce positions from full-time to part-time depending on program needs and funding availability. If F5AC reduces a position to part-time, F5AC will attempt to maintain the employee's health and dental benefits at the same level immediately prior to the hours reduction for a period not to exceed eighteen (18) months, and subject to any future changes in the F5AC's benefit package. Employees who voluntarily request a part-time schedule are not eligible for this benefit.
- F5AC may eliminate positions and will determine if the RIF will occur on an agency-wide basis or in one or more programs, departments, and/or classifications.

*Length of Service:* An employee's length of service is measured from the original employment date with F5AC (including time as a County employee, Tri-Net employee, or Diversified employee) if there has not been a break in service greater than 30 days (not including leave protected by law. Approved legally protected leaves do not constitute a break in service).

*Notice:* Employees selected for RIF through position elimination will be given at least 10 business days' notice of the proposed final employment date.

*Severance Pay:* If positions are eliminated due to RIF, F5AC may authorize severance pay of two weeks' regular base salary or pay less applicable tax and other withholdings, for every year of continuous service (according to the above length of service definition), not to exceed eighteen (18) weeks of pay. If severance pay is authorized, it will be paid in one lump sum on or after the termination date, and, according to ACERA, is not pensionable.

To receive severance pay, if payment is authorized, employees must first sign a waiver releasing F5AC from any and all liability related to their employment with F5AC and their separation from employment. Refusal to sign the waiver within the allowed period and/or lawful revocation of the waiver renders an employee ineligible to receive severance pay.

In addition to severance pay, if any, F5AC may also make a payment equivalent to \$500 per year of service (as defined above in the length of service definition), but not to exceed \$3,000 total, to help with the cost of health insurance. This payment, if authorized by F5AC, will be made in one lump sum, and will be issued at the same as severance pay. To receive the payment described in this paragraph, if authorized, employees must first sign a waiver releasing F5AC from all liability from their employment with F5AC and their separation from employment. Refusal to sign the waiver within the allowed period and/or lawful revocation of the waiver renders an employee ineligible to receive severance pay.

If an employee who was previously part of a RIF and received any severance pay is rehired and then subsequently laid off, that employee may be eligible for severance only up to a maximum of eighteen (18) weeks of pay when all severance payments (e.g., from the first and second RIFs) are combined.

*Outplacement Services:* Employees whose positions are eliminated in a RIF, or who were hired for temporary positions in connection with a RIF, may be eligible for F5AC outplacement services. These services are designed to help F5AC employees find positions in Alameda County where they can continue to use their skills and expertise on behalf of children aged 0 to 5 years. Outplacement services, if provided, will not exceed three months following the date of separation. F5AC makes no guarantee that utilizing its outplacement services will result in an employment offer.



## Acknowledgment

I acknowledge that I have received a copy of the First 5 Alameda County (“F5AC”) Employee Handbook. I understand that the Handbook contains important information on the general employment policies of F5AC and on my privileges and obligations as an employee. I acknowledge that I am expected to read, understand, and adhere to F5AC’s policies, and I understand I am governed by the contents of this Handbook. I further understand that F5AC may change, rescind, or add to any policies, benefits, or practices described in the Handbook, other than the concept of at-will employment. By my signature below, I also acknowledge and understand that employment at F5AC is at-will employment. That is, either I or F5AC may terminate my employment at any time, for any reason or no reason, with or without cause.

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Employee Name

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Employee Signature

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Date

## Change Log

Item	Date
Original adoption of Employee policies adopted by Commission	5/21/2004
Handbook Update – Approved by Commission Includes addition of fingerprinting under “Work Eligibility”, “Tools and Technology”; and “Bilingual Pay”. Medical and Dental Insurance sections rewritten to reflect current benefit structure; “Floating Personal Days” and “Personal Use Time” merged under “Paid Time Off (PTO)”; “Unpaid Time Off and Leaves of Absence” section reformatted to include matrix of leaves	5/26/2005
Addition of Catastrophic Leave Bank – approved by Commission	9/29/2005
Year End Manual Clean-up – reviewed by Executive Committee	6/19/2006
Year End Manual Clean-up – reviewed by Executive Committee Includes Addition of Professional Development, Payment in Lieu Long Term Disability, Children in the Workplace, Telecommuting, & References sections; Change in Full Time Status definition, Remove Position Description section	5/22/2008
Formatting Update	2/25/2009
Year End Manual Clean-up – reviewed by Executive Committee Includes addition of Paid Family Leave, Breastfeeding-Friendly Workplace section Addition of Reduction in Workforce section – approved by Commission 12/11/08, with addition of severance pay cap 3/26/09	6/25/2009
Year End Manual Clean-up – reviewed by Executive Committee Includes Addition of Personal Leave of Absence modifications to sick leave policy – approved by Commission on 12/10/09; Deleted Tools and Technology benefit – approved by Commission on 12/10/09	6/24/2010
Year End Manual Clean-up – Reviewed by Executive Committee Addition of Child Abuse Reporting, Confidentiality policies & Temporary Military Duty Leave; Removed Lent to Other Government or Educational Institution Leave	12/8/2011
Deleted ACERA offset benefit – approved by Commission on 12/13/12	12/13/2012
Year End Manual Clean-up – Reviewed by Executive Committee Revisions to Unpaid Leave section, including deletion of the Matrix format, Separation of Pay Periods into Pay Periods and Work Schedules, addition of Reasonable Accommodation Leave, Social Media, Media Relations; Removed Educational, Temporary Military Duty and Military Leaves	5/23/2013
Year End Handbook Clean-up – Reviewed by Executive Committee Consolidation of Medical and Dental Insurance sections, deletion of Wage Garnishments and Appeal of Serious Discipline sections	6/26/2014
Year End Handbook Clean-up – Reviewed by Executive Committee, including modifications to Sick Time to reflect provisions in the Healthy Workplace Healthy Family Act, and to Health and Dental Insurance to reflect provisions in the Affordable Care Act	6/18/2015
Year End Handbook Clean-up – Approved by Commission on 6/16/16 Title change from “Employee Policies and Procedures Handbook” to “Employee Handbook” Addition of “Paid Time Off” usage during Introductory Period Addition to Eligibility of Dependent Children of Temporary Employees; Employer Share of Health and Dental Premiums for Temporary Employees and Their Eligible Dependents; Definition for Eligible Dependents; Vacation Time off Requests; Modification to “Workplace Conduct”	6/16/2016
Addition of \$500 per Fiscal Year for Professional Development, to Be Reimbursed After Completion of Course(s) – Any Unused Funds Will not Carryover	7/20/2016
Addition to Leaves of Absence – Paid Leave, Work Hours and pay – Flex schedule	8/18/2016
Modify Leaves of Absence – Paid Leave	6/15/2017
Week of Christmas Off & 3% Cola Eff. 01/26/18; In Lieu update from \$125 per month to \$137.50 per month – Approved by Commission.	12/14/2017
Year End Handbook Clean-up – Approved by Commission	6/21/2018

Includes Extension of Employee's Introductory period, modify Leaves of Absence – Unpaid, Paid Sick Time, Workplace Conduct	
Modify Benefits & CA Paid Family Leave – Approved by Commission	12/13/2018
Handbook Clean-up – Approved by Commission, including updates to approval levels and titles, Reasonable Accommodation, Replaced Policy Prohibiting Harassment & Discrimination, Benefits, Added “additional benefits” section, Vacations, Jury Duty, Pay Periods, 9/80 Schedule, Bereavement, Leave Policies and Catastrophic Leave Bank, Paid Parental Leave, Children in workplace, Telecommuting has been renamed Remote Work, Attire, Technology-Voicemail & Email, Social Media, Workplace Conduct, Open-door Policy, Conflict of Interest, Voluntary Employment Terminations, Reduction in Workforce. The following have been removed: References to pre-employment/onboarding processes, sections on Employing Commissioners, Executive Benefits Package, Long-Term Disability, Payroll Deductions, and Parking.	10/17/2019
Update approved by the Commission – At-Will Employment, Policy Prohibiting Harassment & Discrimination, Adding Presidential General Election Holiday and COVID 19 Temporary Remote Work Policy	10/15/2020
Update approved by the Executive Committee – Handbook Clean-up – approved by the Commission Executive Committee, including updates to approval levels and titles, clarification on introductory employees, At Will Employment, Policy Prohibiting Harassment & Discrimination, Work Eligibility, Introductory Period, Employee Classifications, Professional Development, Benefits, Vacations, Paid Time Off, Paid Sick Time, Bereavement Leave, Paid Parental Leave, Leaves of Absences , Work Schedules, Bilingual and Multilanguage Pay, Breastfeeding-Friendly Workplace, Expense Reimbursement, References, Communication & Technology, Conflict of Interest & Incompatible Activities, Confidentiality, Reduction in Force Additions: Juneteenth & Indigenous People's Day Holidays; Additional Eligible Family Members under CFRA, 4-10 Schedule; COVID-19 Workforce Vaccination Policy, Right to Respond to Notice of Serious Discipline	05/26/2022
Updates for legislative compliance to add “designated person” to Paid Sick Time and Unpaid Leaves, to include 5 days of bereavement leave for part-time employees (paid leave prorated), to update name of Civil Rights Department (from Fair Employment and Housing).	12/08/2022
Updates to TB test in Work Eligibility section, added Alternative Work Schedule, Overtime Pay and Compensatory Time Off, Remote Work Policy, Removed COVID-19 Workplace Vaccination Policy	10/5/2023
Updates to Equal Opportunity and Policy Prohibiting Harassment and Discrimination, temporary employee sick leave allotment, Reproductive Loss Leave, Alternative Work Schedule, and Technology, Voicemail and Email Policy	2/15/2024
Update Media Policy and add Governmental, Legislative, and External Relations Policy	06/11/2024
Handbook Update - Added Background Check Policy and Updated “Flex” Benefit Credit to “Benefit” Credit	12/5/2024





# Staff Announcements

December 12, 2024





# GENERAL AGENCY ANNOUNCEMENTS



## Celebrating Renee's Years of Service

### **Many thanks Commissioner Renee Sutton Herzfeld!**

With a remarkable career spanning over 35 years, Renee has been a tireless advocate for early childhood education and family support, leaving an indelible mark on Alameda County.

We are grateful for your over 13 years of service on our Commission. Your leadership and partnership has truly made an impact on our work.



# GENERAL AGENCY ANNOUNCEMENTS



## Measure C Community Advisory Council

In October, members of the Measure C Community Advisory Council (CAC) and public engaged in a **participatory prioritization activity** to identify community priorities for initial Measure C investments.

In November, the CAC received a presentation on the **proposed Emergency Stabilization Fund**, which outlines initial investments of Measure C funds intended to provide quick relief to the Early Care and Education field, educators, and families. Members of the CAC and the public provided their feedback and input to the proposal.

To learn more visit, [first5alameda.org/cac](https://first5alameda.org/cac)



A woman with long dark hair, wearing a white shirt, is smiling and looking down at a table covered with wooden blocks. Two young children are also at the table, focused on playing with the blocks. The background shows a classroom environment with shelves of books and other educational materials. The entire image has a dark blue overlay.

## PEOPLE

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



# PEOPLE



## Measure C Community Engagement Efforts to Inform the 5-Year Plan

- **Building a tool with families and providers for families and providers: Child Care Pathways Design Team.**
  - On October 19<sup>th</sup> we hosted a kick-off meeting of the Child Care Pathways Design Team. Since then, we've held two additional meetings. The Design Team will inform the design and development of the centralized eligibility and enrollment system -a central component of the Measure C build. Design team members include parents, family navigators, state contractors, Alternative Payment agencies, and system partners.
- **Learning from the experts: family & child care provider surveys.**
  - We received more than: 1,000 responses: 629 from families, 425 from child care providers. Survey responses include representation from all cities in Alameda County.
- **Bringing community to the table: Measure C listening sessions.**
  - We held our first listening session last week on the topic of *Workforce Development* and are hosting 4 more through February 2025 to engage community members, providers, and families in the participatory planning process. Each listening session will focus on a different topic, including family access to child care, compensation, facilities, and quality, inclusion, and family supports. To learn more visit: [www.first5alameda.org/listeningsessions](http://www.first5alameda.org/listeningsessions)

# PEOPLE



## Pediatric Care and Coordination

### Alameda Alliance for Health (AAH) Community Health Worker Benefit Implementation

We are preparing to begin billing AAH for Community Health Worker (CHW) benefit activities conducted by the Help Me Grow team starting on January 1, 2025.

**Help Me Grow hosted an in-person Connection Café**, where staff from local agencies could gather, network, build community, and learn more about transitional kindergarten. These events are an opportunity to build a more coordinated systems by ensuring that family-facing organizations and agencies are well-informed about early childhood development, education, resources, and services.



Image: Attendees participate in an activity to meet other family-serving professionals in Alameda County





# PLACE

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



# PLACE

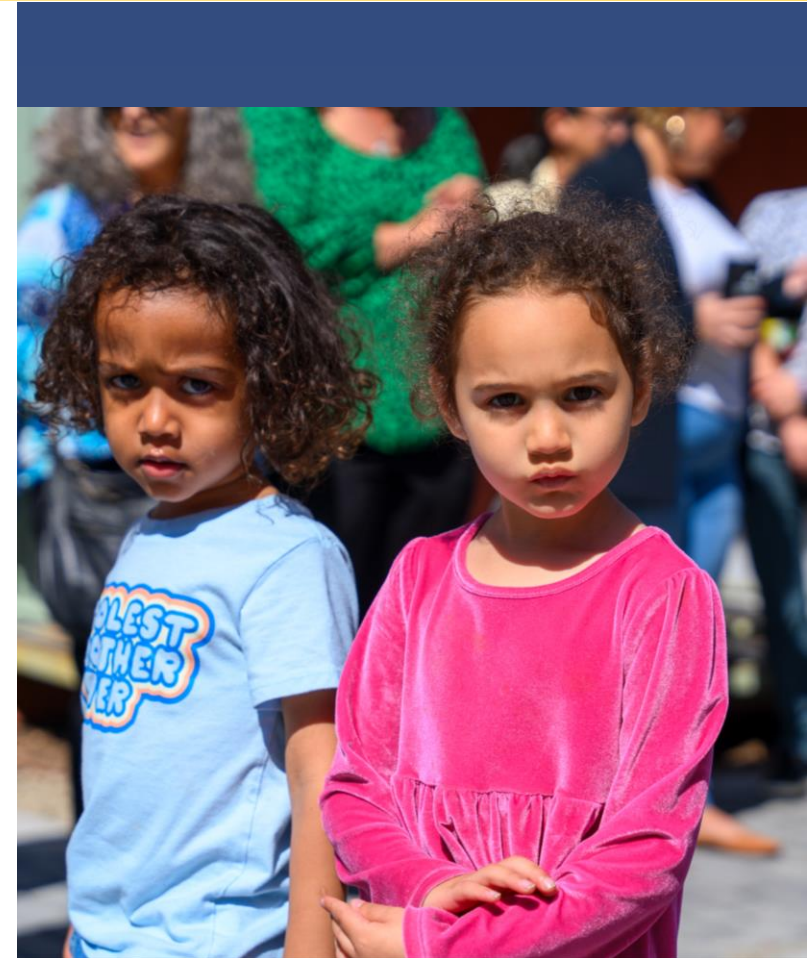
## Oakland Children's Initiative

### Strategic Visioning and Planning

- Continued to meet with City leaders, including the Oakland City Administrator, OUSD Superintendent, and Accountability Officer, to align the vision for Oakland's public early care and education programs and system.
- These conversations support our system visioning, partnership, and collaboration efforts as we prepare to develop the fiscal year 2025-26 Early Education Fund program plans and budgets.

### Fiscal Year (FY) 2023-24 Early Education Fund RBA Measures

- In September, we shared a subset of the FY 2023-24 OCI Early Education Fund Results Based Accountability (RBA) measures with the Children's Initiative Oversight Commission (CIOC). As a follow-up, our Data Team prepared and submitted to the CIOC and Accountability Officer a brief memo with links to the complete RBA data set.



# PLACE



## Feather River Camp

This summer, we partnered with **Oakland Feather River Camp** to offer families an enriching outdoor adventure in the stunning Plumas National Forest. For many, it was their first time camping and experiencing nature's health benefits.

### Families reported noticing:

- Deeper connection with their children and spouses
- Positive changes in their children's behavior and mental health
- Less desire for the use of technology
- Better communication and meaningful conversation as a family





A photograph of four women sitting around a table in a meeting room. They are all smiling and looking towards the left side of the frame. The woman on the far left is wearing a dark patterned top. The woman next to her is wearing a red and white patterned top and glasses. The woman in the center is wearing a light-colored button-down shirt and glasses. The woman on the far right is wearing a dark patterned top and glasses. A yellow rectangular box with the word 'POLICY' in blue capital letters is overlaid on the image.

## POLICY

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

# POLICY



## 2024 Policy Breakfast

**The first in-person Policy Breakfast since 2020 was held**, in partnership with the Alameda County Early Care and Education Planning Council, and focused on the state of early care and education (ECE) in Alameda County and California. The event saw **more than 70 attendees**, including elected officials from the state senate and assembly, legislative staffers, child care professionals, and partners from numerous organizations and agencies.

We were presented with a certificate of recognition for our “unwavering commitment to improving the lives of the next generations” by Rep. Barbara Lee's staff.



*Image: Alameda County Superintendent of Schools Alysse Castro, State Senator Nancy Skinner, Local Planning Council Chair Kym Johnson, First 5 CEO Kristin Spanos, and First 5 Commission Chair Renee Herzfeld.*



# POLICY



October 2024

## Introducing a Universal County-wide Tool to Assess Kindergarten Readiness

### Policy Brief

#### Power of the New Tool

- Provides a holistic, population health measure of children's health, well-being, and school readiness
- Predicts ELA and Math Scores in 3rd and 5th grades
- Reflects how well 0-5 systems support children
- Points to the structural conditions for systems, communities, and families that can be improved through policy-making

First 5 Alameda County is proud to share that the **Early Development Instrument (EDI)** has been formally adopted as the standardized assessment tool that will allow us to collect data on kindergarten readiness across the County.

In anticipation of the local Measures—the Oakland Children's Initiative and the Children's Health & Child Care Initiative for Alameda County—First 5 engaged in a participatory process to select a tool that will help us better understand kindergarten readiness among the County's youngest learners. On behalf of young children, their families, and communities, and with the support of 13 county school districts, the participation of the California Teachers Association, and in partnership with the Alameda County Office of Education, we selected the EDI, administered by the University of California, Los Angeles (UCLA).

The combination of new voter-approved tax revenues and the robust kindergarten readiness data we will gain from the use of the EDI will position Alameda County to better address longstanding inequities, and become a state and national leader in early childhood education. The EDI will be used to inform local education, health and human service budgets, and policy advocacy.

The adoption of this new tool marks an evolution of data collection and the availability of information about what our communities' children are experiencing in early childhood. With the implementation of the EDI, we will have a holistic and comprehensive dataset measuring the systemic conditions that shape school readiness.

At a time when cultural and linguistic bias and chronic underinvestment limit the ability of public institutions to fully support families with young children, the interpretation and prioritization of this data, in partnership with the community, will support a more intentional understanding of local assets and needs. This deeper understanding, along with more resources, collaboration across systems, and new programs and policies, can help establish a more equitable early childhood system that serves all of Alameda County.



## POLICY AGENDA TO ADVANCE EQUITY 2025



### INTRODUCTION

#### FIRST 5 ALAMEDA COUNTY (FIRST 5) WAS ESTABLISHED IN 1998 BY CALIFORNIA'S PROPOSITION 10.

Our "North Star," the population result that guides our work, is that all children are ready for kindergarten. We are evolving the early childhood system using a "whole community, whole family, whole child" policy and programming approach, and work at the intersection of racial, economic, climate, housing, and health justice to ensure that policies and systems support the conditions children, families, and communities need to thrive. Systems building efforts require deep investments and time. To scale effective programs and promote equitable policies, we leverage insights from our work to inform systemic solutions across local, state, and federal levels in four key areas: Neighborhoods, Family, Health & Well-Being, and Learning & Care. This approach aims to achieve long-term stability and sustainability for families and communities.

#### LONG-TERM SUSTAINABILITY OF CALIFORNIA'S EARLY CHILDHOOD SYSTEM OF CARE

First 5 agencies in California face significant challenges due to declining tobacco tax revenues, risking program cuts and layoffs. This threatens the early infrastructure built over years. While First 5 Alameda is partially protected by two local child care measures that we administer—the Oakland Children's Initiative (Measure AA) and The Children's Health & Child Care Initiative for Alameda County (Measure C)—we advocate for statewide sustainability efforts. These include exploring new funding streams and partnerships to ensure continuity of essential early childhood services, strengthening the foundation for California's children and families.

POLICY AGENDA 2025

Page 1

## FIRST 5 ALAMEDA COUNTY DATA FOR ACTION 2024

### ALAMEDA COUNTY IS A POPULOUS COUNTY

**1,673,133**  
Total population

**16,900**  
Babies born in 2021

**108,264**  
Children under age 6, 6.4% of the total population

**~71,000**  
Households with children under age 6

### ALAMEDA COUNTY IS A DIVERSE COUNTY

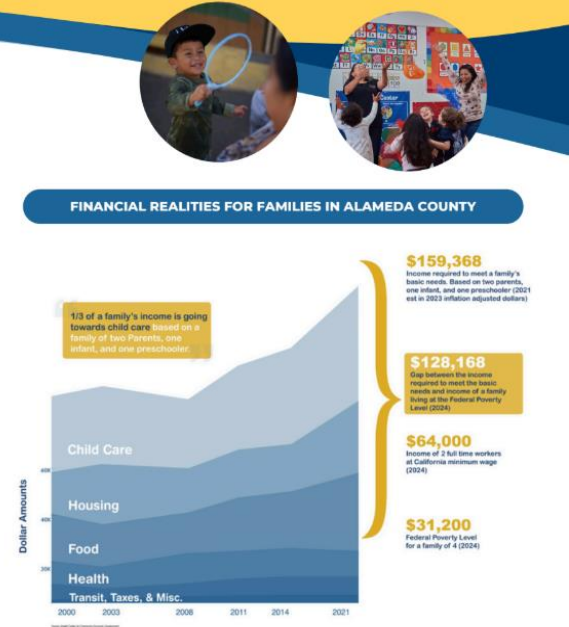
**7th**  
Most diverse county in the US (2020)

**36%**  
of Alameda County residents are foreign-born (2023)

**48%**  
of Alameda County residents over 5 live in households where a language other than English is spoken at home (2023)

**53%**  
of children under 6 estimated to live in families with at least one foreign-born parent (2022)

### FINANCIAL REALITIES FOR FAMILIES IN ALAMEDA COUNTY









## 2025 MEETING CALENDAR

MEETING DATES ARE SUBJECT TO CHANGE.

MEMBERS OF THE PUBLIC CAN CALL 510-227-6900 TO VERIFY DATE AND TIME.

ALL MEETINGS WILL BE HELD AT THE FIRST 5 OFFICE: 1115 ATLANTIC AVENUE, ALAMEDA, CA 94501

UNLESS OTHERWISE INDICATED IN ADVANCE OF THE MEETING

MONTH	EXECUTIVE COMMITTEE 11:00 AM– 12:30PM	COMMISSION 9:00 AM– 11:30 AM	AGENDA ITEMS (SUBJECT TO CHANGE)
FEBRUARY	Thursday, February 6	Thursday, February 13	<ul style="list-style-type: none"> <li>▪ Election of Officers</li> <li>▪ FY 2024-25 Mid-Year Budget Modification</li> <li>▪ FY 2024-25 Mid-Year Investment Update</li> </ul>
APRIL	Thursday, April 17	Thursday, April 24	<ul style="list-style-type: none"> <li>▪ First reading of FY 2025-26 Budget</li> <li>▪ First reading of Long-Range Financial Plan</li> <li>▪ First 5 CA Annual Report</li> </ul>
JUNE	Thursday, May 29	Thursday, June 5	<ul style="list-style-type: none"> <li>▪ Final adoption of FY 2025-26 Budget</li> <li>▪ FY 2025-26 Contract Authorizations</li> <li>▪ Approval of FY 2025-26 Strategic Plan</li> <li>▪ Final Reading of Long-Range Financial Plan</li> <li>▪ ACERA 401(h)</li> <li>▪ GASB 54 Fund Balance Commitment</li> </ul>
AUGUST	Thursday, August 14	Thursday, August 21	TBD
OCTOBER	Thursday, October 2	Tuesday, October 14	<ul style="list-style-type: none"> <li>▪ Adoption of FY 2024-25 Financial Audit Report</li> <li>▪ FY 2024-25 Investment Report</li> </ul>
DECEMBER	Thursday, December 4	Thursday, December 11	<ul style="list-style-type: none"> <li>▪ F5AC Annual Report Submission to First 5 CA</li> <li>▪ F5AC Annual Report</li> </ul>



**To:** First 5 Alameda County Commission

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

**Date:** December 12, 2024

**Subject:** Measure C Emergency Stabilization Fund Plan and Budget and Fiscal Year 2024-25 Annual Expenditure Plan

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#### **ACTION REQUESTED**

To review the Measure C Emergency Stabilization Fund Plan and Budget and Fiscal Year (FY) 2024-25 Annual Expenditure Plan.

#### **BACKGROUND**

Measure C, the Children's Health and Child Care Initiative for Alameda County was passed by Alameda County voters in March of 2020 and upheld by the Court of Appeal and the State Supreme Court on April 24, 2024. Measure C promotes wellness, kindergarten readiness, and school success through investments in early care and education, access, provider wages, and the health care safety net. Measure C is a 20-year ordinance.

First 5 Alameda County (First 5) is the public system administrator of the early childhood portion of the Measure (Child Care, Preschool, and Early Education Account). As outlined in Section 2.08.305.B of the Ordinance, First 5 is responsible for developing a five-year Child Care, Preschool, and Early Education Program Plan and Budget (5-Year Plan). We are also required to develop an Annual Expenditure Plan that will be brought to the First 5 Commission and Alameda County Board of Supervisors for approval.

As an initial phase of the 5-Year Plan, First 5 recommends the immediate launch of an Emergency Stabilization Fund. The Emergency Stabilization Fund proposal has been informed by the Measure C Community Advisory Council (CAC), and the public. Funds have been collected from taxpayers since July 2021 but remained unavailable until the resolution of the litigation in April 2024. There is approximately \$500 million available in escrow as of November 2024.

#### **FISCAL IMPACT**

Revenue and expenses associated with the FY 2024-25 Annual Expenditure Plan will be evaluated for integration into the First 5 Alameda County Agency's budget during the Mid-Year Modification process. Funding for the Emergency Stabilization Fund will come from Measure C, pending approval and appropriations from the Alameda County Board of Supervisors.

#### **RECOMMENDATION**

To approve 1) the Measure C Emergency Stabilization Fund Plan and Budget for FY 2024-25 and FY 2025-26, with the accompanying FY 2024-25 Annual Expenditure Plan, subject to any modifications

made by the Alameda County Board of Supervisors and 2) submit to the Alameda County Board of Supervisors for approval and allocation of funds as adopted by the Alameda County Board of Supervisors.

Submitted by:

Approved by:

DocuSigned by:

*Kristin Spanos*

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First 5 Alameda County teams:

Kristin Spanos  
Chief Executive Officer

- Communications
- Community Programs
- Data and Evaluation
- Early Care and Education Fiscal Operations
- Early Care and Education Programs
- Finance
- Government Affairs and Policy
- Human Resources
- Operations
- Strategic Planning and Project Management
- Technology



# MEASURE C EMERGENCY STABILIZATION FUND REVIEW

December 12, 2024  
FIRST 5 ALAMEDA COUNTY  
COMMISSION



# MEETING GOALS

1. **Ground** in the process and timeline
2. **Review for approval** proposed Emergency Stabilization Fund investments for submission to the Board of Supervisors
3. **Share** next steps



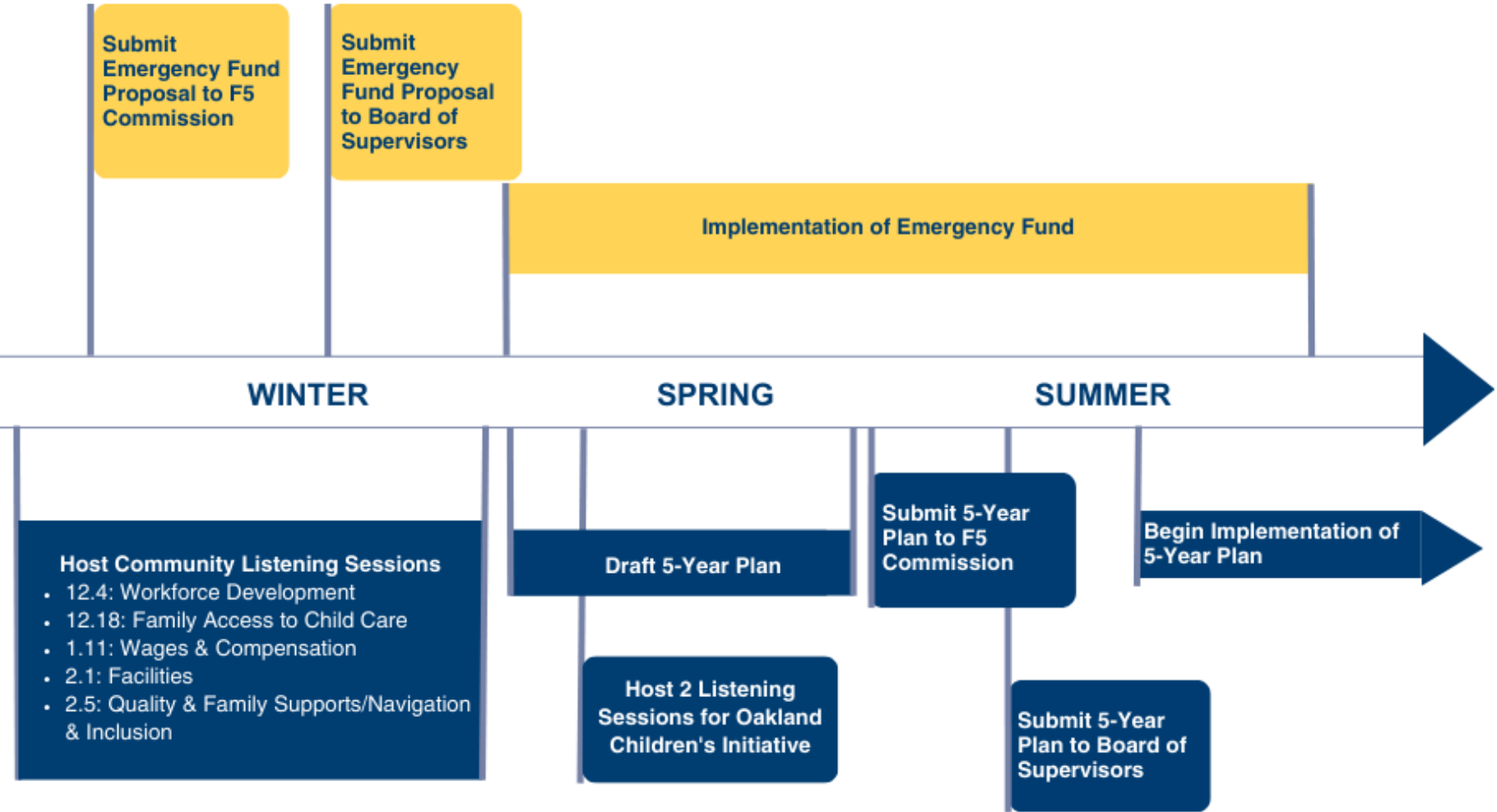
# MEASURE C TIMELINE

## Meetings to Date

- ✓ 8.24: Orientation
- ✓ 9.24: Data Walk
- ✓ 10.9: Prioritize Quick Wins
- ✓ 11.6: Propose Emergency Stabilization Fund to the CAC
- ✓ 12.4: Workforce Development Community Listening Session

## EMERGENCY STABILIZATION FUND

## FIVE-YEAR PLAN

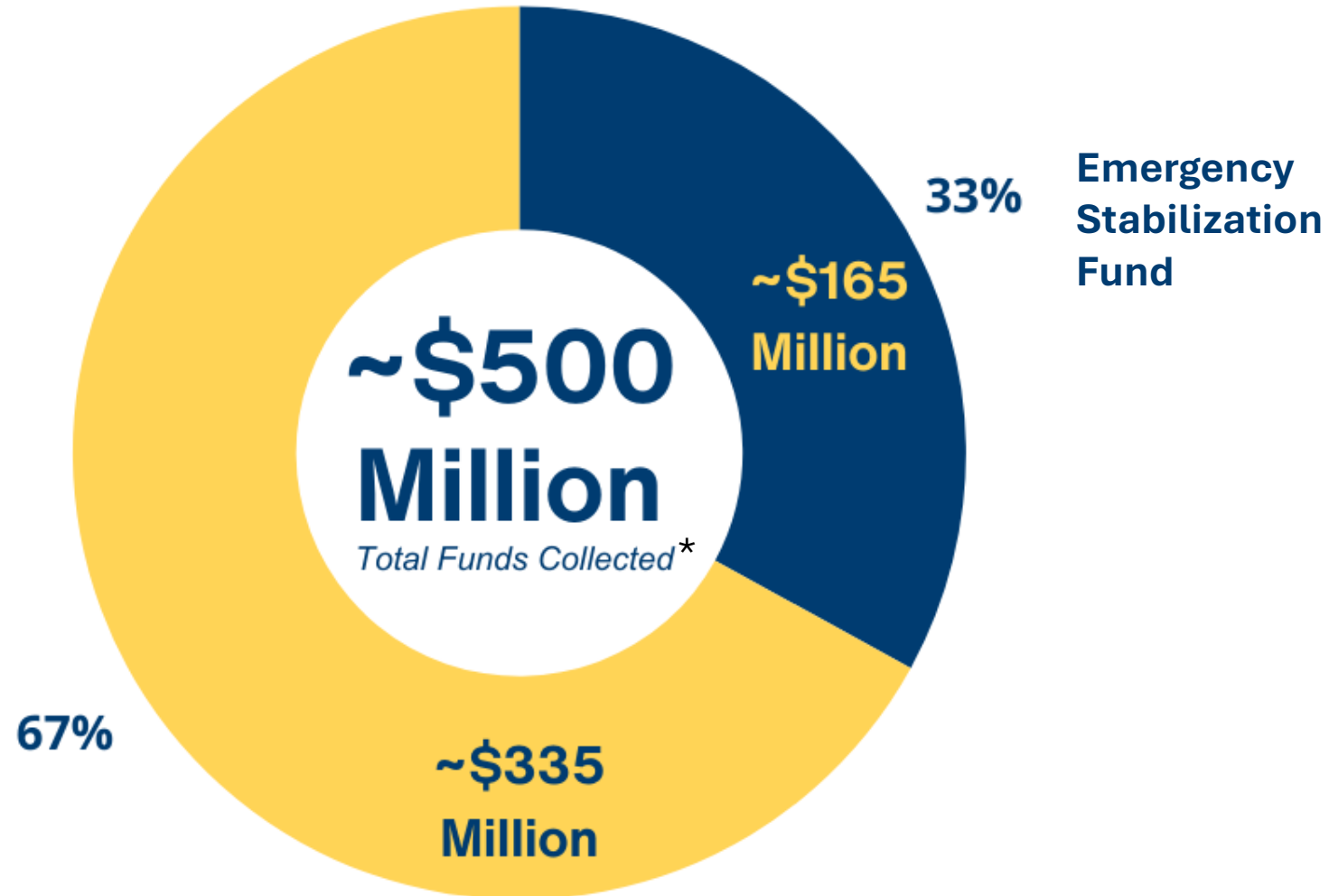




**INITIAL  
5-YEAR PLAN  
INVESTMENTS**  
*EMERGENCY  
STABILIZATION FUND  
FY 24-25 and FY 25-26*



# MEASURE C - CHILD CARE, PRESCHOOL, AND EARLY EDUCATION ACCOUNT FUNDING BREAKDOWN





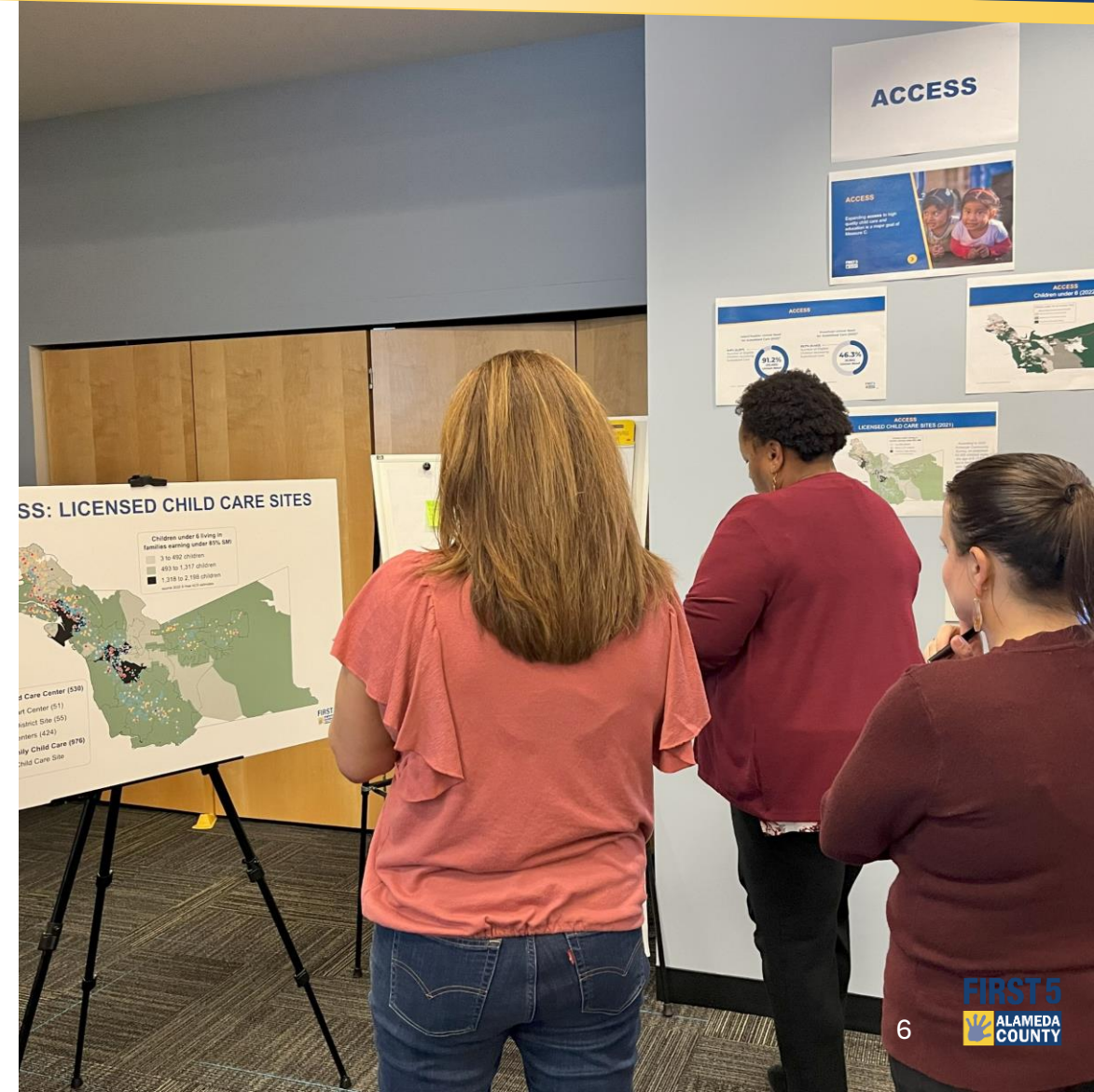
# UPCOMING INVESTMENTS 5-YEAR PLAN

*Balancing quick investment with a thoughtful public process*

**The Emergency Stabilization Fund does not include:**

1. **Set a minimum wage floor** per the ordinance requirement
2. **Provide subsidies for child care slots**

**These complex investments will be in the full 5-Year Plan.**





# MEASURE C EMERGENCY STABILIZATION FUND: PROGRAM AND COMMUNITY INVESTMENTS

**\$84.6M**

## Providers

### Provider Relief Grants

- FCCs
- Centers

### Workforce Development

- **Apprenticeship programs** to expand workforce
- **Research** on local early educator workforce
- **Workforce Registry**
- **Learning Table** on career pathways



**\$25.3M**

## Families

### Child Care & Family Supports

- Child Care Navigation
- Family Resource Center Grants
- Maximize state and federal subsidies

### Support Family, Friend and Neighbor (FFN) caregivers

- Relief grants
- Equipment

### Coordinated Eligibility and Enrollment System and Technology Investments



**\$20.4M**

## Facilities

### Health and Safety

- **Capital improvement** for Centers, FCCs, Family Resource Centers, and family shelters

**Renovations** to adapt spaces for serving infants and toddlers

**In-depth, equity-centered technical assistance**



**\$11.5M**

## Capacity

### Data and Evaluation

- Data Collection
- Measure C Evaluation
- Kindergarten Readiness Community Study (EDI)

### CAC and Community Participation

- Community Advisory Council
- Communications

### Direct Staffing and Consultation

- First 5 Direct Staffing
- Contract and Program Costs



# PROVIDERS *PROVIDE IMMEDIATE RELIEF*





# PROVIDER RELIEF GRANTS \$81.6M

## Grants for Family Child Care providers (FCCs) and Centers for operating and business-related expenses

### Eligibility Requirements

1. Meet ONE of the following **equity-based criteria**:
  - a. FCC or Center sites operating in a Census tract with 5% or higher poverty levels & serving children 0-5
  - b. FCC that has served at least one child 0-5 enrolled in an ECE subsidy program at any time between July 2022 – December 2024
  - c. Center with at least 25% of their 0-5 slots filled with children enrolled in an ECE subsidy program at any time between July 2022 – December 2024
2. Agree to provide a **portion of each grant directly to teaching staff** (minimum of \$1,000 to each early educator and assistant)
3. Operate in **compliance with state & local regulations**, in good standing with licensing, meet insurance requirements

Provider Type	Size	License Capacity	Amount
FCC	Small	6-8 children	\$40,000
	Large	12-14 children	\$50,000
Center*	Small	<50 children	\$50,000
	Medium	50-99 children	\$75,000
	Large	100+ children	\$100,000

\*\$500k cap on grants for agencies that operate multiple sites.





# MAP OF CENSUS TRACTS BY POVERTY RATE

## Equity + Eligibility Considerations

### PEOPLE

Subsidy-serving to address family need

### PLACE

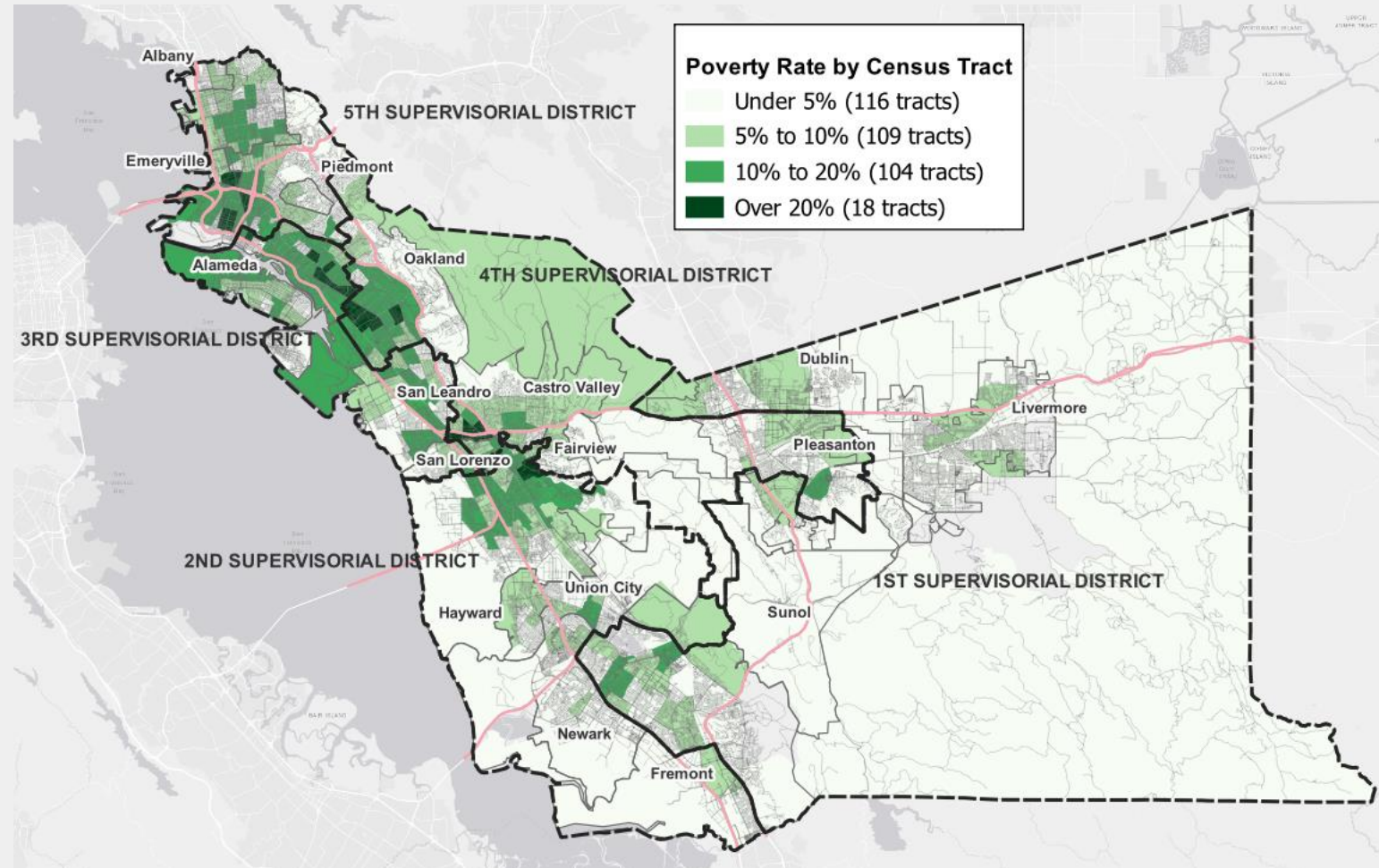
Address community need and historical disinvestment + providers disconnected from subsidy system

## Provider Eligibility

✓ Meets subsidy requirements and serves children 0-5

OR

✓ Provider located in a designated Census tract (5% poverty or more) and serves children 0-5





# PROVIDER RELIEF GRANTS ANTICIPATED IMPACT

## Family Child Care Providers (FCCs)

- 1,000 sites
- Up to 10,000 children
- Estimated 1,400 teachers

## Centers

- 400 sites
- Up to 24,000 children
- Estimated 3,500 teachers







# EMERGENCY SET ASIDE

- **\$10M in Emergency Funding** set aside
- Emergency Set Aside Eligibility: The eligibility, vetting, and prioritization criteria will be developed with CAC and community input in the coming months.





# WORKFORCE DEVELOPMENT - \$3.0M



**Retain and attract teaching staff and support a skilled and stable workforce reflecting our diverse county:**

- Registered Apprenticeship Programs - **\$2.7M**
- Workforce Registry - **\$150K**
- Survey to assess workplace conditions - **\$40K**
- Learning Table on career pathways - **\$25K**



# WORKFORCE DEVELOPMENT ANTICIPATED IMPACT

- **Enhanced ECE apprenticeship programs for more than 300 apprentices** to support their entry and advancement in the field
- **Increased participation** in the California ECE Workforce Registry to support data quality and administration of wages
- **High quality data collection** on workforce conditions from approximately **4,500 educators** to inform future investments (approx. 60% of the workforce)
- **Finalized plan** for an ECE career pathways learning table to coordinate the current landscape and maximize resources





# FAMILIES INCREASE ACCESS TO CARE





# ENHANCED FAMILY RESOURCE NAVIGATION & SUPPORTS - \$6.7M

**Support families to access subsidized child care and close enrollment gaps:**

- Increased family supports through Family Resource Centers - **\$5M**
- Enhanced family navigation through Resource and Referral agencies - **\$1.5M**
- Understand inclusion supports and resource gaps - **\$150K**
- Explore how to best maximize state and federal subsidies







# ENHANCED FAMILY RESOURCE NAVIGATION & SUPPORTS ANTICIPATED IMPACT

- **Increased capacity for Family Resource Centers** to provide referrals, playgroup opportunities, basic needs, and community-responsive programming for families and Family, Friend, and Neighbor caregivers
  - Estimated 10 FRC grants by June 30, 2025
  - Estimated 30 FRC grants by June 30, 2026
- **Increased child care navigation** support through R&Rs, leading to increased number of families accessing child care
- **Landscape analysis of inclusion supports** to inform future investments
- **Increased use of existing child care subsidies**







# GRANTS FOR FAMILY, FRIEND, AND NEIGHBOR PROVIDERS \$13.7M

## Support family-based caregivers with relief funding and equipment:

- Relief grants of \$4,000 for any Family, Friend and Neighbor (FFN) provider currently serving children 0-12 with a subsidy - **\$12.7M**
- Health & safety equipment for FFN providers currently serving children 5 and under with a subsidy - **\$1M**





# GRANTS FOR FAMILY, FRIEND, AND NEIGHBOR PROVIDERS ANTICIPATED IMPACT

## Family, Friend, and Neighbor (FFN) Relief Grants

- 2,750 caregivers
- Approximately 5,000 children ages 0-12

Provide an estimated **1,200 FFN** caregivers with **critical health and safety equipment** by June 30, 2026, impacting approximately **1,500 children**





## TECHNOLOGY TO SUPPORT ACCESS - \$5M

**Build a simple, more accessible, and more secure technology system for providers and parents accessing care:**

- Coordinated Eligibility & Enrollment System - **\$3.6M**
- Data Systems, Integration, and Storage - **\$1.1M**
- Landscape Analysis and Technology Consulting - **\$0.3M**







# TECHNOLOGY TO SUPPORT ACCESS

## ANTICIPATED IMPACT

- **Coordinated and transparent** access to child care for families via a mobile friendly web app
- **Streamlined County eligibility determination and enrollment processes**
- **Structured data** to support longitudinal analyses
- **Data warehouse infrastructure** to support tracking of enrollments and family supports over time
- **Key integrations** to support data flows to AP/R&R agencies, as needed
- **Successful community engagement process** to inform decision-making about features, functions, and overall design of technology solutions and family navigation business processes
- Throughout 2026, implementation of a **year-long pilot program** to centralize eligibility and enrollment for an initial group of providers



# FACILITIES ADDRESS URGENT NEEDS







# FACILITIES GRANTS - \$20.4M

Invest in facilities to address urgent health and safety needs and convert more spaces to serve infants and toddlers:

- Capital improvement grants

Provider Type	Max Grant Amount
Centers	\$350,000
FCCs	\$150,000
Family Resource Centers	\$150,000
Family Homeless Shelters & Domestic Violence Shelters	\$150,000

- In-depth equity-centered technical assistance







# FACILITIES GRANTS ANTICIPATED IMPACT

Increased **access to safe, high-quality spaces** for children and **additional infant and toddler care spaces** for families, impacting approximately 2,000 children

- Estimated 19 capital improvement grants by June 30, 2025, impacting approximately **500 children.**
- Estimated 71 capital improvement grants by June 30, 2026, impacting approximately **1,500 children.**

Increased access to facilities technical assistance



# CAPACITY ANTICIPATING FUTURE INVESTMENTS







## DATA AND EVALUATION - \$2.5M



**Build a cohesive data collection and analysis system and evaluate impact to inform future funding:**

- Family, provider, and community partner engagement and data analysis to inform planning - **\$545K**
  - Gather community input, including surveys of families and licensed providers, focus groups of Family Friend and Neighbor providers
- Measure C Evaluation - **\$850K**
  - Coordinate learnings with Oakland Children's Initiative and leverage Oakland's procurement process
- Early Development Instrument (EDI) for Alameda County's Kindergarten Readiness Community Study - **\$1.1M**
  - Census tract level data for up to **12,000+ kindergarteners** in all 18 school districts, as prioritized by community



# CAC & COMMUNITY PARTICIPATION- \$1.1M

**Use administrative infrastructure and community engagement to redesign the deeply fragmented system that has patched together early education in Alameda County:**

- **Community Advisory Council (CAC) - \$600K**
  - Community Listening Sessions, rental space, food, translation, and interpretation
- **Communications - \$475K**
  - Outreach, branding, policy advocacy







## DIRECT STAFFING & CONSULTATION- \$8.0M

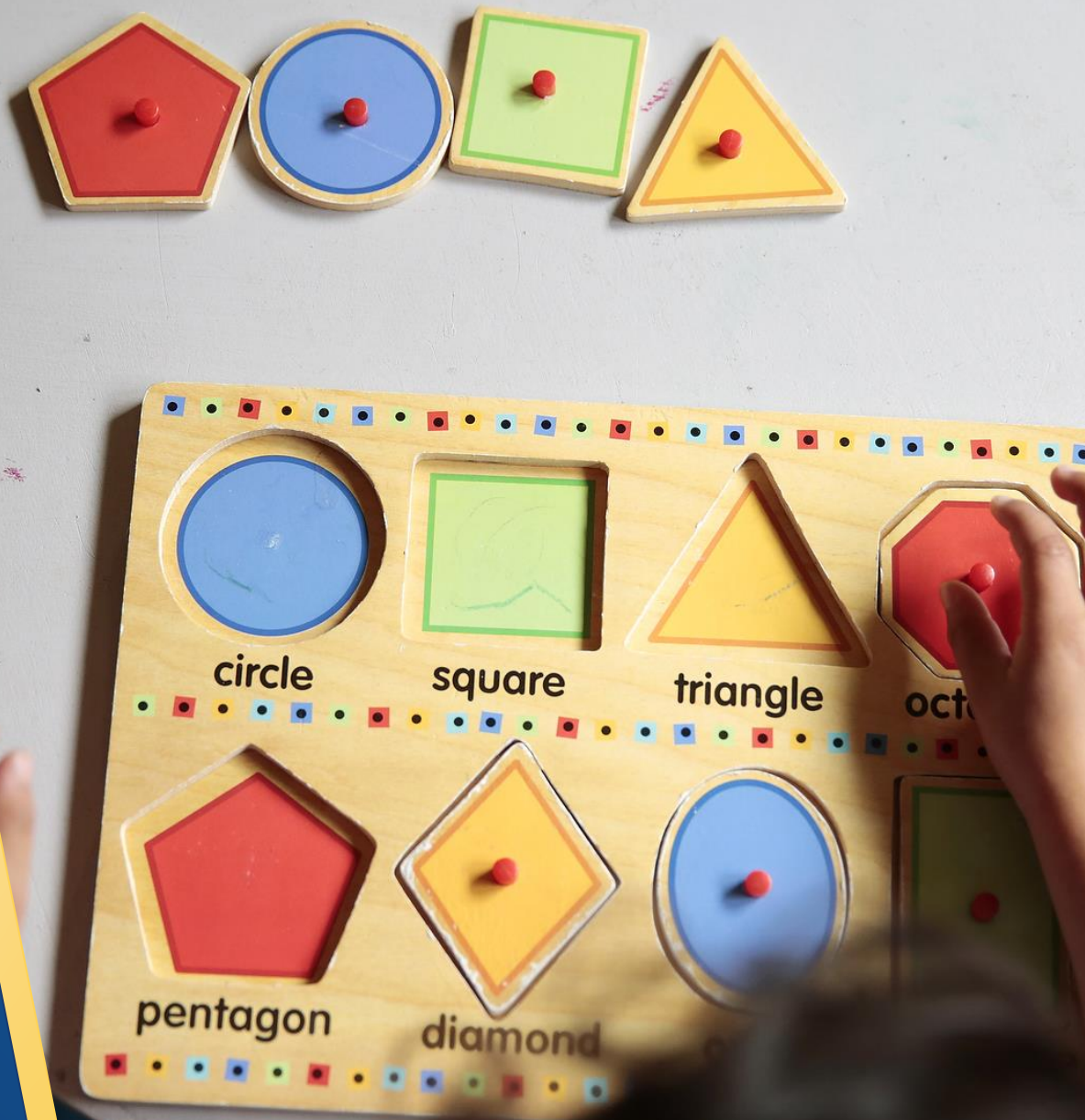
**Sufficient First 5 staffing and consultation support is required for successful program planning and implementation of Measure C investments:**

- Direct First 5 Personnel - **\$7.4M**
- Contract and Program Costs - **\$540K**
  - Planning, cost modeling, financial audit, equipment, and legal and compliance consultation





# ADMINISTRATION AND SYSTEM BUILDING





## **PROPOSED ADMINISTRATIVE FEE (15%) - \$16.3M**

**Revenue from this proposed administrative fee will be used to fund the development of early childhood infrastructure, programming, and implementation of the Measure C program, including:**

- Fiscal and administrative infrastructure
- Indirect costs
- Planning for community-informed 5-Year Plan
- Coordination with the Oakland Children's Initiative
- System building to coordinate First 5's investments (e.g. Pediatric Care Coordination, Neighborhoods Ready for School) and the early childhood landscape



# REIMBURSEMENT OF PROP 10 FUNDS - \$7.7M



To prepare for future Measure C investments, First 5 borrowed funds from Proposition 10 to ready the Agency for implementation.

Reimbursement of Proposition 10 - **\$7.7M**

- FY 21-22: **\$1.1M**
- FY 22-23: **\$2.2M**
- FY 23-24: **\$4.4M**

Expenses include personnel; professional services to support planning, community engagement, and building organizational infrastructure.

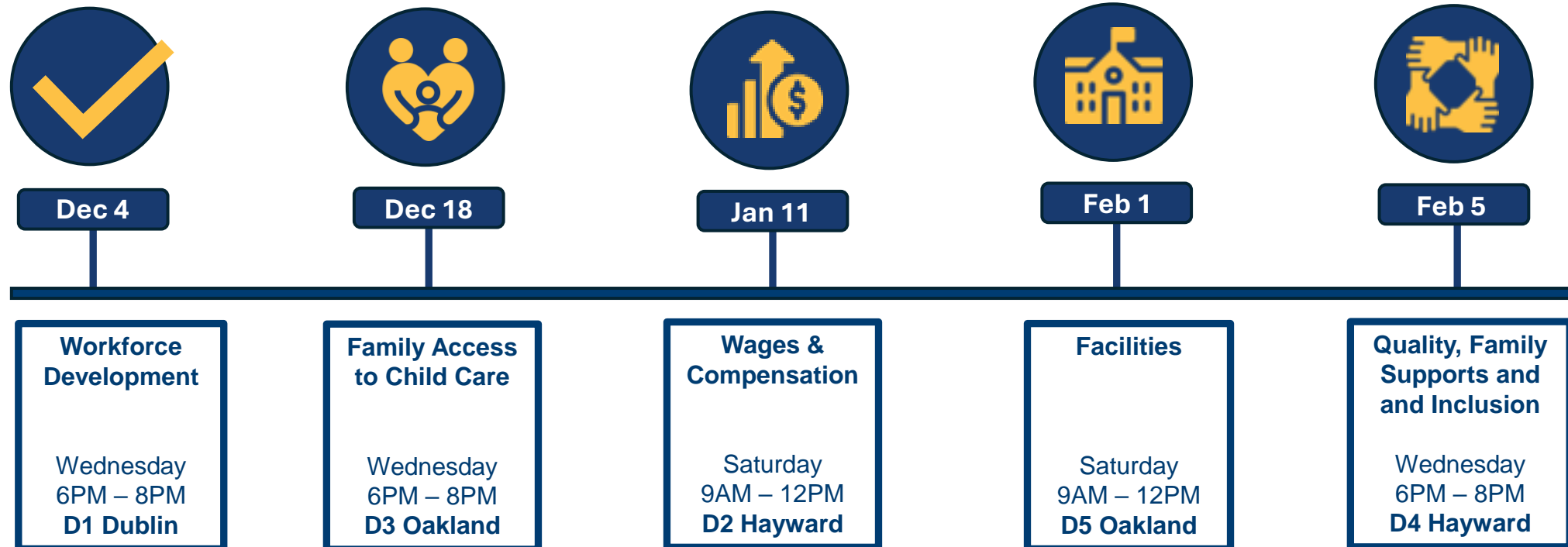


# LOOKING AHEAD *NEXT STEPS*



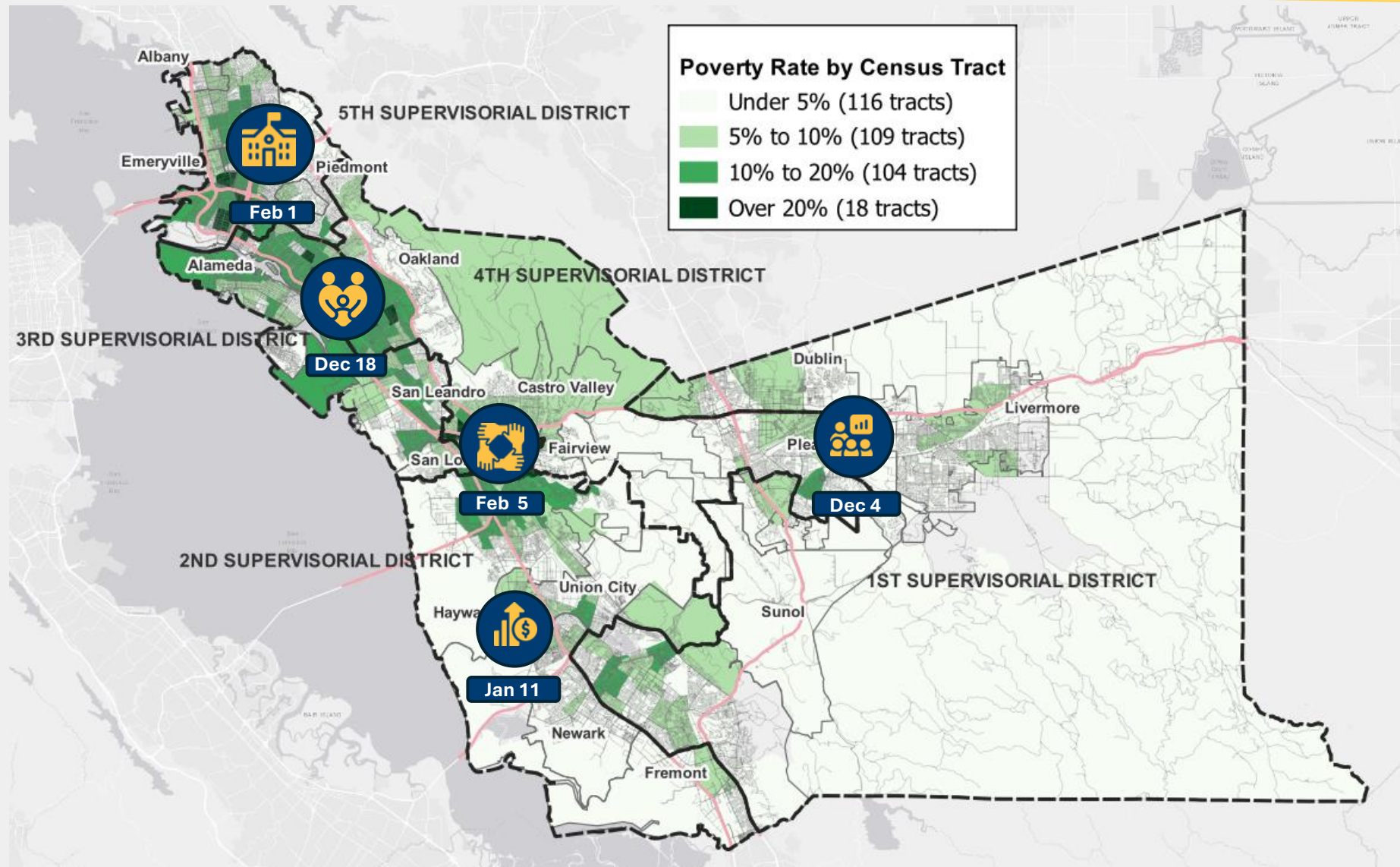
# COMMUNITY LISTENING SESSIONS

As part of a community feedback process, the Brown-Acted CAC meetings from Dec-Feb will be *Community Listening Sessions*.





# COMMUNITY LISTENING SESSIONS



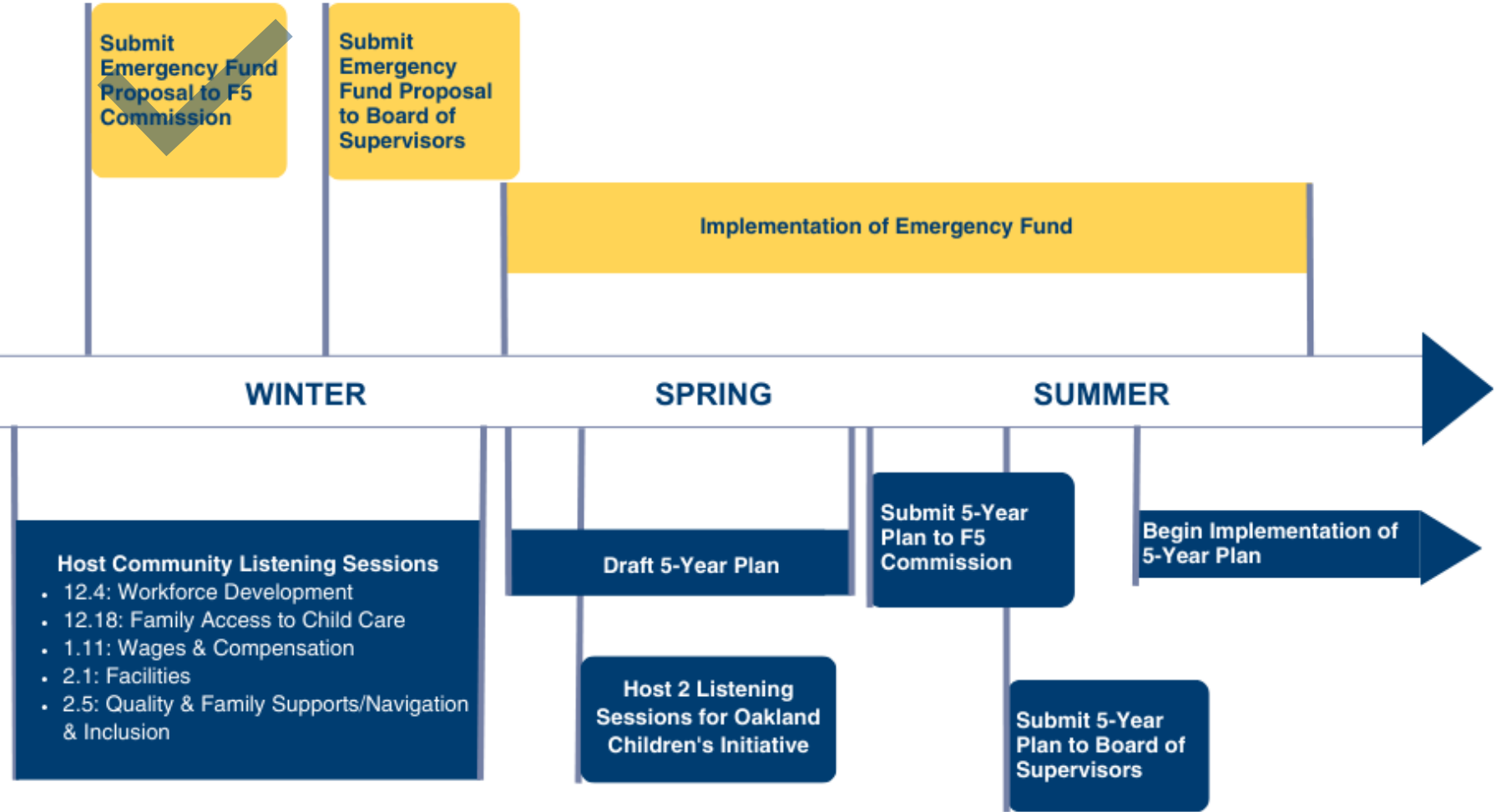
# MEASURE C TIMELINE

## Meetings to Date

- ✓ 8.24: Orientation
- ✓ 9.24: Data Walk
- ✓ 10.9: Prioritize Quick Wins
- ✓ 11.6: Propose Emergency Stabilization Fund to the CAC
- ✓ 12.4: Workforce Development Community Listening Session

EMERGENCY STABILIZATION  
FUND

FIVE-YEAR PLAN





# READYING FOR THE 5-YEAR PLAN

- Community Listening Sessions
- CAC advisement
- Provider survey and outreach data
- Family Friend and Neighbor focus group
- Research and reports sponsored by First 5 and partners
- Oakland Children's Initiative engagements
- Leveraging 2018 Measure A Program Plan
- Advisement from local and national experts
- Pre-work and planning by First 5 staff





# TODAY'S PROPOSAL & NEXT STEPS

- 1) To **approve the Measure C Emergency Stabilization Fund Plan and Budget** for FY 2024-25 and FY 2025-26, with the accompanying FY 2024-25 Annual Expenditure Plan, subject to any modifications made by the Alameda County Board of Supervisors and
- 2) To **submit to the Alameda County Board of Supervisors** for approval and allocation of funds as adopted by the Alameda County Board of Supervisors

The completed 5-Year Plan and Budget will be submitted to this body in Spring 2025



# QUESTIONS?

# THANK YOU!



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**DECEMBER 2024**

**EMERGENCY STABILIZATION FUND:  
CHILDREN'S HEALTH & CHILD CARE  
INITIATIVE FOR ALAMEDA COUNTY  
(MEASURE C)**

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## RECOMMENDATIONS

**First 5 recommends the immediate launch of a two-year Emergency Stabilization Fund of \$165.8M.**

As the Administering Agency of the early childhood portion of Measure C, the Children's Health and Child Care Initiative for Alameda County, First 5 Alameda County is required to engage in a planning process and submit to the First 5 Commission and Board of Supervisors a 5-Year Program Plan and Budget. As an initial phase of the 5-year planning process, this fund will provide critical short-term relief that is fully aligned with the objectives of Measure C. The proposal has been informed by the Measure C Community Advisory Council and the public. The Emergency Stabilization Fund totals \$165.8 million and will be administered in Fiscal Years 2024-25 and 2025-26. First 5 will bring the complete 5-Year Plan for approval in Spring 2025.

*This Emergency Stabilization Fund includes \$141.8 million (over 85% of total) in programmatic and community investments in four areas:*

► **PROVIDERS | \$84.6M (60%)**

Distribute immediate relief grants to early care and education providers and staff, develop a strong workforce pipeline, and keep provider doors open.

► **FAMILIES | \$25.3M (18%)**

Provide enhanced family navigation support and family resources, invest in Family, Friend, and Neighbor caregivers, and increase ease and access to care for all children and families through a coordinated eligibility and enrollment technology system.

► **FACILITIES | \$20.4M (14%)**

Maintain and improve early childhood facilities to improve health and safety and increase capacity for infants and toddlers.

► **CAPACITY | \$11.5M (8%)**

Invest in data collection, quality early care and education program administration and evaluation, and Measure C planning and implementation.

*For this initial phase of administration and planning, First 5 is proposing a 15% administrative fee totaling \$16.3 million based on the Fiscal Year 2024-25 Annual Expenditure Plan (see Appendix B).*

This administrative fee will cover First 5 indirect costs, including staffing, finance and administration, and early childhood systems building efforts. The total allocation requested includes \$7.7 million to repay Proposition 10 for the expenses incurred over the past three years preparing for the administration of Measure C.

## BACKGROUND

Measure C, the Children's Health and Child Care Initiative for Alameda County, was passed by Alameda County voters in March of 2020 and upheld by the State Supreme Court on April 24, 2024. Measure C promotes wellness, kindergarten readiness, and school success through investments in early care and education, access, provider wages, and the health care safety net. Measure C is a 20-year ordinance.

First 5 Alameda County (First 5) is the public system administrator of the early childhood portion of the Measure. As outlined in Section 2.08.305.B of the Ordinance, First 5 is responsible for developing a 5-Year Child Care, Preschool, and Early Education Program Plan and Budget (5-Year Plan). We are also required to develop an Annual Expenditure Plan that will be brought to the First 5 Commission and Alameda County Board of Supervisors for approval. Funds have been collected from taxpayers since July 2021 but remained unavailable until the resolution of the litigation in April 2024. Approximately \$500 million is now available in escrow as of November 2024.

Measure C, in coordination with the Oakland Children's Initiative, is like no other investment we have experienced in early childhood in Alameda County. **The programming and financing will undoubtedly evolve and expand over time.** It will take deep partnership with the early care and education (ECE) field, families, and collaboration from public systems, non-profits, philanthropy, private business, and the faith-based community.

## EMERGENCY STABILIZATION FUND

**As an initial investment of the 5-Year Plan, First 5 with the input of the Community Advisory Council and public, is proposing an Emergency Stabilization Fund.** The intention of the release of these funds is to quickly provide relief and stability to the ECE field, educators, and families, while simultaneously growing the administrative infrastructure to support the process as it moves to implementation.

Please note that the proposed Emergency Stabilization Fund **does not:**

- Set a minimum wage floor per the ordinance requirement
- Provide subsidies for child care slots

The minimum wage floor and subsidies for child care slots will be included in the 5-Year Plan informed by the Community Advisory Council and Community Listening Sessions. Both are administratively complex and require more planning and capacity building.

**Components of the Emergency Stabilization Fund are as follows:**

COMPONENT	AMOUNT	PROPOSED INVESTMENTS	ANTICIPATED IMPACT
<b>► PROVIDERS   \$84.6M</b>			
<b>Provider Relief Grants</b>	<b>\$81.6M</b>	<b>One-time grants</b> to eligible early care and education providers to pay for operating expenses such as rent, utilities, and staffing.	
		<b>Family Child Care (FCC) grants</b> – \$44M <ul style="list-style-type: none"> <li>• Small FCC – \$40K</li> <li>• Large FCC – \$50K</li> </ul>	Grants to an estimated 1,000 FCC sites, impacting up to 10,000 children and 1,400 teachers
		<b>Child Care Center grants</b> – \$27.1M <ul style="list-style-type: none"> <li>• Small Center – \$50K</li> <li>• Medium Center – \$75K</li> <li>• Large Center – \$100K</li> </ul> <i>\$500K cap on grants for agencies that operate multiple sites</i>	Grants to an estimated 400 Center sites, impacting up to 24,000 children and 3,500 teachers
		<b>Additional Emergency set-aside</b> for FCCs and centers at high risk of closure – \$10M*	Ongoing safety net for FCCs and centers at high risk of closure
		<b>Grant implementation costs</b> , including interpretation and translation, grant management platform, application development, and technical assistance – \$480K	Supports for successful planning and implementation of Provider Relief Grants
<b>Workforce Development</b>	<b>\$3.0M</b>	<b>Early Care and Education (ECE) apprenticeship programs</b> stabilization and enhancement – \$2.7M	Enhanced ECE apprenticeship experiences for more than 300 apprentices across five existing programs
		<b>Prepare for implementing ordinance mandated minimum wage floor</b> through implementation planning with the California Early Care & Education Workforce Registry – \$150K (leveraging an additional \$80K from California Department of Social Services (CDSS) Quality Counts California (QCC) Quality Improvement Grant to support Hubbe, Inc. database system enhancements)	Leverage existing technology to capture wage data, increased Workforce Registry participation, and improve data quality
		<b>Research</b> on local early educator workforce – \$40K (leveraging an additional \$200K from CDSS QCC Quality Improvement Grant)	Insight on workforce conditions from 4,500 ECE educators through a study that hasn't been conducted since 2016, before the COVID-19 pandemic
		<b>Planning</b> for ECE Pathways to Quality Jobs Learning Table – \$25K	Initiate improved cross-system coordination and the development of a landscape analysis of existing initiatives and gaps to inform future funding

► **FAMILIES | \$25.3M**

<b>Family Navigation to Child Care and Family Supports</b>	<b>\$6.7M</b>	<b>Family Resource Center grants.</b> Funding to support referrals, playgroup programming, basic needs, and parental/caregiver engagement, expand community partnerships, purchase furniture, develop and participate in training, and provide other supports for families and Family, Friend, and Neighbor (FFN) caregivers – \$5M*	40 grants to Family Resource Centers, impacting an estimated 1,300 children and their families
		<b>Resource and Referral Child Care Navigation.</b> Funding for increased family navigation and marketing to help families immediately connect to child care, and maximize existing child care subsidy programs <ul style="list-style-type: none"> <li>Resource and Referral Agency Grants – \$1.5M</li> </ul>	<ul style="list-style-type: none"> <li>Increased access to child care for families</li> <li>Expanded use of existing federal and state child care subsidies</li> </ul>
		<b>Inclusion Supports.</b> Funding for a landscape analysis of County inclusion supports for families and community partners to identify gaps and inform future investments – \$150K	Increased understanding of available inclusion supports and gaps for children who are neurodiverse, gifted, or have developmental delays, disabilities, or other special needs and their families
		<b>Maximize State and Federal Subsidies.</b> Explore how to best maximize existing state and federal subsidies through incentives and reduction of perceived financial risk	Maximization of federal and state allocations and positioning Measure C to be the funding of last resort for child care subsidies
<b>Grants for Family, Friend, and Neighbor (FFN) Caregivers</b>	<b>\$13.7M</b>	<b>Relief grants of \$4,000 for FFN caregivers</b> – \$12.7M	Grants to an estimated 2,750 FFN caregivers who provide care for approximately 5,000 children ages 0-12
		<b>Health and safety equipment for FFN caregivers</b> – \$1M*	Increased access to health and safety equipment for an estimated 1,200 FFN caregivers, impacting approximately 1,500 children ages 5 and under
<b>Technology to Support Access</b>	<b>\$5.0M</b>	<b>Coordinated Eligibility &amp; Enrollment System</b> – \$3.6M* (leveraging an additional \$1M from Alameda County Social Services Agency)	<ul style="list-style-type: none"> <li>Coordinated and transparent access to child care for families via a mobile friendly web app</li> <li>Streamlined county eligibility determination and enrollment processes</li> <li>Administrative efficiencies for providers</li> <li>Improved data collection to inform local program design, investments, and effective use of resources to serve more families</li> </ul>
		<b>Landscape Analysis and Technology Consulting Services</b> – \$340K	Technical assistance for building data and technology systems



		<b>Data Systems, Integration, and Storage</b> – \$1.1M* (leveraging an additional \$200K from the Oakland Children’s Initiative)	<ul style="list-style-type: none"><li>Structured data to support program design, policy advocacy, longitudinal analyses, and evaluation efforts</li><li>Data warehouse infrastructure to support tracking of program utilization across investments over time</li><li>Key integrations to support data flows to Alternative Payment agencies/Resource &amp; Referral agencies as needed</li></ul>
► <b>FACILITIES</b>   \$20.4M			
<b>Facilities</b>	<b>\$20.4M*</b>	<b>Facilities grants</b> for Centers, Family Child Care (FCC), and child-centered environments	Impacting approximately 2,000 children: <ul style="list-style-type: none"><li>Improved access to safe, high-quality spaces for children</li><li>Increased infant and toddler care spaces</li></ul>
		<b>Centers</b> – up to \$350K per grant	20 Center grants
		<b>Family Child Care (FCC)</b> – up to \$150K per grant	50 FCC grants
		<b>Family Resource Centers (FRC)</b> – up to \$150K per grant	10 FRC grants
		<b>Family and Domestic Violence Shelters</b> – up to \$150K per grant	10 Family and Domestic Violence Shelter grants
		In-depth technical assistance, prioritizing support to child care sites and existing FRCs and shelters that have not previously accessed capital investment	Increased access to facilities funding for providers who may experience barriers to other facilities funds and capital improvements
► <b>CAPACITY</b>   \$11.5M			
<b>Data and Evaluation</b>	<b>\$2.5M</b>	<b>Kindergarten Readiness Community Study</b> (Early Development Instrument or EDI) – \$1.1M* (leveraging an additional \$100K from the Hellman Foundation)	<ul style="list-style-type: none"><li>Policy-level kindergarten readiness tool conducted with every kindergarten student in the county (12,000+)</li><li>In-depth understanding of public system and community and family conditions that result from public policy decisions to promote kindergarten readiness in Alameda County; Data collected to inform Measure C and broader County investments</li></ul>
		<b>Measure C Evaluation</b> – \$850K*	<ul style="list-style-type: none"><li>Leveraging the City of Oakland’s competitive procurement process to streamline and coordinate Measure C evaluation with the Oakland Children’s Initiative</li><li>Ordinance mandates an evaluation will be used to inform future program planning and effective administration</li></ul>

		<b>Family, provider, and community partner engagement</b> and data analysis (\$545K)	Enhanced community engagement to inform program investments, through participatory survey designs and data analysis to understand results and prioritize findings
<b>CAC and Community Participation</b>	<b>\$1.1M</b>	<b>Community Advisory Council</b> (\$600K) <ul style="list-style-type: none"><li>Community Listening Sessions</li><li>Meeting space and food</li><li>Translation and interpretation</li><li>Child care</li></ul> <b>Communications:</b> Outreach, branding, and policy advocacy (\$475K)	<ul style="list-style-type: none"><li>Sufficient staffing and consultation support for Community Advisory Council and public participation in Measure C design</li><li>Effective communication with families, the ECE field, public officials, philanthropic investors, federal/state leadership, and partners to generate awareness and participation in Measure C</li><li>Webinars, community presentations, social media/strategic communications, listening sessions, and collaborative processes to inform program design and implementation</li></ul>
<b>Direct Staffing &amp; Consultation</b>	<b>\$8.0M</b>	<b>First 5 Direct Personnel:</b> To support planning, program design and implementation, and direct services (\$7.4M)	<ul style="list-style-type: none"><li>Sufficient First 5 staffing and consultation support for successful program planning and implementation of Measure C investments</li></ul>
		<b>Contract and Program Costs:</b> Planning, cost modeling, financial audit, equipment, and legal and compliance consultation (\$540K) (leveraging \$100K from Hellman Foundation and \$150K from Oakland Children’s Initiative to support planning, legal analysis, and coordination across the local ballot measures)	
<b>TOTAL PROGRAMATIC &amp; COMMUNITY INVESTMENTS</b>	<b>\$141.8M</b>		
<b>Administration and System Building</b>	<b>\$16.3M</b>	<b>Proposed 15% Administrative Fee:</b> First 5 indirect costs, including staffing, operating costs, finance and administration, and early childhood systems building	
	<b>\$7.7M</b>	<b>Proposition 10 Repayment:</b> Reimburse for First 5 costs incurred to ready and plan for Measure C	
<b>TOTAL</b>	<b>\$165.8M</b>		

\*Amounts shown include investments beyond Fiscal Year 2024-25.

Detailed budget available in the Appendix. Slight differences in totals are due to rounding.



# PROVIDERS

**STABILIZE & SUPPORT | \$84.6M**

- ▶ Provider Relief Grants | \$81.6M
- ▶ Workforce Development | \$3.0M



## PROVIDER RELIEF GRANTS | \$81.6M

~ 1,000 FCCs, 400 Centers, 3,800 teachers, serving 34,000 children

First 5 is proposing the following initial **one-time grants for early care and education (ECE) providers and programs that serve families with subsidies or provide care in communities with a concentration of poverty**. The investments are designed to offer immediate relief to stabilize the ECE system, be equity-centered, and respond to Community Advisory Council and community feedback.

In addition to these one-time relief grants, First 5 is proposing to set aside an additional \$10 million in emergency funding to be administered by a third-party to support ECE providers and programs at high risk of closure after relief grant funding has been expended. The goals, eligibility, vetting, prioritization criteria, and process for administering the additional Emergency Set Aside will be developed in the coming months.

### ► MAKING THE CASE

The COVID-19 pandemic, along with continued disinvestment in the field have created economic conditions that are sharply worsening child care shortages. In Alameda County:

- Between 2019-2021, the number of **licensed child care centers in Alameda County decreased by 21** (a 3% reduction) and the number of **Family Child Care Homes (FCCs) decreased by 270** (a 21% reduction)

### ► GRANT ALLOCATION AMOUNTS

INVESTMENT TYPE	PROVIDER TYPE	LICENSED CAPACITY	GRANT AMOUNT
FCC Relief Grants	Small	6-8 children	\$40,000
	Large	12-14 children	\$50,000
Center Relief Grants*	Small	<50 children	\$50,000
	Medium	50-99 children	\$75,000
	Large	100+ children	\$100,000
\$10M Emergency Set Aside**	TBD		

\*\$500K cap on grants for agencies that operate multiple sites.

\*\*To be developed in the coming months

### ► EQUITY CONSIDERATIONS

- Prioritize ECE providers and programs who serve families that use child care subsidies to ensure that Measure C resources are reaching families with low incomes and the child care programs that serve them.
- Ensure that providers and programs that are serving low-income families, but are disconnected from the subsidy system, can participate by expanding eligibility to Census tracts with concentrated levels of poverty.
- Prioritize funding for Family Child Care providers (giving more per child to FCCs) and cap the amount available for agencies that operate multiple sites at \$500K.

## ► ANTICIPATED IMPACT

- Grants to an estimated 1,000 FCC sites, impacting up to 10,000 children and 1,400 teachers
- Grants to an estimated 400 center sites, impacting up to 24,000 children and 3,500 teachers
- Provide general operating support to ECE providers and programs experiencing financial challenges.
- Stabilize Centers and FCCs so that families can continue to access child care services.
- Maintain Alameda County's current ECE capacity and prevent further closures.

## ► ADMINISTRATION AND ELIGIBILITY

- **Administration:** First 5 will directly administer the Provider Relief Grants to FCCs and centers. Doing so eliminates the need for a procurement process and streamlines with a single application for both the Relief Grants and Facilities Grants (see Facilities section).
- **Provider Relief Grant Eligibility:**
  - Currently open and operating in Alameda County with children ages 0-5 enrolled
  - Possess a valid child care license and "In Good Standing" with Community Care Licensing
  - Meet ONE of the following equity-based criteria:
    - Sites operating in a Census tract with 5% or higher poverty levels. For multi-site agencies, any site in the tracts would qualify for those specific sites only
    - FCC that has served at least one child 0-5 enrolled in an ECE subsidy program at any time between July 2022 and December 2024
    - Center with at least 25% of their 0-5 slots filled with children enrolled in an ECE subsidy program at any time between July 2022 and December 2024
  - Meet or exceed the minimum wage requirement for staff pay as determined by Measure C (\$16/hour)
  - Agree to comply with the requirement to pass funds on to teaching staff (minimum of \$1,000 to each early educator and assistant)
  - Operating in compliance with state and local regulations and Measure C legislation, once the wage floor is implemented, abiding by the Measure's wage and non-supplantation requirements
  - Current liability insurance or able to obtain insurance within designated grace period. For providers who do not have liability insurance at the time of application but are otherwise eligible, 50% of the grant amount will be provided prior to obtaining insurance.

**NOTE:** Both Title 5 and Title 22 providers and programs that meet the above criteria are eligible, including those that are non-profit, faith-based, and private. However, to ensure the resources stay local in Alameda County, national for-profit providers and programs will not be eligible.

- **Provider Relief Grants – 25% Subsidy Calculation.** The subsidy threshold for Centers will be calculated as follows: At any time between July 1, 2022 and December 31, 2024, at least 25% of their 0-5 slots were filled with children enrolled in an ECE subsidy program (measured across all sites for multi-site agencies). This can be calculated based on licensed capacity or the number of children enrolled at the time of application.
- **Emergency Set Aside Eligibility.** The eligibility, vetting, and prioritization criteria will be developed in the coming months.



## WORKFORCE DEVELOPMENT | \$3.0M

**~300 apprentices; ready data system; survey of 4,500 educators**

First 5 proposes to use initial Measure C funds to invest in workforce development strategies to attract, train, and retain talented teaching staff and foster a skilled and stable workforce representative of the diversity of our county.

### ► MAKING THE CASE

Growing the workforce is an essential component to addressing the ongoing ECE workforce crisis. Alameda County's ECE sites are facing significant challenges providing care due to a dire combination of staff attrition, prolonged vacancies, and an insufficient pool of experienced teachers.

- The county has an estimated **2,000 early educator vacancies** annually.<sup>1</sup>
- In the Oakland Children's Initiative, we see a gap between enrollment and slots with Oakland Unified School District and City of Oakland Head Start operating at **73% capacity**, in part due to the lack of qualified teachers.<sup>2</sup>
- **40% of the ECE workforce in Alameda County** is over 50 years old and nearing retirement age, contributing to attrition.<sup>3</sup>

### ► GRANT ALLOCATION AMOUNTS

The recommended workforce development funds will support the following efforts:

- **Enhance existing registered apprenticeship programs in Alameda County (\$2.7M):** These programs provide high-quality career pathways that offer hands-on training, mentorship, and on-the-job learning, helping meet the growing demand for skilled ECE educators, and leading to higher retention rates for existing educators. Stabilizing and enhancing existing registered apprenticeship programs will support apprentices' successful entry and advancement in the field and set the foundation to expand these programs moving forward. Funding will be used for participant stipends, coursework, tutoring, child care, and professional supports for more than 300 apprentices this academic year.
- **Prepare to implement ordinance-mandated minimum wage floor (\$150K):** Improving wages for ECE educators is a key component of Measure C legislation. In preparation for the 5-Year Plan, First 5 will contract with the California Early Care & Education Workforce Registry in FY 2024-25 to support implementation planning. This work will include preparing the registry data system for wage verification and certification processes and reporting. Having an accurate understanding of current educator wages is critical for successful implementation and this information is not readily available from other data sources.
- **Conduct research on local early educator workforce (\$40K):** Through the Supportive Quality Underlying Adult Learning (SEQUAL) study, developed and administered by the Center for the Study of Child Care Employment (CSCCE). SEQUAL evaluates the quality of work environments in ECE settings, aiming to identify improvements that can enhance both teacher well-being and instructional quality. The study was last conducted in Alameda County in 2016.
  - The study will focus on Center and FCC staff, with an emphasis on programs serving children enrolled in an ECE subsidy program.

- For this investment, First 5 will leverage an additional \$200,000 in state Quality Counts funding to support the total study cost of \$240,000. Funding from Measure C will be used to make updates to the study questions based on current needs in our county, develop outreach materials in multiple languages, and provide incentives for survey respondents.
- **Plan for an ECE Pathways to Quality Jobs Learning Table (\$25K):** In Fiscal Year 2025-26, First 5 plans to facilitate a learning table of workforce development partners to:
  - Examine ECE workforce gaps and barriers to entering the field
  - Identify potential career pathways
  - Enhance data collection and evaluation among partners
  - Identify recommendations for future investments

In preparation for the learning table, First 5 will engage in planning and information gathering in FY 2024-25 with consultant support, including an initial convening of key leaders in the field to inform the design.

### ► **EQUITY CONSIDERATIONS**

- Invest in career pathways that prioritize accessibility, career advancement, and a workforce representative of the diversity of the county.
- Understand workforce well-being, strengths, and needs directly from educators themselves.
- Establish double-bottom-line public policy, utilizing public funding to support workforce pathways while also creating broader access to secondary education in a highly specialized, educated labor market and long-term wage growth that might otherwise be unattainable due to longstanding structural barriers.

### ► **ANTICIPATED IMPACT**

- Enhanced ECE apprenticeship programs for more than 300 apprentices to support their entry and advancement in the field
- High quality data collection on workforce conditions from approximately 4,500 educators (approximately 60% of workforce) to inform future investments from a study that was last conducted in 2016
- Increased participation in the California ECE Workforce Registry to support data quality and administration of the mandated minimum wage floor
- Finalized plan for an ECE Pathways to Quality Jobs Learning Table to coordinate the current landscape and maximize resources

### ► **ADMINISTRATION AND ELIGIBILITY**

Administration: First 5 is proposing to contract with the following entities:

- Early Care & Education Pathways to Success (ECEPTS) to administer funding for the five registered apprenticeship programs in their network
- The California Early Care & Education Workforce Registry
- Center for the Study of Child Care Employment (CSCCE) for the SEQUAL study
- Procure a contractor to develop the ECE Pathways to Quality Jobs Learning Table plan

**FIRST 5**



**ALAMEDA  
COUNTY**



# FAMILIES

## ENROLL & SUPPORT | \$25.3M

- ▶ Resource and Referral Child Care Navigation, Family Supports & Inclusion | \$6.7M
- ▶ Family Friend & Neighbor (FFN) Caregiver Grants | \$13.7M
- ▶ Technology to Support Access | \$5M



## FAMILY NAVIGATION TO CHILD CARE, FAMILY SUPPORTS & INCLUSION | \$6.7M

**~40 FRC Grants serving 1,300 children; wraparound and inclusion supports; increased enrollment in subsidized care**

First 5 is proposing investments in family supports, basic needs, and programming through grants to Family Resource Centers (FRCs), and enhanced Resource and Referral Child Care Navigation to immediately expand family access to child care and maximize existing subsidy programs. In addition to these initial investments, First 5 is exploring how to best incentivize full use of state and federal subsidies and coordinate existing resources so that Measure C is the funding of last resort.

### ► MAKING THE CASE

First 5's kindergarten readiness studies have consistently demonstrated that socioeconomic stability and access to community resources are correlated with kindergarten readiness. Family Resource Centers are connecting families with these supports through navigation and providing family-specific programming that benefits both families and Family Friend and Neighbor (FFN) caregivers. The child care system can be complicated and time-consuming to navigate, especially for families experiencing challenges like housing stability. There is both great need and simultaneously under enrollment in existing subsidy programs.

- **65% of families** said help connecting to resources was important to them, but only 12% said they had received this kind of help.<sup>4</sup>
- **75% of families** reported at least one barrier to accessing early care and education (ECE). Families with low incomes were most likely to say there was not a program nearby.<sup>5</sup>

### ► GRANT ALLOCATION AMOUNTS

- **Family Resource Center Grants (\$5M):** Grants of up to \$100K will be given to Family Resource Centers (FRCs) with experience serving families with children 0-5 to provide increased family supports, including playgroup and other community-responsive programming for families and FFN caregivers, referrals to resources, respite care and basic needs, and to expand community partnerships, purchase furniture, and develop and participate in training.
  - Estimated 10 grants by June 30, 2025, with an additional 30 grants to be made by June 30, 2026.
  - FRCs will be defined as a non-profit or public agency operated site that has provided programming and navigation services for children 0-5 and their families since July 2022 and has weekly, ongoing contact with children.
  - This definition is expected to be broadened as part of the 5-year planning process.
- **Resource and Referral Child Care Navigation (\$1.5M):** To support increased access to child care, including state and federal child care subsidies through Resource and Referral (R&R) agencies. This is intended to help families/caregivers immediately connect to child care, and to maximize currently unused state and federal subsidies in our local system. We anticipate continuing to explore and identify navigation needs in the 5-Year Plan given our complex local landscape.
  - This proposed investment is a continuation of work that First 5 has supported in Alameda County. Starting in 2018, First 5 funded the CARES Pilot that supported families on CalWORKs experiencing

or at-risk of homelessness in connecting to child care. After successful implementation of the pilot, Governor Newsom signed into law AB 2343: CalWORKs: childcare programs (Schiavo), a bill that codifies the CARES pilot model of family navigation support for CalWORKs programs across the state.

- **Inclusion Supports (\$150K):** Funding for the Alameda County Early Childhood Policy Council (ACECPC), a parent-led table, to engage with communities, gather information, and prepare policy recommendations on inclusion supports for children who are neurodiverse, gifted, or have developmental delays, disabilities, or other special needs and their families. This will inform future investments in the 5-Year Plan.
- **Maximize State and Federal Subsidies:** Explore how to best maximize existing state and federal subsidies, through incentives and reduction of perceived financial risk, to ensure that Measure C is the funding of last resort.

### ► EQUITY CONSIDERATIONS

- Address basic needs and family stability (housing, financial, legal, immigration, etc.).
- Prioritize supporting families who have barriers to child care, and/or are disconnected from the subsidy system, and are experiencing challenges accessing care.
- Prioritize neurodiverse families.

### ► ANTICIPATED IMPACT

- 40 grants to Family Resource Centers, impacting an estimated 1,300 children and their families
- Increased child care navigation support through R&R agencies to increase the number of families accessing child care
- Increased capacity for Family Resource Centers to provide critical wraparound services and programming to families and FFN caregivers, as well as increased referrals to R&Rs for families in need of child care
- Increased use of existing child care subsidies
- Increased understanding of inclusion resources and gaps for children who are neurodiverse, gifted, or have developmental delays, disabilities, or other special needs and their families to inform future investments

### ► ADMINISTRATION AND ELIGIBILITY

- **Administration:** First 5 will administer the grants to Family Resource Centers. First 5 is proposing to contract with the Resource and Referral Agencies to administer additional child care navigation and the Alameda County Early Childhood Policy Council (ACECPC) to engage communities in developing recommendations on inclusion supports.
- **Eligibility:**
  - For the purposes of these initial investments, FRCs will be defined as non-profit or public agency operated sites that have provided programming and navigation services for children 0-5 and their families since July 2022 and have ongoing, weekly contact with children.



- Faith-based FRCs who meet these criteria are eligible. In future years, this definition is expected to be broadened to a wider range of FRCs and other child-centered environments.
- To be eligible for a grant, FRCs must be operating in a Census tract with 5% or higher poverty levels and operate in compliance with Measure C legislation, including abiding by wage and non-supplantation requirements.

## FFN CAREGIVER GRANTS | \$13.7M

**An estimated 2,750 FFN caregivers each receiving \$4,000 serving ~5,000 children  
+ health and safety equipment for ~1,200 FFN caregivers serving ~1,500 children**

First 5 is proposing immediate supports to Family Friend and Neighbor (FFN) caregivers to provide relief and investment in a critical part of our child care system that is often the most under resourced.

### ► MAKING THE CASE

Many families choose FFN care because it is community rooted. Providing support to FFN caregivers is responsive to family preferences based on culture, language, schedule, and financial reality.

- A study of FFN caregivers by the Center for the Study of Child Care Employment found that these caregivers, particularly relative caregivers, often cover the cost of supplies for children in their care. Meanwhile, wages for FFN providers are very low, around \$8 per hour, and many do not receive benefits.<sup>6</sup>
- Over 1/3 of vouchers for Alameda County are used to access FFN care, totaling more than 4,500 children.<sup>7</sup>
- A 2017 study conducted by Parent Voices Oakland found:<sup>8</sup>
  - Families with the least stability are the most likely to have problems accessing child care and have higher levels of mistrust about formal child care and “strangers” watching their children.
  - A significantly higher proportion of Latino parents, parents who are students, and parents with nontraditional or unpredictable work hours rely on FFN caregivers for child care.

### ► GRANT ALLOCATION AMOUNTS

- **\$4,000 in relief funding (\$12.7M)** to all FFN caregivers caring for a child 0-12 who is receiving a child care voucher from an Alameda County Alternative Payment (AP) agency
- **Health and safety equipment (\$1M)** to fund cribs, car seats, baby gates, and other critical resources for all FFN caregivers caring for a child 0-5 who is receiving a child care voucher from an Alameda County AP agency

### ► EQUITY CONSIDERATIONS

- Support the variety of child care options available to families including Family, Friend, and Neighbor care.
- Families choose FFN care for cultural, language, schedule, and financial reasons; many families who access subsidies choose FFN care to keep resources within their extended families.
- FFN caregivers may have been traditionally disconnected from training and certification to provide formal ECE care.

## ► ANTICIPATED IMPACT

- Provide an estimated 2,750 FFN caregivers serving 5,000 children ages 0-12 with relief funding by June 30, 2025.
- Provide an estimated 1,200 FFN caregivers with critical health and safety equipment by June 30, 2026, impacting an estimated 1,500 children ages 5 and under.
- Estimated 400 FFN equipment grants to be made by June 2025, and an additional 800 equipment grants by June 2026, reaching 75% of FFN caregivers serving children 0-5 with a subsidy.

## ► ADMINISTRATION AND ELIGIBILITY

- **Administration:** First 5 is proposing to contract with the AP agencies to administer these relief funds as a voucher payment enhancement to eligible FFN caregivers. First 5 also proposes to contract with the APs for administration of health and safety equipment to create a seamless experience for FFN caregivers.
- **Eligibility:**
  - Relief funding: All FFN caregivers caring for a child 0-12 who is receiving a child care voucher from an Alameda County AP agency.
  - Health and safety equipment: All FFN caregivers caring for a child 0-5 who is receiving a child care voucher from an Alameda County AP agency.

## TECHNOLOGY TO SUPPORT ACCESS | \$5M

### Coordinated, streamlined, and transparent ECE eligibility and enrollment system

First 5 proposes the following investments in support of the ordinance-mandated Coordinated Eligibility and Enrollment System that will make child care easier for families to access, streamline marketing, certification, enrollment, and reporting processes for providers, and simplify access to subsidies. Centralizing key data and administrative functionality will also aid in system-wide improvements, e.g. making adjustments to investments based on family preferences and needs, improvements to operational efficiency, and scaling service delivery to reduce waiting times for child care.

## ► MAKING THE CASE

Navigating the complex child care subsidy system and eligibility waiting lists poses significant challenges for families attempting to access child care in Alameda County and for ECE providers attempting to connect with families and/or become subsidy-accepting programs.

- Only 9% of subsidy-eligible infants and toddlers are enrolled in subsidized care.<sup>10</sup>
- There are more than 35 agencies across the county that administer state and federal subsidies, each with separate application and enrollment processes for families. This fragmented approach results in a complicated system that is difficult to navigate and contributes to families being unaware of their full range of options.
- Many families report difficulties accessing necessary resources and support, with a large percentage highlighting barriers such as lack of information on all available subsidy programs, onerous paperwork, and unclear policies that vary by subsidy program type.<sup>11</sup>

## ► GRANT ALLOCATION AMOUNTS

- **Coordinated Eligibility & Enrollment System (\$3.6M):** To improve access and efficiency for families and providers:
  - Convene a Design Team of approximately 25 participants, including families with young children, family navigators, ECE providers and staff, and R&R/AP staff.
  - Procure a Centralized Eligibility List (CEL) Technology Solution to streamline county eligibility determination and enrollment processes.
  - Procure an Enrollment Data Collection Tool/Interface for interoperability with the CEL, ensuring seamless data flow and integration.
  - Provide stipends for family participants and funding for system partner participation.
  - Conduct end-user testing to inform the customization and deployment of the technology solution.
  - Develop a branded and centralized website to host technology solutions, providing a user-friendly interface for families and providers.
- **Landscape Analysis and Technology Consulting Services (\$340K):** To advise on the integration and implementation of the technology infrastructure, ensuring that the systems are comprehensive, user-friendly, and aligned with the needs of all interest holders:
  - Conduct a comprehensive landscape analysis to better understand the local and national context of early childhood education, identifying best practices and gaps.
  - Engage national experts to support landscape analysis and advise on system design and technical infrastructure such as integration with other technology solutions, industry standards for system quality, security, and compliance.
  - Support capacity building on integrated data, understanding state and national trends in data integration, and preparing for future technology procurements.
- **Data Systems, Integration, and Storage (\$1.1M):**
  - Funding for emerging technology, modifications, or additional system needs to adapt to future requirements and innovations.
  - Procure a Data Warehouse to centralize data storage and management, supporting comprehensive data integration and reporting.

## ► EQUITY CONSIDERATIONS

- Address systems barriers to child care access and provide transparency for families and providers.
- Prioritize human-centered design and a participatory process that includes families with young children, family navigators, state and federally contracted ECE providers and staff, and R&R/AP staff.
- Incentivize technology design and user testing, including stipends for family participants and funding for system partner participation.

## ► ANTICIPATED IMPACT

- Coordinated and transparent access to child care for families via a mobile friendly web app
- Streamlined county eligibility determination and enrollment processes
- Structured data to support longitudinal analyses
- Data warehouse infrastructure to support tracking of enrollments and family supports over time
- Key integrations to support data flows to AP/R&R agencies, as needed
- Successful community engagement process to inform decision-making about features, functions, and overall design of technology solutions and family navigation business processes
- Throughout 2026, implementation of a year-long pilot program to centralize eligibility and enrollment for an initial group of providers

## ► ADMINISTRATION AND ELIGIBILITY

- **Administration:** First 5 will procure and administer the Coordinated Eligibility and Enrollment and Data Warehouse systems designed with the expertise of technology and data vendors and end users, including families with young children, family navigators, ECE providers and staff, and R&R/AP agency staff.



# FACILITIES

**ADDRESS CRITICAL NEEDS  
| \$20.4M**

► Facilities Grants | \$20.4M





## FACILITIES GRANTS | \$20.4M

### 90 FCCs, Centers, FRCs and Family/Domestic Violence Shelters serving ~2,000 children

To fulfill Measure C's mandate to increase the quality and accessibility of early childhood environments, First 5 is proposing initial investments in health and safety improvements, converting facilities to expand access to infant and toddler care, and technical assistance to support identification of facilities needs, access to funding opportunities, reduction of permitting challenges, and implementation of improvements.

#### ► MAKING THE CASE

Investments in facilities are critical to maintaining and growing access to child care. Alameda County's early care and education (ECE) infrastructure has been on perilous footing, with many sites lacking the resources needed for basic maintenance, let alone improvements and expansion. These issues have been exacerbated by the pandemic, leading to a loss of child care spaces throughout the county. There is great demand for child care for infants and toddlers, and business opportunities for providers to meet this need by converting spaces to serve younger children.

- Between 2017 and 2021, the county saw a 24% reduction in FCC spaces for children birth to 5, as well as an 8% reduction overall in infant and toddler spaces. Meanwhile, as of 2021, 91.2% of infants and toddlers eligible for subsidized care do not have access.<sup>12</sup>
- First 5's 2022 Facilities Needs Assessment revealed that 61% of the 324 ECE sites surveyed had at least one urgent or inadequate property component, such as HVAC/ventilation, outdoor play spaces, mold and lead issues, and security systems. 29% reported six or more urgent or inadequate components.<sup>13</sup>
- When asked what stopped sites from expanding, 69% identified a lack of funding, compared to 37% who identified a lack of available qualified staff. 56% expressed interest in expanding if resources were available.<sup>14</sup>

#### ► GRANT ALLOCATION AMOUNTS

INVESTMENT TYPE	AVAILABLE GRANT TYPE(S)	MAXIMUM GRANT AMOUNT	ESTIMATED NUMBER OF GRANTS JAN '25 - JUNE '26
<b>Centers</b>	<ul style="list-style-type: none"> <li>• Health and safety capital improvements</li> <li>• Infant and toddler conversion</li> </ul>	Up to \$350,000	20
<b>Family Child Care</b>	<ul style="list-style-type: none"> <li>• Health and safety capital improvements</li> <li>• Infant and toddler conversion</li> </ul>	Up to \$150,000	50
<b>Family Resource Centers</b>	<ul style="list-style-type: none"> <li>• Health and safety capital improvements</li> </ul>	Up to \$150,000	10
<b>Family and Domestic Violence Shelters</b>	<ul style="list-style-type: none"> <li>• Health and safety capital improvements</li> </ul>	Up to \$150,000	10

## ► EQUITY CONSIDERATIONS

- Prioritize ECE providers who serve families that use child care subsidies to ensure that Measure C resources are reaching families with low incomes.
- Increase access to facilities-focused technical assistance for providers who have historically been marginalized from facilities improvements.
- Prioritize providers located in communities that have experienced disinvestment. This also ensures that providers who are serving low-income families but are disconnected from the subsidy system can participate.
- Support small facilities to participate in the grants, and in navigating compliance, licensing, and permitting issues.
- Include resources for families who may not have access to formal child care, via investments in child-friendly community spaces such as FRCs and family and domestic violence shelters, acknowledging that community resources are a critical element in supporting families and a key component of kindergarten readiness.

## ► ANTICIPATED IMPACT

- Improved access to safe, high-quality spaces for children and increased infant and toddler care spaces, impacting approximately 2,000 children
- Release 19 facilities grants for Centers, FCCs, Family Resource Centers, and family/domestic violence shelters by June 30, 2025, impacting an estimated 500 children.
- Release an additional 71 facilities grants for Centers, FCCs, Family Resource Centers, and family/domestic violence shelters by June 30, 2026, impacting an estimated 1,500 children.
- Increased access to facilities technical assistance

## ► ADMINISTRATION AND ELIGIBILITY

- **Administration:** The Low Income Investment Fund (LIIF), a national nonprofit community development financial institution, was selected through a competitive procurement process, and will administer the grants and provide in-depth equity-centered technical assistance to ensure that ECE providers and community-based sites have the necessary support to assess their facilities needs, apply for grant opportunities, and implement successful projects. Grants will be made between January 2025 and June 2026, with an estimated 19 health and safety and conversion grants by June 2025. This phased approach will allow for the provision of technical assistance to programs that require additional support, while also getting funding out quickly to those with identified urgent needs.
- **Eligibility:**  
All applicants:
  - Currently open and operating in Alameda County
  - Serve children 0-5
  - Meet or exceed the minimum wage requirement for staff pay as determined by Measure C (\$16/hour)
  - Operate in compliance with state and local regulations and Measure C legislation, including abiding by the Measure's wage and non-supplantation requirements

- Additional criteria for **FCC and Center** applicants:
  - Posses a valid child care license and “In Good Standing” with Community Care Licensing
  - Meet ONE of the following equity-based criteria:
    - Operating in a Census tract with 5% or higher poverty levels
    - FCC that has served at least one child 0-5 enrolled in an ECE subsidy program at any time between July 2022 and December 2024
    - Center with at least 25% of 0-5 slots filled with children enrolled in an ECE subsidy program at any time between July 2022 and December 2024
  - Current liability insurance or able to obtain insurance within designated grace period

**NOTE:** Both Title 5 and Title 22 providers and programs that meet the above criteria are eligible, including those that are non-profit, faith-based, and private, however, sites operated by or co-located with a school district are not eligible at this time.

- Additional criteria for **Family Resource Center** applicants:
  - Non-profit or public agency operated site
  - Have provided programming and navigation services for children 0-5 and their families since July 2022
  - Have weekly, ongoing contact with children
  - Operating in a Census tract with 5% or higher poverty levels
- Additional criteria for **Family and Domestic Violence Shelter** applicants:
  - Non-profit or public agency operated site
  - Provide emergency shelter to children 0-5

**NOTE:** For FRCs, Family Homeless Shelters, and Domestic Violence Shelters, faith-based organizations who meet the above criteria are eligible.



# CAPACITY

## PREPARING FOR FUTURE INVESTMENTS | \$11.5M

- ▶ Data and Evaluation | \$2.5M
- ▶ CAC and Community Participation | \$1.1M
- ▶ Direct Staffing and Consultation | \$8.0M



## DATA AND EVALUATION | \$2.5M

### Countywide kindergarten readiness policy tool for more than 12,000 students; Measure C Evaluation; data to inform planning

First 5 is proposing investments that will establish infrastructure, build capacity in the field, and design processes to monitor Measure C's overall impact and progress over time. The complexity, fragmentation, and historic underinvestment in the local early care and education (ECE) system means that collection of uniform, accurate, and timely data across provider types is a significant system-level challenge.

#### ► ALLOCATIONS

- **Implementation of Early Development Instrument (EDI) (\$1.1M):** In the school year 2025-26, First 5 will implement the Early Development Instrument (EDI) across all 18 public school districts as part of Alameda County's Kindergarten Readiness Community Study. In fiscal year 2023-24, First 5 partnered with Alameda County Office of Education to host a participatory process with school districts (13 of the invited 18 districts participated), including the California Teachers Association, to inform the adoption of a single, countywide policy level tool to measure kindergarten readiness. This countywide measurement tool will improve system-level coordination and inform policy advocacy and future investment across sectors with a whole community, whole family, whole child approach.
  - Development of an Alameda County EDI implementation plan
  - Customization of training materials, including an updated EDI teacher guide and training video, informed by the community and developed with an equity lens
  - Support for guided discussion with the community to identify EDI neighborhood boundaries and development of the story map
  - Establishment of data sharing agreements
  - Planning grants for districts to support the planning and implementation of the EDI
- **Measure C Evaluation (\$850K):** First 5 will select and onboard a lead entity to oversee the evaluation, leveraging the competitive procurement process used in the Oakland Children's Initiative evaluation RFP to support systems coordination.
  - In the initial phase, the evaluation will focus on the development and implementation of a formative evaluation and lay the groundwork for longitudinal and impact evaluations in later years.
  - Evaluator to begin establishing plans for data collection and developing relationships with the community, especially those involved in implementing and benefiting from Measure C.
- **Data to Inform Planning (\$545K):** To inform planning efforts for Measure C implementation, First 5 is gathering data and input from the community, including families and licensed and unlicensed providers.
  - In August 2024, First 5, in partnership with the research firm Applied Survey Research (ASR), developed and implemented a survey of licensed providers and families with children under 6, the results of which will be available by December 2024.
  - Building off a series of FFN caregiver focus groups held in Spring 2024, First 5 is planning additional data collection over the coming months to hear from a broader range of FFN caregivers across the county.
  - Additional data analysis to support planning and implementation.



## ► EQUITY CONSIDERATIONS

- Embed equity into the evaluation design via research questions related to disaggregated impacts on people (i.e., race/ethnicity, income, language, ability, etc.) and place (i.e., neighborhood).
- Use participatory and community-centered methods in the evaluation.
- Ensure community involvement in every step of the EDI process, from defining the boundaries for the Kindergarten Readiness Community Study to interpreting the findings and advising on the policy recommendations.

## ► GOALS

- Build a comprehensive and coordinated set of data collection and analysis practices, including:
  - Establish a structured accountability framework to assess the performance of external contractors and support continuous improvement.
  - Collect administrative data needed to implement the measure.
  - Disaggregate spending to identify how much providers are receiving for different program components across Measure C, along with measuring their impact.
- Develop an evaluation that will inform future program planning, effective administration of the initiative, policy advocacy, and system building.
- Use an equity and community-centered framework, aligned with First 5's equity statement principles, to design, implement, understand, and inform planning and action steps.<sup>xvi</sup>
- Follow the specific data and evaluation requirements in the Measure C legislation, which include:
  - "The Administering Agency, with input from the Council, shall develop data collection strategies in the Plan. These strategies shall be designed to support Plan transparency, program evaluation, design and decision-making, as well as the following goals:
    - Increasing access to quality subsidies and slots;
    - Increasing wages and compensation;
      - Improving retention of early care and education staff; and
      - Improving the professional development and advancement of early educators."
  - "During the implementation period of each Plan and prior to the development of a new Plan, the Administering Agency (F5 Alameda) shall conduct an evaluation to determine the effectiveness of investments and to inform the next Plan."

## ► ADMINISTRATION

- The Early Development Instrument (EDI) will be administered by the UCLA Center for Healthier Children, Families & Communities with additional consulting support, community/family partnership, and First 5 staffing to resource best use of the data.
- For the Measure C evaluation, First 5 is seeking to piggyback off the contract with the Oakland Children's Initiative's competitively selected evaluator, American Institutes for Research (AIR), to support a coordinated measurement of the expansion of ECE in Alameda County.
- First 5 partnered with Applied Survey Research on the survey of licensed providers and families with children under 6.
- First 5 will administer additional focus groups and data collection.

## CAC & COMMUNITY PARTICIPATION | \$1.1M

### CAC and community voice in design and implementation; recruit participants; communicate importance of Measure C

First 5 is recommending investments in Agency capacity to implement a community-informed process to plan for Measure C investments, including the Community Advisory Council (CAC), providers, and families. These investments will also support strategic communication and broader awareness and participation in Measure C programs and resources. First 5 is also using professional consultation to support our planning process.

#### ► ALLOCATIONS

- **Community Advisory Council (\$600K)**
  - Facilitation costs for council meetings in fiscal year 2024-25
  - Meeting costs to support the full participation of Community Advisory Council members and promote the public's ability to access and participate in meetings, including food, travel reimbursement, child care stipends, space rental/janitorial services, meeting supplies/equipment, printing, and interpretation and translation
  - Community Listening Sessions: five community listening sessions to be held between December 2024 and February 2025 in each Alameda County Supervisorial District; synthesized feedback and input to inform the development of the Measure C 5-Year Plan
- **Communications (\$475K)**
  - Public Awareness Campaign to raise ECE provider, family, and community awareness of the Measure C opportunity
  - Strategic communications consultation to develop a Measure C communications plan and support implementation
  - Other communications support including translation and interpretation and graphic design

#### ► EQUITY CONSIDERATIONS

- Facilitate intentional community and provider engagement by hosting multilingual information gathering opportunities in different geographic areas of the county, and targeted outreach to people disconnected from the subsidy system, to ensure that Measure C investments are designed using input from community and the field.
- Use communications to intentionally reach and enroll families and providers who may be disconnected from the subsidy system or have barriers to accessing the resources from Measure C.

#### ► GOALS

- Design Community Advisory Council meetings to include participatory processes and community engagement opportunities countywide, such as the Community Listening sessions.
- Communicate effectively with families, the ECE field, public officials, and partners to generate awareness and participation in design, implementation, measurement, and support of Measure C.

## ► ADMINISTRATION

- First 5 is working with Sloan Sakai Yeung & Wong LLP to facilitate the CAC, and West Ed to conduct the Community Listening Sessions; this ensures adherence with the Brown Act and Government Code 1090.
- First 5 is administering the communications campaign in consultation with contracted experts.

## DIRECT STAFFING AND CONSULTATION | \$8.0M

These funds will support effective planning, program design and implementation, administration, facilitation, communication, outreach, engagement, project management, and measurement to support effectiveness of Measure C. None of First 5's Executive Leadership outside of the Chief of Programs is being directly charged to Measure C.

## ► GOALS

- Design programs and investments to remove barriers to participation for families, providers, and partners to maximize participation and scale.
- Create linkages across systems to improve results for children and families.
- Create financial architecture to maximize local investments and leverage state and federal funding.
- Use Measure C as a model, including documenting lessons learned, to inform other local, state, and federal policy related to early care and education.
- Advocate for policies that improve community conditions for children and families.
- Build and sustain First 5 staffing and infrastructure to support planning, program design and implementation, contracting, budget and financial analysis and forecasting, legal consultation, and cross-system coordination.

## ► EQUITY CONSIDERATIONS

- First 5 uses a surgical approach to ensure investments, infrastructure, design, implementation, and measurement of each Measure C investment center equity, excellence, and compliance.

## ► ALLOCATIONS

- **First 5 Direct Personnel (\$7.4M)** to support planning, program design and implementation, and direct service delivery
- **Contract and Program Costs (\$540K).** Expertise in design of public universal pre-k and universal T-K initiatives, writing support related to development of 5-Year Plan, equipment, financial audit, and legal and compliance consultation



# ADMINISTRATION & SYSTEM BUILDING

- ▶ Administrative Fee | \$16.3M
- ▶ Proposition 10 Repayment | \$7.7M



## **ADMINISTRATIVE FEE | \$16.3M**

**First 5 indirect costs, including staffing, operating costs, finance and administration, and early childhood systems building**

### **► ADMINISTRATIVE FEE**

**Indirect and Overhead Costs (\$16.3M)** to support infrastructure to administer Measure C funding and sound fiscal stewardship. The proposed 15% administration fee is based on the fiscal year 2024-25 Annual Expenditure Plan to cover First 5 indirect costs and support building a robust and coordinated early care and education system that meets the needs of local children and families. This funding leverages the expertise and existing programming of the only agency in Alameda County focused on children ages 0-5 and the policies and systems that support their families and communities.

First 5 is also the contracted Implementation Partner for the Oakland Children’s Initiative (OCI) Early Education Fund. In this role First 5 supports planning, system coordination, contracting, budget and financial analysis, data collection, program design, and public outreach and education. Additionally, in FY 2024-25, First 5 is coordinating approximately \$32.5M in OCI revenue and over \$17M in other revenue that, alongside Measure C, supports the local early childhood system.

Implementation and coordination of the two local ballot measures and integration with the broader early childhood system requires an intentional public infrastructure approach that necessitates the administrative nimbleness of First 5. It requires close partnership with the public, private, and non-profit sectors, and a shared commitment to continuous improvement that centers the public good of early care and education over a long-term horizon. To ensure the best use of Alameda County’s taxes, we must reckon with our complicated landscape and build responsively to fulfill the requirements and vision of the legislation—to expand access to early childhood education, improve wages, and promote wellness, kindergarten readiness, and school success and support educators and families in the creation of a more effective and well-coordinated early childhood care and education system.

## **PROPOSITION 10 REPAYMENT | \$7.7M**

**Reimburse for First 5 costs incurred to ready and plan for Measure C**

To prepare for future Measure C investments, First 5 borrowed funds from our reserve of California’s Proposition 10 to ready the Agency for implementation. Expenses include personnel and professional services to support planning, community engagement, and building organizational infrastructure. First 5 borrowed the following amounts by fiscal year (see Appendix C for examples of work undertaken to ready First 5 to administer Measure C):

- **FY 21-22: \$1.1M**
- **FY 22-23: \$2.2M**
- **FY 23-24: \$4.4M**



## NEXT STEPS

### ► EMERGENCY STABILIZATION FUND APPROVAL PROCESS AND ANTICIPATED IMPLEMENTATION

First 5 aims to launch the Emergency Stabilization Fund application in February 2025.

- The Emergency Stabilization Fund will be considered by the First 5 Alameda County Commission in December 2024 for adoption.
- The proposal will then be brought to the Alameda County Board of Supervisors in January 2025 for adoption and appropriation of funds.
- Through this initial planning, First 5 is working to minimize the amount of time between application and receipt of grant funds; most providers are expected to receive Relief Grant funds between March and June 2025.
- Some of the investments in the Emergency Stabilization Fund, such as the grants to FRCs, cross fiscal years to allow for administrative feasibility. They will continue to be assessed and evolve as part of the 5-Year-Plan.

### ► COMMUNITY LISTENING SESSIONS TO INFORM 5-YEAR-PLAN

First 5 will begin holding **Community Listening Sessions** on December 4, 2024. The five Measure C listening sessions will be held throughout the county in each Board of Supervisor District. To support broad engagement and access, each session will be focused on an investment area crucial to the field and in compliance with the ordinance. These participatory sessions will complement existing data and prior engagement work and will inform the design of the **5-Year Plan to be finalized in the spring of 2025**. In addition to these five sessions, First 5 will hold two additional listening sessions in Oakland, to help inform areas of coordination with the Oakland Children's Initiative, a 30-year measure also requiring cross-systems partnership and planning. First 5 is also planning an engagement focused on Family, Friend, and Neighbor providers, to better understand their needs in the provider and family landscape.

- **Wednesday, December 4**, 6 PM-8 PM, Topic: Workforce Development
- **Wednesday, December 18**, 6PM – 8PM, Topic: Access to Child Care
- **Saturday, January 11**, 9AM – 12PM, Topic: Wages and Compensation
- **Saturday, February 1**, 9AM – 12PM, Topic: Facilities
- **Wednesday, February 5**, 6PM – 8PM, Topic: Quality, Family Supports, and Inclusion.

Two additional Community Listening Sessions will be held in Oakland this spring. These are to inform and support the implementation of the Oakland Children's Initiative and coordinating system-wide efforts. Dates to be determined.

# APPENDIX

- a. **Emergency Stabilization Fund Budget (FY 2024-25 & FY 2025-26)**
- b. **Annual Expenditure Plan – FY 2024-25**
- c. **Proposition 10 Repayment by Fiscal Year**
- d. **Maps**
- e. **Reports Conducted in Anticipation of Measure C**
- f. **Recent Community Advisory Council Meetings Summary & Materials**



## A. EMERGENCY STABILIZATION FUND BUDGET (FY 2024-25 AND FY 2025-26)

BUDGET LINE ITEMS	FY 24-25	FY 25-26	TOTAL
<b>► PROVIDERS</b>	<b>\$ 74,553,000</b>	<b>\$ 10,000,000</b>	<b>\$ 84,553,000</b>
<b>Relief Grants</b>	<b>\$ 71,603,000</b>	<b>\$ 10,000,000</b>	<b>\$ 81,603,000</b>
FCC Grants	\$ 44,000,000	\$ -	\$ 44,000,000
Center Grants	\$ 27,125,000	\$ -	\$ 27,125,000
Emergency Set Aside	\$ -	\$ 10,000,000	\$ 10,000,000
Grant implementation costs	\$ 478,000	\$ -	\$ 478,000
<b>Workforce Development</b>	<b>\$ 2,950,000</b>	<b>\$ -</b>	<b>\$ 2,950,000</b>
Apprenticeship Programs	\$ 2,735,000	\$ -	\$ 2,735,000
Workforce Registry	\$ 150,000	\$ -	\$ 150,000
ECE Workforce Research	\$ 40,000	\$ -	\$ 40,000
Learning Table planning	\$ 25,000	\$ -	\$ 25,000
<b>► FAMILIES</b>	<b>\$ 18,210,373</b>	<b>\$ 7,124,627</b>	<b>\$ 25,335,000</b>
<b>Child Care &amp; Family Supports</b>	<b>\$ 3,150,000</b>	<b>\$ 3,500,000</b>	<b>\$ 6,650,000</b>
Family Resource Center Grants	\$ 1,500,000	\$ 3,500,000	\$ 5,000,000
Child Care Navigation	\$ 1,500,000	\$ -	\$ 1,500,000
Inclusion Supports analysis	\$ 150,000	\$ -	\$ 150,000
<b>Family, Friend, and Neighbor (FFN) Caregivers</b>	<b>\$ 12,995,000</b>	<b>\$ 690,000</b>	<b>\$ 13,685,000</b>
FFN Relief Grants	\$ 12,650,000	\$ -	\$ 12,650,000
FFN Equipment	\$ 345,000	\$ 690,000	\$ 1,035,000
<b>Technology to Support Access</b>	<b>\$ 2,065,373</b>	<b>\$ 2,934,627</b>	<b>\$ 5,000,000</b>
Coordinated Eligibility & Enrollment System	\$ 1,375,875	\$ 2,184,627	\$ 3,560,502
Technology Liaison Consulting Services	\$ 339,498	\$ -	\$ 339,498
Data Systems, Integration, & Storage	\$ 350,000	\$ 750,000	\$ 1,100,000

BUDGET LINE ITEMS	FY 24-25	FY 25-26	TOTAL
<b>► FACILITIES</b>	<b>\$ 4,807,499</b>	<b>\$ 15,592,500</b>	<b>\$ 20,399,999</b>
<b>Grants for Centers, FCCs, FRCs, &amp; Shelters</b>	<b>\$ 4,807,499</b>	<b>\$ 15,592,500</b>	<b>\$ 20,399,999</b>
Planning Contract	\$ 149,999	\$ -	\$ 149,999
Facilities Grants	\$ 4,657,500	\$ 15,592,500	\$ 20,250,000
<b>► CAPACITY</b>	<b>\$ 10,862,195</b>	<b>\$ 670,000</b>	<b>\$ 11,532,195</b>
<b>Data &amp; Evaluation</b>	<b>\$ 1,799,501</b>	<b>\$ 670,000</b>	<b>\$ 2,469,501</b>
Kindergarten Readiness Community Study (EDI)	\$ 900,000	\$ 175,000	\$ 1,075,000
Measure C Evaluation	\$ 355,000	\$ 495,000	\$ 850,000
Family and provider surveys and analysis	\$ 544,501	\$ -	\$ 544,501
<b>Community Advisory Council &amp; Community Participation</b>	<b>\$ 1,075,155</b>	<b>\$ -</b>	<b>\$ 1,075,155</b>
Community Advisory Council	\$ 600,155	\$ -	\$ 600,155
Communications	\$ 475,000	\$ -	\$ 475,000
<b>Direct Personnel &amp; Consulting</b>	<b>\$ 7,987,539</b>	<b>\$ -</b>	<b>\$ 7,987,539</b>
First 5 Direct Personnel	\$ 7,450,539	\$ -	\$ 7,450,539
Contract and Program Costs	\$ 537,000	\$ -	\$ 537,000
<b>► PROGRAMATIC AND COMMUNITY INVESTMENTS</b>	<b>\$ 108,433,067</b>	<b>\$ 33,387,127</b>	<b>\$ 141,820,194</b>
Administrative Fee	\$ 16,264,960		\$ 16,264,960
<b>Total (without Prop 10 Repayment)</b>	<b>\$ 124,698,027</b>	<b>\$ 33,387,127</b>	<b>\$ 158,085,154</b>
Proposition 10 Repayment	\$ -	\$ -	\$ 7,742,366
<b>EMERGENCY STABILIZATION FUND TOTAL</b>	<b>\$ 124,698,027</b>	<b>\$ 33,387,127</b>	<b>\$ 165,827,520</b>

## B. ANNUAL EXPENDITURE PLAN – FY 2024-25

	► PROVIDERS		► FAMILIES			► FACILITIES	► CAPACITY				
	RELIEF GRANTS	WORKFORCE DEVELOPMENT	FAMILY NAVIGATION TO CHILD CARE & FAMILY SUPPORTS	FAMILY, FRIEND & NEIGHBOR CAREGIVER GRANTS	TECHNOLOGY TO SUPPORT ACCESS	FACILITIES	DATA & EVALUATION	CAC & COMMUNITY PARTICIPATION	SYSTEM BUILDING, PLANNING & ADMINISTRATION	TOTAL	%
<b>Personnel Costs</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,450,539	\$ 7,450,539	6%
<b>Program Contracts and Grants Costs</b>	\$ 71,545,000	\$ 2,950,000	\$ 3,150,000	\$ 12,995,000	\$ 1,941,998	\$ 4,807,499	\$ 1,799,501	\$ 706,950	\$ 385,000	\$ 100,280,948	80%
<b>Program Operating Costs</b>	\$ 58,000	\$ -	\$ -	\$ -	\$ 123,375	\$ -	\$ -	\$ 368,205	\$ 152,000	\$ 701,580	1%
<b>Administrative Fee</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 16,264,960	\$ 16,264,960	13%
<b>TOTAL EXPENSE</b>	\$ 71,603,000	\$ 2,950,000	\$ 3,150,000	\$ 12,995,000	\$ 2,065,373	\$ 4,807,499	\$ 1,799,501	\$ 1,075,155	\$ 24,252,499	\$ 124,698,027	100%

***Note:** This reflects the allocations from the Emergency Stabilization Fund for FY 2024-25. The funding allocations for FY 2025-26 will be included in the full 5-Year Plan and incorporated into the FY 2025-26 Annual Expenditure Plan.*



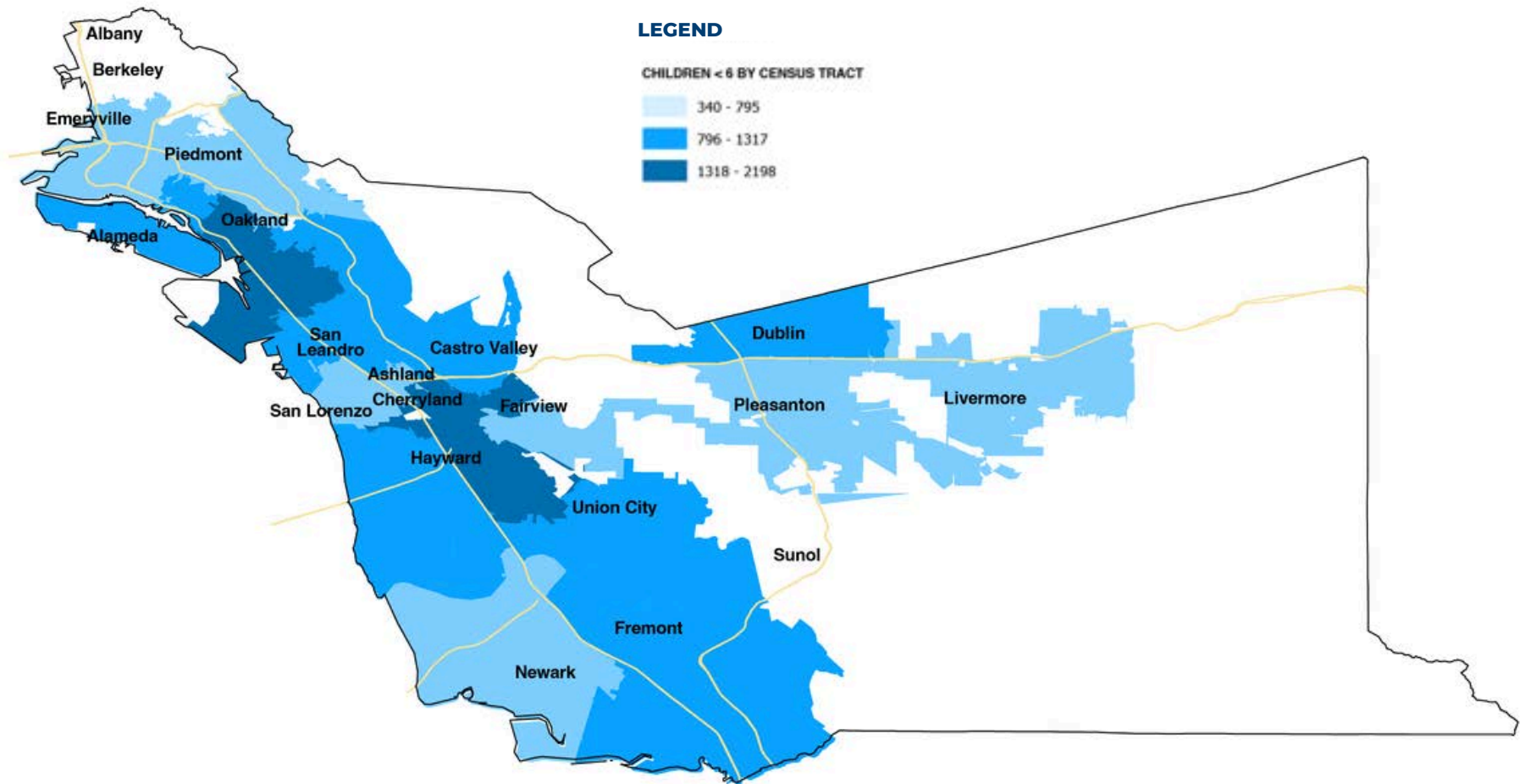
## C. PROPOSITION 10 REPAYMENT BY FISCAL YEAR

	FY21-22	FY22-23	FY23-24	TOTAL	NOTES	EXAMPLES
PERSONNEL	528,783	1,683,266	3,047,515	5,259,564	Salary and benefit expenses to prepare the Agency to administer Measure C	<ul style="list-style-type: none"> <li>• Chief of Programs*</li> <li>• Director of Early Care and Education</li> <li>• Eligibility and Enrollment Coordinator</li> <li>• Data and Policy Analyst</li> <li>• Strategic Initiatives and Planning Officer</li> </ul>
CONTRACTS	492,196	372,147	945,500	1,809,843	Consultation to support First 5 with outside expertise and capacity to prepare for Measure C	<ul style="list-style-type: none"> <li>• Legal Counsel</li> <li>• Strategic planning</li> <li>• Community engagement</li> <li>• Cost allocation planning, fiscal mapping and modeling</li> <li>• Classification and compensation study</li> <li>• Implementation planning</li> </ul>
OPERATIONS	62,653	195,828	414,478	672,959	Share of First 5 Operations costs	<ul style="list-style-type: none"> <li>• Office Space, Equipment, Utilities, and Maintenance</li> <li>• Supplies</li> <li>• Communications</li> <li>• Insurance</li> </ul>
GRAND TOTAL	1,083,632	2,251,241	4,407,493	7,742,366		

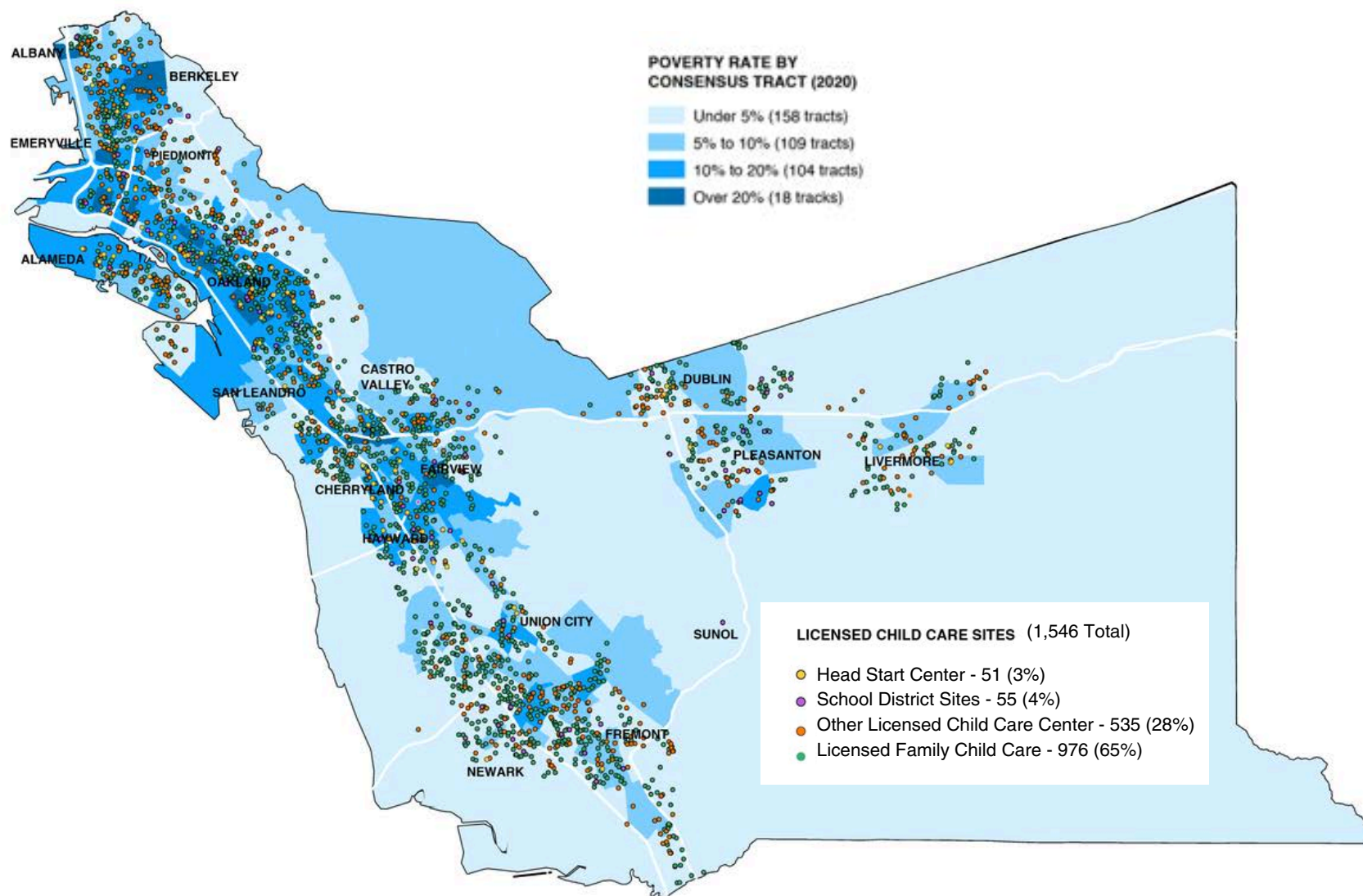
**\*NOTE:** the Chief of Programs is the only Executive Leadership Team member included in the repayment costs

## D. MAPS

### ► CHILDREN UNDER THE AGE OF SIX WHO LIVE IN FAMILIES EARNING LESS THAN 85% THE STATE MEDIAN INCOME (2021)



## ► CHILD CARE SITES & NEIGHBORHOOD POVERTY



## E. REPORTS CONDUCTED IN ANTICIPATION OF MEASURE C

### ► FIRST 5 SPONSORED

#### 1. Alameda County Child Care Data Report (2021) [AC Child Care Data Feb 2021](#)

- Examined the impact of COVID on the cost and supply of child care in Alameda County.

#### 2. Alameda County ECE Licensed Facilities Assessment (2022) [Facilities Needs Assessment 2022](#)

- In anticipation of potential new state, federal, and local facilities funding opportunities, First 5 Alameda developed the 2022 Alameda County Early Care and Education Licensed Facilities Needs Assessment. The goal was to take a facilities-focused lens on the Alameda County ECE landscape.

#### 3. Worked with IMPACT Oakland and a facilities consultant to tour Black Churches and provide site reports on facility needs within the context of conversions to a licensed child care site and/or an FRC (2022-23).

- Abyssinian Missionary Baptist
- Mt Zion Missionary Baptist
- Oakland Word Assembly
- Center of Hope
- Oakland First AME
- True Vine

#### 4. Workforce Development Analysis

##### a. Alameda County ECE CalWORKs Apprenticeship Brief (2022) [ECE factsheet](#)

- Provides an overview of the Alameda County Early Educators Apprenticeship program, a promising model to recruit, train, and credential for the child care field with an equity centered approach.

##### b. [ECE Workforce Development collaborative table and report facilitated by SPRA](#)

#### 5. Alameda County Urban Unincorporated Area Early Care Needs Assessment (2024)

- Submitted to CDA on Friday, 9/13/2024. Not published yet.
- Funded by the Alameda County Community Development Agency and developed with the input of community partners in the urban unincorporated communities of Alameda County including ECE professionals, the Ashland Cherryland Food and Basic Needs Coordination Workgroup, Padres Unidos de Cherryland, Eden United Church of Christ, and affordable housing developers, Eden Housing and RCD Housing, this report examines the supply of licensed and affordable child care, kindergarten readiness, and the state of ECE facilities in the urban unincorporated areas of Ashland, Cherryland, San Lorenzo and Hayward Acres.

#### 6. Undertook a participatory process to design and administer a Measure C Family and Provider Survey that was meant to serve as a direction check for Measure C planning and implementation

- Survey administered Aug 1 – Oct 22, 2024. Results anticipated early 2025.
- Over 1,000 responses collected (629 families; 426 providers). Reached 94% of the targeted family responses and 92% of the provider responses. To ensure representation across Alameda County, responses were monitored by key indicators, including geography (zip code), race/ethnicity, language, child age, and income.

Worked with a variety of community groups and organizations to inform and disseminate the surveys.

- 4Cs of Alameda
- Alameda Professional Child Care Association
- BANANAS
- Child care providers
- Davis Street
- EBAYC
- Hayward Promise Neighborhoods
- Hively
- Lincoln Families
- Lotus Bloom
- My Eden Voice
- Oakland Head Start (COOHS)
- Oakland Starting Smart and Strong (OSSS)
- OCI Accountability Officer (Jenn Caban)
- OUSD
- Parent Voices Oakland
- Roots Community Health Center
- Tandem, Partners in Early Learning
- Trybe
- Union City Family Center
- Valley Family Child Care Association

### ► **PARTNER SPONSORED** (NOT AN EXHAUSTIVE LIST)

\*All titles are linked to their respective reports.

1. [Alameda County SEQUAL Report](#) (2016)
2. [Parent Engagement Study: Informal Care in East Oakland](#) (2017)
3. [Alameda County Measure A Program Plan](#) (2018)
4. [Alameda County Early Care & Education Needs Assessment](#) (First 5 co-sponsored; 2021)
5. [South Hayward Promise Neighborhood](#) (2021)
6. [Early Educator Compensation Report](#) (2022)
7. [Alameda County Unmet Need for Child Care Report](#) (2022)
8. [City of Oakland Early Childhood Ecosystem Opportunities](#) (2023).
9. [Black Californians United for ECE Policy Plan](#) (2024)
10. [Eastern Alameda County Human Services Needs Assessment](#) (2024)

## **F. RECENT COMMUNITY ADVISORY COUNCIL MEETINGS SUMMARY & MATERIALS**

- August 2024: [Measure C CAC Orientation Agenda & Presentation](#)
- September 2024: [CAC Meeting Book](#)
- October 2024: [CAC Meeting Book](#)
- November 2024: [CAC Meeting Book](#)
- December 2024: [Community Listening Session on Workforce Development](#)



## CITATIONS

1. Centers for Excellence for Labor Market Research – Teaching Occupations Demand Dashboard 2020 – 2025
2. First 5 Alameda County, Report to the Children’s Initiative Oversight Commission, 2024. Analysis of data from 52 OUSD sites and 3 COOHS sites for January – June 2023.
3. California Early Care and Education Workforce Registry, 2020. Note: Self-reported data for 2,348 people registered in the Alameda County Workforce Registry as of October 2020. The Workforce Registry only represents a subset of the ECE workforce as it is a voluntary database. The registry includes an overrepresentation of those working at child care centers and Title 5 programs compared to other child care program types.
4. First 5 Alameda County, 2021-22 Kindergarten Readiness Assessment, 2022.
5. First 5 Alameda County, 2021-22 Kindergarten Readiness Assessment, 2022.
6. Center for the Study of Child Care Employment, Caregiver Motivation, Identity, and Resilience – A Study of Family, Friend, Neighbor (FFN), and Nanny Care in California – Part Two, 2023.
7. Data provided directly by Alternative Payment (AP) organizations.
8. Parent Voices Oakland, Parent Engagement Study: Informal Care in East Oakland, 2017.
9. American Institute for Research, Early Learning Needs Assessment, 2020. Alameda County Alternative Payment Provider Child Care Site Data and 2023 Common Data File, 2023.
10. The Early Learning Lab, Maximizing Parental Choice and Knowledge of Options for Child Care through an Online Portal.
11. First 5 Alameda County, Alameda County Early Care and Education Licensed Facilities Assessment, 2022.
12. Alameda County Early Care and Education Planning Council, Alameda County Early Care and Education Needs Assessment, 2021.
13. First 5 Alameda County, Alameda County Early Care and Education Licensed Facilities Assessment, 2022.
14. First 5 Alameda County, Equity Statement.



## **CONTACT US**

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## **CONNECT WITH US**



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



**To:** First 5 Alameda County Commission

**From:** Kristin Spanos, Chief Executive Officer  
Cally Martin, Deputy Chief Executive Officer  
Nick Zhou, Chief Financial Officer  
Maria Canteros, Senior Finance Administrator

**Date:** December 12, 2024

**Subject:** Fiscal Year 2024-25 Contract Authorization

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#### **REQUESTED ACTION**

To review the following Fiscal Year (FY) 2024-25 contract authorization.

#### **BACKGROUND**

Per our Financial Policies, Section VII. Purchasing and Contracting, the Commission must approve contract/award amounts \$300,000 and above in aggregate. The following award requires specific authorization from the Commission.

#### **Alameda County Social Services Agency - \$1,450,000**

First 5 Alameda County (First 5) is requesting approval of a contract with Alameda County Social Services Agency (ACSSA) in the amount of \$1,450,000 in support of the Collaborative Diaper Distribution Program. The Collaborative Diaper Distribution Program will be administered by SupplyBank.org (SBO) and is being jointly funded by ACSSA, Alameda County Health (ACH), Alameda County Probation Department (ACPD), and First 5 for the period of 1/1/25 – 12/31/27 in a total amount not to exceed \$5,800,000, of which First 5 will contribute \$1,450,000 or one-fourth of the total amount. This investment builds on the emergency diaper relief First 5 initiated during the COVID-19 pandemic and similar contributions made by County departments. The blended funding by County departments and First 5 into one administering contract is an evolution of this safety-net investment. This new diaper kit contract and pooled investment are a demonstration of the continued evolution of the early childhood system that coincides with Measure C planning and provides a direct response to the community's request to help address the basic needs of families.

ACSSA, which provides services to thousands of our County's families, will hold the Master Contract with SBO to expand a basic needs pilot program that will provide diaper procurement and diaper kit distribution services to family-serving sites across Alameda County. SBO will consult with First 5 on geographic areas and communities for identification of nonprofit and public agency distribution partner sites to support strategic expansion of the program. SBO will also provide ACSSA and First 5 with a draft plan to integrate diaper kit distributions into home-based child care and other child care providers in the County.

First 5's \$1,450,000 contribution to the Collaborative Diaper Distribution Program will complement our current investments in Help A Mother Out's diaper distributions to our Neighborhoods Ready for School

(NRFS) grantees and Youth Uprising by allowing us to support other community partners who have clients in need of diapers, including Family Resource Centers, WIC sites, and Resource and Referral agencies. NRFS grantees have been distributing diaper kits to families in the community since 2020, and First 5's investments in the HAMO program in the current fiscal year will help distribute more than 6,000 diaper kits to families. In 2022, SBO and First 5 through the NRFS initiative partnered to identify 13 neighborhood-based organizations in Alameda County with a diaper resource gap to serve as distribution partners in SBO's Diaper Bank and Basic Needs program, which distributes essential diaper kits (diapers and wipes) to families. In 2024, ACSSA partnered with SBO to procure and distribute diaper kits to parents and families receiving public benefits from the agency's Department of Workforce and Benefits Administration. ACSSA, ACH, ACPD, and First 5 are now partnering to collaboratively fund the continuation and expansion of SBO's Diaper Distribution Program in Alameda County, which is expected to provide a minimum of 15 million diapers and 37 million baby wipes to families in need over the term of the contract. Taken together, these deep and coordinated investments in addition to First 5's continued policy advocacy on diaper need demonstrate First 5's intentional efforts to work with system partners to build a more robust, equity-centered early childhood system that meets the basic needs of communities, families, and young children.

Fiscal Impact: Funding for FY 2024-25 is provided by Proposition 10.

Action requested: Approve a Fiscal Year 2024-28 contract in the amount of \$1,450,000 with Alameda County Social Services Agency. The Fiscal Year 2024-25 award amount of \$250,000 will be reflected in the mid-year budget modification. Award amounts for future fiscal years will be brought to the Commission through the yearly budget process.

Submitted by:

Signed by:



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Nick Zhou

Chief Financial Officer

Reviewed by:

DocuSigned by:



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Cally Martin

Deputy Chief Executive Officer

DocuSigned by:




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Maria Canteros

Senior Finance Administrator

Approved by:



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Kristin Spanos

Chief Executive Officer



**To:** First 5 Alameda County Commission

**From:** Kristin Spanos, Chief Executive Officer  
Cally Martin, Deputy Chief Executive Officer  
Nick Zhou, Chief Financial Officer  
Maria Canteros, Senior Finance Administrator

**Date:** December 12, 2024

**Subject:** 2025 Cost of Living Adjustment (COLA) Recommendation

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#### REQUESTED ACTION

That the Commission review and approve the recommendation for a 2025 Cost of Living Adjustment (COLA) of 3%.

#### BACKGROUND

Per the Salary Guidelines, approved by the Commission, it is within the Commission's authority to grant a COLA to employees. If awarded, COLAs are granted to all regular employees, both full and part-time, at the beginning of the calendar year. Typically, COLAs are implemented to ensure that employees' wages do not lose real value due to increases in the costs of goods and services.

Competitive salaries are an important recruitment and retention strategy; the ability to consider a COLA is particularly important for retention purposes considering that many of our employees' salaries are capped and, as a relatively small agency, promotional opportunities are limited. If approved, COLA adjustments will be applied to our salary ranges. We would anticipate applying the COLA to the pay period December 22, 2024 through January 4, 2025, and effective January 1, 2025. The increase will be reflected in employee paychecks on January 17, 2025.

#### DISCUSSION

We annually review Alameda County's COLA practices in an attempt to provide comparable benefits and remain a competitive employer. The information below reflects the currently approved rates.

#### Alameda County:

Service Employees International Union (SEIU), representing the majority of non-exempt employees at Alameda County, has negotiated a series of COLAs under their new contract, including a 4% increase scheduled for July 2025.



Alameda County Management Employees Association (ACMEA), representing the majority of management and professional level employees, are in current contract negotiations. The most recent contract included a final COLA of 2.5% provided in December 2022. It is anticipated that negotiations will align with SEIU's COLA rates within this fiscal year.

#### Consumer Price Index:

The U.S. Bureau of Labor Statistics reported a 2.1% increase in food prices, 4.9% decrease in energy, and a 3.3% increase for other services including shelter, medical, and transportation services over the last 12-month period (November 2023 – October 2024). The Employment Cost Index noted total compensation rose 4.3%, wages and salaries rose 3.9%, and benefit costs rose 3.7% for civilian workers during the 12-month period ending September 2024.

We recommend a 3% COLA for 2025. This adjustment aligns with the 3.9% rise in wages noted by the Employment Cost Index, ensuring our salaries remain competitive in the market. It also addresses the consistent increase in living costs, particularly in essential services like shelter and healthcare. A 3% COLA is prudent, balancing employee retention and fiscal responsibility effectively.

#### **FISCAL IMPACT**

The fiscal impact of granting a 3% COLA for the six-month period of the current fiscal year is \$300,417. Funding is available in the FY 2024-25 Commission approved budget.

#### **RECOMMENDATION**

That the Commission grant a 3% employee Cost of Living Adjustment (COLA) to take effect for the calendar year of 2025.

Submitted by:

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Nick Zhou  
Chief Financial Officer

Reviewed by:

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Cally Martin  
Deputy Chief Executive Officer

DocuSigned by:  
  
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Maria Canteros  
Senior Finance Administrator

Approved by:

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Kristin Spanos  
Chief Executive Officer



**To:** First 5 Alameda County Commission

**From:** Kristin Spanos, Chief Executive Officer  
Laura Schroeder, Director of Data and Evaluation

**Date:** December 12, 2024

**Subject:** First 5 Alameda County Fiscal Year 2023-24 Annual Report to First 5 California

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**ACTION REQUESTED:**

That the Commission review and approve the First 5 Alameda County Fiscal Year (FY) 2023-24 Annual Report to First 5 California.

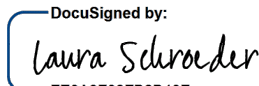
**BACKGROUND:**

Each year, First 5 Alameda County is required to submit an annual report to First 5 California. The report contains information on clients served and financial data, and a narrative summary of evaluations completed in FY 2023-24. The report was due and submitted on October 31, 2024.

**RECOMMENDATION:**

That the Commission approve the First 5 Alameda County FY 2023-24 Annual Report submitted to First 5 California.

Submitted by:

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Laura Schroeder  
Director of Data and Evaluation

Reviewed by:

DocuSigned by:  
  
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Kristin Spanos  
Chief Executive Officer



## **Annual Report AR-1**

**Alameda Revenue and Expenditure Summary**

**July 1, 2023 - June 30, 2024**

# Revenue Detail

Category	Amount
Tobacco Tax Funds	\$9,932,086
IMPACT Legacy	\$1,133,272
Small Population County Augmentation Funds	\$0
Home Visiting Coordination Funds	\$0
Refugee Family Support Funds	\$0
Other First 5 California Funds	\$1,743,001
Other First 5 California Funds Description	
Other Public Funds	\$16,260,150
<b>Other Public Funds Description</b> Measure AA Parcel Tax, Alameda Co Social Services, AC Public Health Dept (CHDP, HTHC, ECChange, PHOC), AC Health Care Services, AC Office of Education, CA Dept of Ed	
Donations	\$51,061
Revenue From Interest Earned	\$48,936
Grants	\$1,560,759
<b>Grants Description</b> Alameda Alliance for Health, Cal Wellness, Sunlight Giving, Aurrera Health Group, Stupski Foundation, Kaiser Permanente Foundation Hospitals, Cal Wellness Foundation	
Other Funds	\$4,101,602
Other Funds	
<b>Total Revenue</b>	<b>\$34,830,867</b>







## Improved Child Health

Service	Grantee	Program(s)	Children	Caregivers	Providers	Unique Families	Amount
Early Intervention	CBO/Non-Profit	<ul style="list-style-type: none"><li>Care Coordination and Linkage</li></ul>	884	836	237	836	\$498,870
Early Intervention	County Health & Human Services	<ul style="list-style-type: none"><li>Care Coordination and Linkage</li></ul>	0	0	229	0	\$95,000
Early Intervention	First 5 County Commission	<ul style="list-style-type: none"><li>Care Coordination and Linkage</li></ul>	8667	8630	326	0	\$1,914,550
Early Intervention	Hospital/Health Plan	<ul style="list-style-type: none"><li>Not Applicable (Trauma Informed Care/ACES Aware)</li></ul>	0	0	37	0	\$45,250
Prenatal and Infant/Toddler Pediatric Support	CBO/Non-Profit	<ul style="list-style-type: none"><li>DULCE</li></ul>	0	0	0	0	\$40,365
Reason for no population served: Clients served for this contract are counted under another DULCE contract with grantee type County Health and Human Services							
Prenatal and Infant/Toddler Pediatric Support	County Health & Human Services	<ul style="list-style-type: none"><li>DULCE</li></ul>	156	153	0	153	\$134,478
Prenatal and Infant/Toddler Pediatric Support	First 5 County Commission	<ul style="list-style-type: none"><li>Not Applicable (Perinatal Hospital Outreach Coordination)</li></ul>	435	435	0	0	\$0
Total							\$2,998,313

Service	Grantee	Program(s)	Children	Caregivers	Providers	Unique Families	Amount
Prenatal and Infant/Toddler Pediatric Support	Research/Consulting Firm	<ul style="list-style-type: none"> <li>Not Applicable (Perinatal lactation support)</li> </ul>	592	592	119	0	\$269,800
Total							\$2,998,313

## Improved Systems Of Care

Service	Grantee	Program(s)	Amount
Policy and Public Advocacy	Research/Consulting Firm	<ul style="list-style-type: none"> <li>Not Applicable ()</li> </ul>	\$187,044
Systems Building	Research/Consulting Firm	<ul style="list-style-type: none"> <li>Not Applicable ()</li> </ul>	\$854,253
Systems Building	CBO/Non-Profit	<ul style="list-style-type: none"> <li>Not Applicable ()</li> </ul>	\$50,000
Systems Building	First 5 County Commission	<ul style="list-style-type: none"> <li>Not Applicable ()</li> </ul>	\$1,116,544
Total			\$2,207,841

## Expenditure Details

Category	Amount
Program Expenditures	\$31,538,312
Administrative Expenditures	\$7,245,186
Evaluation Expenditures	\$1,473,886
Total Expenditures	\$40,257,384
Excess (Deficiency) Of Revenues Over (Under) Expenses	(\$5,426,517)

## Other Financing Details

Category	Amount
Sale(s) of Capital Assets	\$0
Other	\$0
Total Other Financing Sources	\$0

# Net Change in Fund Balance

Category	Amount
Fund Balance - Beginning	\$29,971,981
Fund Balance - Ending	\$24,545,464
Net Change In Fund Balance	(\$5,426,517)

# Fiscal Year Fund Balance

Category	Amount
Nonspendable	\$129,609
Restricted	\$562,371
Committed	\$8,241,949
Assigned	\$15,611,535
Unassigned	\$0
Total Fund Balance	\$24,545,464



## Expenditure Note

No data entered for this section as of 10/31/2024 6:22:28 PM.



**Annual Report AR-2**  
**Alameda Demographic Worksheet**  
**July 1, 2023 - June 30, 2024**

**Population Served**

Category	Number
Children Less than 3 Years Old	8,813
Children from 3rd to 6th Birthday	12,077
Providers	5,890
Children – Ages Unknown (birth to 6th Birthday)	4,828
Primary Caregivers	16,358
<b>Total Population Served</b>	<b>47,966</b>

## Primary Languages Spoken in the Home

Category	Number of Children	Number of Primary Caregivers
English	9,252	1,325
Cantonese	454	77
Mandarin	276	62
Spanish	7,025	675
Vietnamese	149	8
Other - Specify with text box Arabic	127	11
Other - Specify with text box Mam	501	300
Other - Specify with text box Other	1,304	88
Korean	38	2
Unknown	6,592	13,810
<b>Totals</b>	<b>25,718</b>	<b>16,358</b>

## Race/Ethnicity of Population Served

Category	Number of Children	Number of Primary Caregivers
Alaska Native/American Indian	66	3
Asian	2,565	285
Black/African-American	3,513	1,064
Hispanic/Latino	9,230	1,153
Native Hawaiian or Other Pacific Islander	191	5
Middle Eastern or North African	167	51
Other – Specify with text box Other	41	40
Two or more races	982	45
Unknown	7,462	13,679
White	1,501	33
<b>Totals</b>	<b>25,718</b>	<b>16,358</b>

# Duplication Assessment

Category	Data
Degree of Duplication	15%
Confidence in Data	Moderately confident
Additional Details (Optional)	





## Annual Report AR-3

### Alameda County Evaluation Summary and Highlights

July 1, 2023 - June 30, 2024

## County Evaluation Summary

### Evaluation Activities Completed, Findings, and Policy Impact

**SELECTION OF NEW COUNTY-WIDE KINDERGARTEN READINESS TOOL:** Every two years since 2008, First 5 Alameda has sponsored a Kindergarten Readiness Assessment (KRA) to inform equitable programs, policies, and investments for children prenatal to age five, with the goal of ensuring that communities, families, and schools have what they need to support kindergarten readiness. First 5 Alameda has historically utilized the Kindergarten Observation Form (KOF), a data collection tool based on a countywide sample of teachers and families. However, in 2017, the County's largest school district began to administer the EDI in addition to the KOF. In FY 23/24, First 5 Alameda made a deliberate decision to pause the 2023 KRA, recognizing the system design moment of opportunity that two local ballot initiatives have afforded (Ballot Measures - First 5 Alameda) and the need for a facilitated collaborative process to select a single tool. With the support of 13 county school districts, the participation of the California Teachers Association, and in partnership with the Alameda County Office of Education, we engaged in a collaborative process that resulted in the selection of the Early Development Instrument (EDI), administered by the University of California at Los Angeles (UCLA). The EDI will include census tract data, teacher assessments, and parent surveys, coupled with community interpretation of the data, to create a highly localized understanding of our children's health, development, and school readiness. Administration of the tool will include every child in every kindergarten classroom in the county public school system next fall (academic year 25/26). For more information on the participatory tool-selection purpose, process, and next steps, please see the policy brief: [https://issuu.com/first5alameda/docs/first\\_5\\_edi\\_brief](https://issuu.com/first5alameda/docs/first_5_edi_brief).

**FATHERS CORPS 10 YEAR EVALUATION:** The Alameda County Fathers Corps (Fathers Corps) is a unique cross-systems collaboration, with the goal of creating a father-friendly system of care for families by building the capacity of service providers to effectively see, serve, and support fathers and father-figures. This program focuses on creating father-specific and father-centered services for low-income fathers of color not residing with their young children (0-5). At the program's 10-year anniversary, an evaluation was conducted (from February 2023 – January 2024), to document the program's history and assess the impact of program activities on fathers/father-figures, service providers, and broader public systems. Key Findings and Recommendations from the full report include: Fathers & Father Figures: Nearly 90% of fathers reported improved interactions with their children due to participating in support groups. More than 80% learned and applied new parenting practices and 67% expanded their social support networks; Service Providers & System Leaders: Providers & system leaders reported various organizational impacts as a result of participation in trainings, including 73% of service providers making fatherhood issues part of their organization's strategic planning efforts, 69% seeking or obtaining funding for programs or services to fathers, and 65% of staff becoming more effective in communicating with and engaging with fathers. The data and information in this evaluation will help guide the next phase of system building relationships and investments, will determine how to prioritize where and with whom program expansion should take place, and highlights policies that pose barriers to fathers' engagement with their children. Note: both evaluation activities took place during the reporting period, with publication of the materials a few months after activities were completed.

([https://www.first5alameda.org/files/Fathers\\_Corps/2024-2025/Fathers%20Corps%20Evaluation%20Report%20Final%208.21.24.pdf](https://www.first5alameda.org/files/Fathers_Corps/2024-2025/Fathers%20Corps%20Evaluation%20Report%20Final%208.21.24.pdf))

# County Highlights

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## County Highlight

Spurred by additional revenue from local tax measures, this was a year of growth and transformation for First 5 Alameda County. Our budget increased by 55%, allowing us to scale stakeholder engagement, increase staffing by 12% and build internal systems to support administration of new funding streams. We continued our investments through the Oakland Children's Initiative Early Education Fund in support of priority public system partners Oakland Unified School District and City of Oakland Head Start to build infrastructure to better support ECE professionals, children and families. We engaged community in the implementation of Alameda County Measure C, collaborating with a Community Advisory Council to inform recommendations for the first round of investments, collecting 1,000+ survey responses from families and ECE providers and enlisting parents, family navigators and public systems partners to inform the design of a centralized eligibility list. We also convened 13 school districts to adopt the Early Development Instrument for our next Kindergarten Readiness Study. Our partnership with Alameda Alliance for Health continued, ensuring 2,000+ Medi-Cal managed care plan members completed a well-child visit and 1,000+ were referred to an early intervention service by our care coordinators. We also continued our birth equity work, providing 140 hours of lactation training and peer support groups for 180+ participants. Our Fathers Corps initiative hosted a Fatherhood Summit, engaging 400+ fathers, father figures and partners in workshops and trainings. Through our Trainings initiative, we provided 48 trainings for 700+ partners and providers to expand early childhood knowledge in our local systems. Through our placed-based Neighborhoods Ready for School initiative, we invested over \$3M in community organizations in traditionally underserved neighborhoods and facilitated a strategic planning process for the grantees to guide the next phase of investments.

# 2023-24 Annual Report



ANNUAL REPORT  
2023-24



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# First 5 Association of California and First 5 CA Updates

December 2024

## First 5 California Commission Meeting

The First 5 California Commission met on October 30<sup>th</sup> to receive updates on the implementation of the Small Population County Funding Augmentation and their Stronger Starts Education Campaign. The State Commission also continued to discuss the First 5 Association of California's budget request for a one-time \$25 million [Emergency Stabilization Fund](#). Ana Apodaca, Government Affairs and Policy Officer, attended the meeting in Sacramento and provided public comment in support of the emergency stabilization fund, which would provide First 5 County Commissions that are in jeopardy due to declining tobacco tax revenues with immediate financial support to maintain critical local services and infrastructure. In our public comment, we emphasized that early childhood systems building efforts require deep investments and time to undertake in a way that supports a "whole community, whole family, whole child" framework – the comprehensive approach we know is needed to position families and children for success and that, importantly, is outlined in the Proposition 10 statute as the intent of First 5s. A vote on the Emergency Stabilization Fund proposal is likely to occur at the next First 5 California Commission scheduled for January 30, 2025. Agendas and meeting materials are [available here](#).

## First 5 Association of California 2025 Annual Summit

The 2025 First 5 Annual Summit, which convenes the First 5 Network, is scheduled for February 10-12, 2025 in San Diego. Session topics on the agenda include AI's impact on the ECE Field; Medi-Cal Updates and Innovations; Early Childhood Movements and Power Building Through Investments and Evaluation; State Systems Alignment; Community Engagement Spectrum; Family Partnership; and Navigating the Federal Policy Landscape. Additional details on the agenda and registration are available [here](#).

## First 5 California Building Equitable Early Learning Systems (BEELS) Advisory Group

Kristin Spanos, CEO, was appointed to the Building Equitable Early Learning Systems (BEELS) statewide advisory committee, hosted by First 5 California and WestEd, to inform the development of a statewide equitable early learning system and First 5 California's strategic plan. The group has met twice, in August and November. The first meeting focused on sharing perspectives on the early care and education system, including challenges faced by the field, gaps in the system, and persistent inequities, as well as successes thus far, including innovations and partnerships. The second meeting focused on aligning current state efforts with BEELS goals and identifying stakeholders for collaboration and groups to monitor to avoid service duplication. This meeting reinforced the importance of strategic alignment.

## First 5 Association: The Behavioral Health Services Act (Prop 1) Webinar

On October 31<sup>st</sup>, the First 5 Association of California, Children Now, the California Alliance for Children and Family, and The Children's Partnership hosted a webinar to provide updates on the State's implementation of the Behavioral Health Services Act, also known as Proposition 1, and what it means for children and families. The webinar recording is available [here](#) and the presentation slides are available [here](#).



# Legislation and Public Policy Updates

December 2024

## Federal Policy

### **Federal Election**

Former President Donald Trump won the presidential election and will be returning to the White House for his second term on January 20, 2025. The Republican party also won control of both the House of Representatives and the Senate. The 119<sup>th</sup> Congress will run from January 3, 2025 to January 3, 2027. Key priorities for the incoming Congress will be the Fiscal Year (FY) 2025 appropriations process to fund the federal government and renewal of tax policies expiring in 2025. Key areas of concern with the incoming Trump Administration include proposals to defund Head Start and other critical child care investments, elimination of the Department of Education, cuts to Medicaid funding, repeal of the Affordable Care Act, harms to reproductive health care access, and expansion of Public Charge beyond cash assistance programs. First 5 is closely tracking Federal policy developments that impact Alameda County's safety-net, communities, families, and children.

### **Fiscal Year 2025 Appropriations**

The federal government is currently funded by a short-term continuing resolution that expires on December 20<sup>th</sup>. The 118<sup>th</sup> Congress is expected to extend the existing federal budget through the New Year to avert a shutdown in December. This sets the stage for the incoming 119<sup>th</sup> Congress, largely Republican led, to control the budget process for FY 2025 appropriations.

## State Policy

### **State Legislative Session**

The State Legislature will begin its next two-year session on December 2<sup>nd</sup> with a special session called on by Governor Newsom to protect California values. The special session will focus on bolstering California's legal resources to protect civil rights, reproductive freedom, climate action, and immigrant communities in the face of an incoming Trump Administration.

New redistricting maps will go into effect for all odd districts at the start of this legislative cycle. Also, for the first time in California history, the State Senate will be composed of at least 50% women, and in the State Assembly, women will hold at least 38 Assembly seats. This is a significant increase from previous years bringing the California Legislature composition closer to gender parity.





### **State Budget Outlook**

The Legislative Analyst Office (LAO)'s annual [Fiscal Outlook](#) publication forecasts a small deficit for the 2025-2026 fiscal year budget. The report notes that the overall state economy is not growing as fast as projected to meet spending increases across the budget. The LAO also anticipates larger deficits after 2025, in part due to projections of significantly faster spending growth in health and human services programs. This means that the State will likely not have capacity for new ongoing commitments in the coming years.

### **State and Local Advocacy**

The Government Affairs and Policy Team tracks legislative and policy developments at the local, state and federal level. Since the last Commission Meeting, First 5 Alameda County has taken the following positions:

- **First 5 Sustainability Request:** On October 30<sup>th</sup>, Ana Apodaca, Government Affairs and Policy Officer attended the First 5 California Commission Meeting in Sacramento and provided public comment in support of the First 5 Association of California's emergency stabilization fund request, which would provide First 5 County Commissions that are in jeopardy due to declining tobacco tax revenues immediate financial support to maintain critical local services and infrastructure. Agendas and meeting materials are [available here](#).
- **City of Newark Tobacco Retail Licensing Ordinance:** First 5 submitted a [comment letter](#) to the Newark City Mayor and City Council in support of stronger tobacco retail licensing that prevents the sale of tobacco products to children and youth. The ordinance was adopted by Newark City Council on October 24<sup>th</sup> and took effect 30 days later.