



MEASURE C COMMUNITY ADVISORY COUNCIL MEETING AGENDA

Wednesday, May 21, 2025
4:30 PM – 8:30 PM

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

The public may access the meeting via
Zoom Webinar ID: 867 3925 0082
Passcode: 317820

Link: <https://first5alameda-org.zoom.us/j/86739250082?pwd=fdJeiMBZJcwCpKh7DBil6ekf6aba4A.1>

Community Advisory Council Members:

Tracey M. Black, Heidi Gerard, Nancy Harvey, Kym R. Johnson, Maéva Marc, Paulene McCarthy, Savitha Moorthy, David Padilla, Mitch Sigman, Bry'Ana Wallace, and Robert E. Williams

1. Welcome & Call to Order

Facilitator Dania Torres Wong will call this meeting to order at 4:30 PM.

2. Roll Call

3. Review Agenda and May 7, 2025 Meeting Minutes

4. Public Comment

This portion of the meeting is reserved for persons desiring to address the Community Advisory Council. At this time, the Public is invited to make any comments related to items not on the agenda within the Council's purview. The Council will receive public comment in person or by Zoom utilizing the Q&A Box. Speakers are limited to two minutes. Public comment will be limited to 15 minutes.

Closed Session

- #### **5. Closed Session: Conference with Legal Counsel – Anticipated Litigation (§ 54956.9(d)(2))& 54956.9 (e)(3) [Receipt of Written Communication Threatening Litigation, Available for Inspection Pursuant to § 54957; Significant exposure to Litigation, Number of Potential Cases: 1]**

Information about access:

If you need special assistance to participate in this meeting, including interpreter services, please contact Evelyn Navarro at evelyn.navarro@first5alameda.org or (510) 279-6350 at least 7 business days before the scheduled Community Advisory Council meeting so First 5 can make reasonable arrangements to ensure accessibility. Times indicated are estimates and subject to change.



Open Session

- 6. Measure C Child Care, Preschool, and Early Education Program Five-Year Plan and Annual Expenditure Plan Presentation**
- 7. Adjournment**

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Teleconferencing Guidelines

The Measure C Community Advisory Council meetings may be teleconferenced. Please be aware that not all meetings are teleconferenced (hybrid). It is important to check the top of the public agenda for specific meeting details.

For teleconferenced meetings, members of the Public may watch and provide public comment as follows:

- Spoken public comments will be accepted during the teleconference meeting. To address the Community Advisory Council, click on the meeting link located at the top of the meeting agenda to access the Zoom-based meeting. You may also join the meeting by smartphone. Please read the following instructions carefully.
- Written comment is accepted 24 hours prior to the scheduled meeting, unless otherwise noted on the meeting agenda. To provide written comment on an agenda item or to raise an issue as Public Input, you may send an email to Evelyn.Navarro@first5alameda.org. Please include your name and indicate either the agenda item number you are addressing or that your comment falls under general Public Input. Copies of all written comments submitted by the deadline above will be provided to each Community Advisory Council member and will be added to the official record. Written comments submitted after the deadline will only be added to the official meeting record. Comments will NOT be read into the record during the meeting.

You may download the Zoom client or connect to the meeting in-browser. If you use your browser, make sure you are using a supported operating system and current, up-to-date browser. Certain functionality may be disabled in older browsers, including Internet Explorer. You will be asked to enter an email address and name.

If you would like to offer spoken public comment:

- We request that you identify yourself by name as this will be visible online and will be used to notify you that it is your turn to speak.
- At the start of the meeting or when the item on which you wish to speak is taken up by the Community Advisory Council, please utilize the Zoom Q&A Box to notify First 5 staff that you would like to make public comment. When it is time for public comment, staff will activate and unmute speakers in turn. Speakers will be notified shortly before they are called to speak.
- When called, please limit your remarks to the time limit allotted on the meeting agenda.

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Measure C Community Advisory Council Meeting Minutes

May 7, 2025, 5:30pm-8:30pm

First 5 Alameda County Conference Center, Alameda, CA

Community Advisory Council Members Present: Tracey Black, Heidi Gerard, Nancy Harvey, Kym R. Johnson, Paulene McCarthy, Savitha Moorthy, David Padilla, Bry'Ana Wallace, and Robert E. Williams

Community Advisory Council Members Not Present: Maéva Marc, Mitch Sigman

First 5 Alameda County Staff Present: Vanessa Cedeño Geisner, Lisa Forti, Cally Martin, Edirle Menezes, Alma Reyes, Laura Schroeder, Kristin Spanos, Steve Spiker, and Nick Zhou

Facilitators: Dania Torres Wong

Agenda Item Speaker	Discussion	Follow Up
1. Welcome & Call to Order D. Torres Wong A. Reyes	<p>Alma Reyes, First 5 Cultural Access Services Administrator, provided instructions to the public on how to access interpretation services in Spanish and Cantonese for in person attendees.</p> <p>Facilitator Torres Wong called the Community Advisory Council meeting to order at 5:59pm.</p> <p>Facilitator Torres Wong announced public comment for items on the agenda and items not on the agenda would be taken at the end of the meeting.</p> <p>Facilitator Torres Wong reminded attendees and the Council that the purpose of the meeting was to:</p> <ul style="list-style-type: none">• Review Five-Year Plan Investment Proposal• Review next steps for Five-Year Plan	None.
2. Roll Call D. Torres Wong	<p>Facilitator Torres Wong led roll call.</p> <p>Council members Tracey Black, Heidi Gerard, Nancy Harvey, Kym R. Johnson, Paulene McCarthy, Savitha Moorthy, David Padilla, Bry'Ana Wallace, and Robert E. Williams were present.</p>	None.



Agenda Item Speaker	Discussion	Follow Up												
	<p>Council member Tracey Black participated virtually with Just Cause.</p> <p>Council members Maéva Marc and Mitch Sigman were excused.</p> <p>Council member Nancy Harvey joined the meeting at 6:25pm.</p>													
3. Review Agenda & May 3, 2025 Meeting Minutes D. Torres Wong	Facilitator Torres Wong reviewed the meeting agenda and asked if Council members had any corrections to the May 3, 2025 meeting minutes.	None.												
4. 5-Year Plan Discussion and Recommendations K. Spanos D. Torres Wong	<p>Kristin Spanos, First 5 CEO, provided an overview of the process to develop the Five-Year Plan to-date; appreciated the Council’s work over the past nine months; and presented First 5’s considerations for the approach to the rollout of major Measure C investments over the initial five years of implementation as well as First 5’s revised proposal to the high-level design and eligibility elements for the Five-Year Plan. (attached).</p> <table border="1"> <thead> <tr> <th>Category</th><th>Council Recommendation</th><th>First 5 Proposal</th></tr> </thead> <tbody> <tr> <td>Allocation of proportion of available funding (~\$130M annually) to Providers, Families, Family Friend and Neighbor (FFN) Caregivers</td><td> Providers (Wage): 40% Families (Slots): 40% - Translates to ~2400 slots FFN (Voucher enhancement): 20% </td><td>Same as CAC</td></tr> <tr> <td>Wage Eligibility</td><td>Subsidy OR 20%+ poverty Census tracts</td><td>Subsidy only in Fiscal Year (FY) 2026-27, intent to open further over time</td></tr> <tr> <td>Wage Floor and Operating Grants</td><td>--</td><td>\$25/hour wage floor for Teachers and Assistant Teachers (Centers and FCCs)</td></tr> </tbody> </table>	Category	Council Recommendation	First 5 Proposal	Allocation of proportion of available funding (~\$130M annually) to Providers, Families, Family Friend and Neighbor (FFN) Caregivers	Providers (Wage): 40% Families (Slots): 40% - Translates to ~2400 slots FFN (Voucher enhancement): 20%	Same as CAC	Wage Eligibility	Subsidy OR 20%+ poverty Census tracts	Subsidy only in Fiscal Year (FY) 2026-27, intent to open further over time	Wage Floor and Operating Grants	--	\$25/hour wage floor for Teachers and Assistant Teachers (Centers and FCCs)	The Community Advisory Council will receive a final Measure C Five-Year Plan presentation at their May 21, 2025 meeting.
Category	Council Recommendation	First 5 Proposal												
Allocation of proportion of available funding (~\$130M annually) to Providers, Families, Family Friend and Neighbor (FFN) Caregivers	Providers (Wage): 40% Families (Slots): 40% - Translates to ~2400 slots FFN (Voucher enhancement): 20%	Same as CAC												
Wage Eligibility	Subsidy OR 20%+ poverty Census tracts	Subsidy only in Fiscal Year (FY) 2026-27, intent to open further over time												
Wage Floor and Operating Grants	--	\$25/hour wage floor for Teachers and Assistant Teachers (Centers and FCCs)												

Agenda Item Speaker	Discussion			Follow Up
			<p>Comparable to a \$27/hour wage floor accomplished through a ~\$22k annual wage enhancement for FCC Owners</p> <p>Operating Grants to address compaction, payroll taxes, and discretionary benefits:</p> <ul style="list-style-type: none"> - Centers calculated based on staffing structure and wage enhancement per teachers - FCC calculated based on the wage enhancement per FCC owner and assistant teacher 	
	FFN Slots (1010 total) in FY25-26; phase out over time	<p>Based on Infant/Toddler Unmet Need</p> <p>D1: 90 D2: 240 D3: 260 D4: 260 D5: 150</p>	<p>Revised based on Unmet Need to create a 10% (100-slot) minimum for each Supervisorial District</p> <p>D1: 100 D2: 240 D3: 260 D4: 260 D5: 150</p>	
	Family Child Care (FCC) and Center (Licensed) Slots (~1400) in FY26-27	<p>Consistent with wage eligibility proposed</p> <p>No allowance to expand to providers not currently meeting the eligibility criteria</p>	<p>50% (~700) allocation to eligible providers based on wage enhancement; allocation by Supervisorial District on same breakdown informed by Unmet Need as FFN voucher proportion</p> <p>50% (~700) for new and existing providers distributed based on ratio of providers ineligible for wage enhancement by Supervisorial District</p>	



Agenda Item Speaker	Discussion			Follow Up
			Explore a floor to ensure no Supervisorial District gets less than designated minimum	
	FFN Voucher Enhancement Age Priority	Vouchers for children ages 0-5	Consistent with the Council recommendation Voucher enhancement of ~\$500 per month	
	\$10M Emergency Grant	<ul style="list-style-type: none">• Available to participating and non-participating providers• Define and differentiate emergency vs. ongoing expenses; allow flexible, equitable fund access• Overdue payments such as rent, mortgage, and utilities• Staffing to cover needs of children, wages• Prioritize providers at risk of closure, especially those in child care deserts• Prioritize providers serving priority populations (infant/toddler, after-hours, and children with disabilities)• Transportation• Screen for sustainability, business practices	Taking Council’s input into account to design use of the \$10M Emergency Grant Fund	
Facilitator Torres Wong asked the Council if they had any questions.				
Ms. Spanos and First 5 Staff addressed the Council’s questions.				
Ms. Spanos shared next steps and timeline for the Five-Year Plan:				



Agenda Item Speaker	Discussion	Follow Up
	<ul style="list-style-type: none"> On May 21, First 5 will provide the Council with a Five-Year Plan presentation. On June 5, First 5 will present the completed Five-Year Plan to First 5 Commission for review and approval. On June 10, First 5 will present the final Five-Year Plan to the Alameda County Board of Supervisors for their consideration and approval. <p>Facilitator Torres Wong opened public comment for items on the agenda, Agenda Item 4.</p> <p>The Community Advisory Council members received public comment from:</p> <p><u>In Person Participants:</u> Vanessa Urbina Shruti Agarwal (Oral and Written) Lisa Zarodney Clarissa Doutherd Sarika Rathi Sowmaya Ramakrisna</p> <p><u>Virtual Participants:</u> Tricia Carolyn Carpenter Kimberly de Mateo Sabina Sangma Sofia Ambreen Masood Sailaja Chillarige Jigna Dave Jagdeep Gupta</p> <p><u>Written Comment:</u></p>	

Agenda Item Speaker	Discussion	Follow Up
	<p>Vantika Singh Sikarwar</p> <p>Facilitator Torres Wong asked the community advisory council for their final comments on Agenda Item 4. The community advisory council went around the room and shared their closing comments.</p>	
<p>5. Public Comment</p> <p>D. Torres Wong</p>	<p>Facilitator Torres Wong opened public comment for items not on the agenda, Agenda Item 5.</p> <p>The Community Advisory Council members received public comment from:</p> <p><u>In Person Participants:</u> Laura Pryor Shruti Agarwal Clarissa Doutherd Sarika Rathi</p>	<p>None.</p>
<p>6. Adjournment</p> <p>D. Torres Wong</p>	<p>Facilitator Torres Wong adjourned the meeting at 7:53pm.</p>	<p>None.</p>

WELCOME / ¡Bienvenidos! / 歡迎

The meeting will begin momentarily.

- Spanish and Chinese interpretation is available
- Please silence your cell phone
- This meeting is being recorded

WELCOME / ¡Bienvenidos! / 歡迎

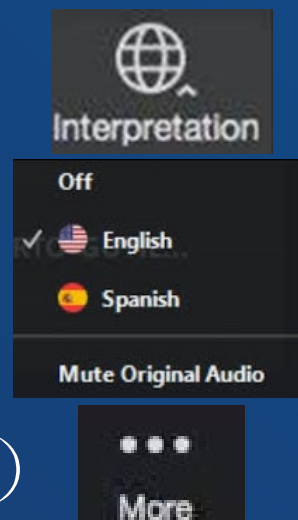
我們提供同步翻譯-請各位選擇一種語言

用電腦參與視訊

- 點擊位於螢幕底部的地球圖標
- 選擇中文

用手機參與視訊

- 按螢幕右下角的三個點（更多）
- 點選語言翻譯
- 選擇中文
- 按螢幕右上角的完成



INTERPRETACIÓN SIMULTANEA AL ESPAÑOL DISPONIBLE - TODOS DEBEN ELEGIR UN LENGUAJE

ENTRANDO A ZOOM POR COMPUTADORA

- Apriete el símbolo del Globo terráqueo ubicado en la parte inferior de la pantalla.
- Elija ESPAÑOL
- Apague el Audio Original (para solo escuchar una voz)

ENTRANDO A ZOOM POR TELEFONO INTELIGENTE

- Presione los 3 PUNTOS sobre la palabra MORE o MAS y busque INTEPRETACIÓN
- Elija ESPAÑOL
- Presione DONE o FINALIZAR, arriba y de lado derecho de la pantalla

MEASURE C COMMUNITY ADVISORY COUNCIL MEETING – PUBLIC COMMENT MAY 21, 2025, 4:30 PM – 8:30 PM



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Instructions for in-person public comment:

- Sign up to provide public comment on the public comment sign up list, **prior** to the Public Comment item at the top of the agenda, so that your name can be called by a First 5 team member.



5-YEAR PLAN & ANNUAL EXPENDITURE PLAN

May 21, 2025
COMMUNITY ADVISORY COUNCIL

TODAY'S MEETING

GOALS

- Review 5-Year Plan and receive feedback from the CAC
- Next steps

AGENDA

1. Welcome and Call to Order
2. Roll Call
3. Review Agenda & May 7th Meeting Minutes
4. Public Comment (Items not on the agenda)
5. Closed Session: Conference with Legal Counsel – *Anticipated Litigation (§ 54956.9(d)(2)) & 54956.9 (e)(3) [Receipt of Written Communication Threatening Litigation, Available for Inspection Pursuant to § 54957; Significant exposure to Litigation, Number of Potential Cases: 1]*
6. Measure C Child Care, Preschool, and Early Education Program Five-Year Plan and Annual Expenditure Plan Presentation
7. Adjournment

MEASURE C COMMUNITY ADVISORY COUNCIL MEETING
MAY 21, 2025, 4:30 PM – 8:30 PM



THE MEETING IS IN CLOSED SESSION.

Measure C 5-Year Plan Development Process: Public Meetings



49+ HOURS
of Public Meetings

33+ HOURS
of CAC Meetings

6 Listening Sessions
in 5 BOS Districts

600+ ATTENDEES
across Listening Sessions

MEASURE C LOGO KID'S ART CONTEST



MEASURE C
TAX DOLLARS
AT WORK



MEASURE C
TAX DOLLARS
AT WORK



MEASURE C
TAX DOLLARS
AT WORK



MEASURE C
TAX DOLLARS
AT WORK



MEASURE C
TAX DOLLARS
AT WORK

MEASURE C LOGO KID'S ART CONTEST

EXAMPLES



MEASURE C 5-YEAR PLAN OVERVIEW



Measure C Requirements and the 5-Year Plan

Ordinance Requirement(s)	5-Year Plan Goal	5-Year Plan Strategy
<p>2.08.303.A.1. to increase the number of low-and middle-income children from birth to age 12 with access to safe, nurturing, affordable, and high quality child care, preschool, and early education services across the county, with priority for children who (1) are five years of age and younger, (2) are homeless, (3) are from historically underserved communities, or (4) have other high priority needs as designated in the plan.</p>	<p>Goal 1: Increasing Access to Child Care Services</p>	<ul style="list-style-type: none"> • 1A. Measure C Family, Friend, and Neighbor Subsidized Child Care Vouchers • 1B. Measure C Subsidized Child Care Slots at Centers and FCCs • 1C. Inclusive Supports for All Children • 1D. Connecting Families & Caregivers to Resources • 1E. Use of Technology to Support Access • 1F. Parent and Caregiver Training and Engagement
<p>2.08.303.A.2. to improve the compensation and benefits of family child care providers and early educator employees who provide services under this Ordinance, by providing rate increases and enhancements to participating providers to support the wage requirements set forth in this Ordinance.</p> <p>2.08.306. C and D</p>	<p>Goal 2: Recruiting, Retaining, and Supporting Early Educators</p>	<ul style="list-style-type: none"> • 2A. Emergency Grants • 2B. Wage Enhancements and Operating Grants • 2C. Provider Emergency Revolving Fund • 2D. Workforce and Professional Development • 2E. Family, Friend, and Neighbor Caregiver Supports
<p>2.08.306.D. The plan may include programs to improve the efficiency and accessibility of early care and education services in the County, and to streamline the administration of the program for parents and providers, including but not limited to:</p> <p>2. retaining, improving and expanding early care and education facilities</p>	<p>Goal 3: Enhancing Child-Serving Spaces</p>	<ul style="list-style-type: none"> • 3A. Early Care and Education Facilities • 3B. Community Spaces
<p>2.08.307.C.2 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:</p> <p>a. Increasing access to quality subsidies and slots.</p> <p>b. Increasing wages and compensation.</p> <p>c. Improving retention of early care and education staff.</p> <p>d. Improving the professional development and advancement of early educators.</p> <p>2.08.307.D. Program Plan Evaluation.</p> <p>2.08.301.E. Audit requirement: On an annual basis, the BOS shall cause to have conducted an independent financial audit of the revenues and expenditures of the Fund.</p>	<p>Goal 4: Accountability and Measuring Impact</p>	<ul style="list-style-type: none"> • 4A. Measure C Evaluation • 4B. Kindergarten Readiness Community Study • 4C. Data and Technology to Improve Systems • 4D. Measure C Audit and Compliance
<p>2.08.303.A.3. for reasonable expenditures for the efficient administration of the Child Care, Preschool, and Early Education account, including the obligations imposed by this Ordinance, by the Administering Agency.</p> <p>2.08.307. B. The Administering Agency, or a third party contracted by the Administering Agency, shall convene regular, in-person, orientation sessions with program staff of providers of services under this Ordinance on at least a bi-annual basis.</p>	<p>Goal 5: Effective Administration and System Improvements</p>	<ul style="list-style-type: none"> • 5A. Community Advisory Council (CAC) and Community Participation • 5B. Measure C Early Educator Orientation Sessions • 5C. Communications • 5D. Administration

*for illustrative purposes.
Not an exhaustive list.

YEAR 1 – KEY COMMUNITY INVESTMENTS (~\$190M)

GOAL 1: Increasing Access to Child Care Services

- 1A: ~1,000 new vouchers for families utilizing FFN care - \$15M
- 1C: FRC and Navigation Grants - \$6.5M
- 1D: Coordinated Eligibility and Enrollment System - \$2M
- 1E: Inclusive supports for families and children - \$1M
- 1F: Parent Caregiver Training and Engagement \$350K

GOAL 2: Recruiting, Retaining, and Supporting Early Educators

- 2A: Emergency Grants for FCCs and Centers - \$82M
- 2C: Revolving Emergency Fund - \$10M
- 2D: Workforce & Professional Development - \$3M
- 2E: FFN Caregiver Grants - \$14M

GOAL 3: Enhancing Child-Serving Spaces

- 3A: ECE Facilities - \$17M
- 3B: Community Spaces - \$3M

Goal 4: Accountability and Measuring Impact

- 4B: Kindergarten Readiness Community Study - \$2M

YEAR 1 – ESTIMATED IMPACT

GOAL 1: Increasing Access to Child Care Services

- 1,000 children gain access to subsidized child care through FFN vouchers
- Increased access to child care through FRC and navigation funding

GOAL 2: Recruiting, Retaining, and Supporting Early Educators

- **Emergency Grants**
 - 1,225 FCC sites, serving up to 13,000 children, with an estimated 1900 teachers
 - 400 Center sites, serving up to 24,000 children, with an estimated 3,500 teachers
- **FFN Grants**
 - 2,750 caregivers serving approximately 5,000 children will receive \$4K relief grants.
 - 1,200 FFN caregivers serving approximately 1,500 children will benefit from new health and safety equipment
- **Workforce and Professional Development**
- Access to **registered apprenticeship programs** for an estimated 300 educators

GOAL 3: Enhancing Child-Serving Spaces

- Estimated 2,000 children gain greater access to safe, high-quality spaces
- Increased infant/toddler care spaces
- Increased access to facilities technical assistance for ECE providers, FRCs, and shelters

PLANNING ESTIMATES

(Shared with CAC 4.12.25)

\$150M Estimated Annual Tax Revenue Generated

+ \$30M Estimated Accumulated Revenue

- \$50M *Estimated Committed Funding*

= ~\$130M Estimated Available Annually



- ✓ PROVIDERS
- ✓ ACCESS
- ✓ FFN CARE

YEAR 2 PLANNING ESTIMATES

40% - GOAL 1: **Increasing Access to Child Care Services**

- 1A. ~1,000 vouchers for families utilizing FFN care - \$15M
- 1B. ~2,400 Subsidized Child Care slots at Centers and FCCs - \$35M

40% - GOAL 2: **Recruiting, Retaining, and Supporting Early Educators**

- 2B. Wage Enhancements and Operating Grants - \$50M

20% - GOAL 2: **Recruiting, Retaining, and Supporting Early Educators**

- 2E. FFN Voucher Enhancements - \$25M

YEAR 2 – KEY INVESTMENTS (~\$185M)

GOAL 1: Increasing Access to Child Care Services

- 1A: ~1,000 vouchers for families utilizing FFN care - \$15M*
- 1B: ~2,400 Subsidized Child Care slots at Centers and FCCs - \$35M*
- 1C: Inclusive supports for families and children - \$2M
- 1D: FRC and Navigation Grants - \$6.5M
- 1E: Coordinated Eligibility and Enrollment System - \$1M
- 1F: Parent Caregiver Training and Engagement \$350K

GOAL 2: Recruiting, Retaining, and Supporting Early Educators

- 2B: Wage Enhancements and Operating Grants - \$50M*
- 2C: Provider Revolving Emergency Fund - \$10M
- 2D: Workforce & Professional Development - \$6.5M
- 2E: FFN Voucher Enhancements - \$25M*

GOAL 3: Enhancing Child-Serving Spaces

- 3A: ECE Facilities \$7M
- 3B: Community Spaces Grants \$3M

YEAR 2 – ESTIMATED IMPACT

GOAL 1: Increasing Access to Child Care Services

- 2,400 children gain access to child care through new subsidized slots at Centers and FCCs
- 1,000 children have access to subsidized child care through FFN vouchers

GOAL 2: Recruiting, Retaining, and Supporting Early Educators

- **Wage Enhancements & Operating Grants:**
 - 225 Center sites with over 1,900 teaching staff that care for an estimated 10,000 children
 - 700 FCC Owners and over 400 FCC assistants that care for an estimated 7,000 children
- **FFN Voucher Enhancement**
 - 2,600 FFN caregivers will receive a new ~\$500/month enhancement per voucher
- **Workforce and Professional Development:**
 - Access to apprenticeship and other workforce pathways for more than 300 educators

GOAL 3: Enhancing Child-Serving Spaces

- Increased access to safe, high-quality spaces for additional children
- Increased infant/toddler care spaces
- Increased access to facilities technical assistance for ECE providers, FRCs, shelters, and other community spaces

HIGH LEVEL INVESTMENT SUMMARY

YEAR 1 - \$190M	YEAR 2 ~\$185M	YEARS 3 – 5 ~\$185M annually
<ul style="list-style-type: none">• Emergency Stabilization Fund• Measure C Subsidized FFN Child Care Vouchers• Inclusion supports for families and children	<ul style="list-style-type: none">• Wage enhancements and operating grants• Measure C Subsidized Child Care Slots at Centers and FCCs (both subsidy-eligible and new providers)• Additional investments for participating providers and broader community benefits	<ul style="list-style-type: none">• Ongoing assessment and refinement of investments based on available resources, data insights, and community engagement• Evolve to expand eligibility where feasible

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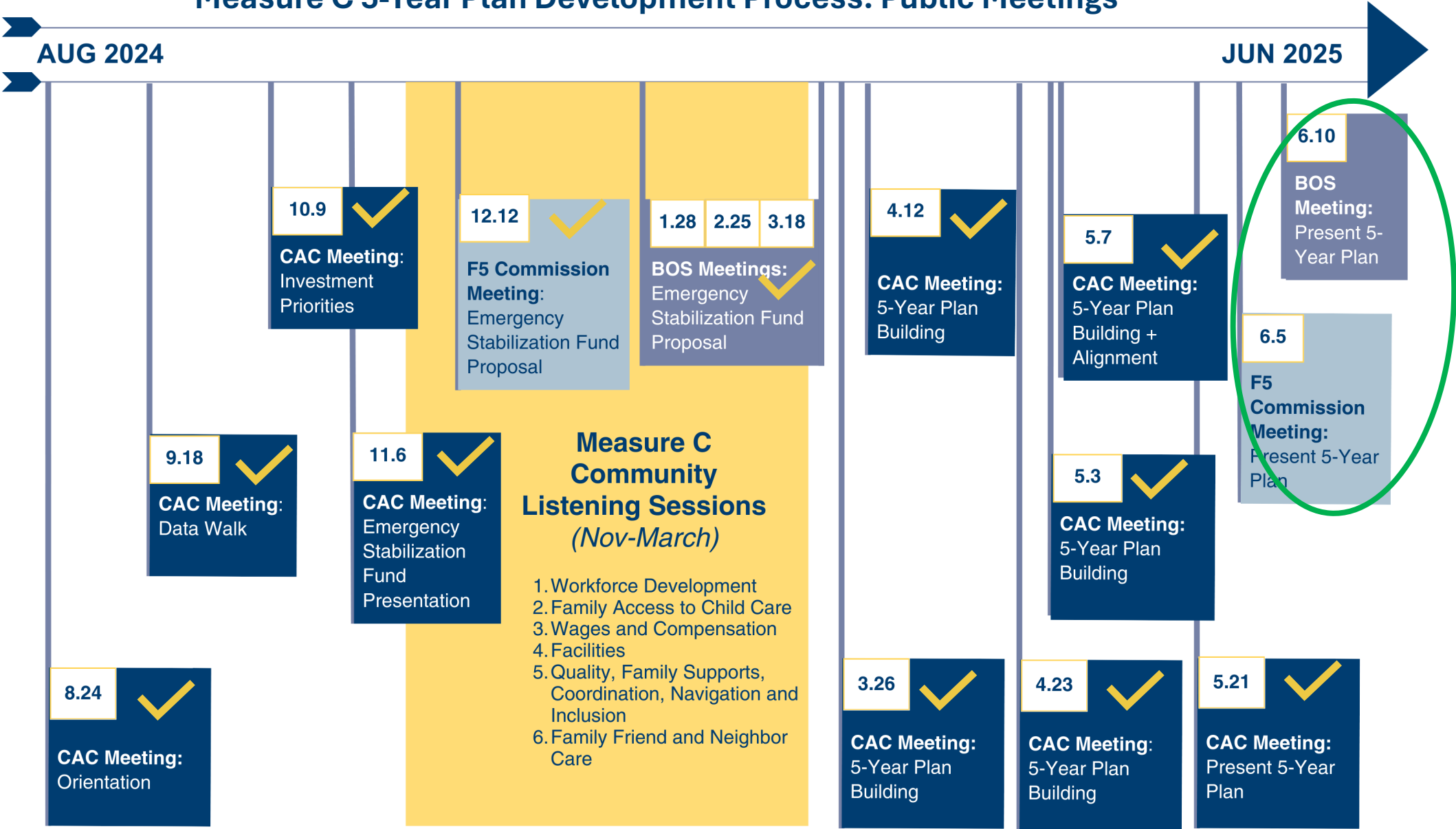
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THANK YOU!



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Ordinance Requirement(s)	5-Year Plan Goal	5-Year Plan Strategy
<p>2.08.303.A.1. to increase the number of low-and middle-income children from birth to age 12 with access to safe, nurturing, affordable, and high quality child care, preschool, and early education services across the county, with priority for children who (1) are five years of age and younger, (2) are homeless, (3) are from historically underserved communities, or (4) have other high priority needs as designated in the plan.</p>	<p>Goal 1: Increasing Access to Child Care Services</p>	<ul style="list-style-type: none"> • 1A. Measure C Family, Friend, and Neighbor Subsidized Child Care Vouchers • 1B. Measure C Subsidized Child Care Slots at Centers and FCCs • 1C. Inclusive Supports for All Children • 1D. Connecting Families & Caregivers to Resources • 1E. Use of Technology to Support Access • 1F. Parent and Caregiver Training and Engagement
<p>2.08.303.A.2. to improve the compensation and benefits of family child care providers and early educator employees who provide services under this Ordinance, by providing rate increases and enhancements to participating providers to support the wage requirements set forth in this Ordinance.</p> <p>2.08.306. C and D</p>	<p>Goal 2: Recruiting, Retaining, and Supporting Early Educators</p>	<ul style="list-style-type: none"> • 2A. Emergency Grants • 2B. Wage Enhancements and Operating Grants • 2C. Provider Emergency Revolving Fund • 2D. Workforce and Professional Development • 2E. Family, Friend, and Neighbor Caregiver Supports
<p>2.08.306.D. The plan may include programs to improve the efficiency and accessibility of early care and education services in the County, and to streamline the administration of the program for parents and providers, including but not limited to:</p> <p>2. retaining, improving and expanding early care and education facilities</p>	<p>Goal 3: Enhancing Child-Serving Spaces</p>	<ul style="list-style-type: none"> • 3A. Early Care and Education Facilities • 3B. Community Spaces
<p>2.08.307.C.2 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:</p> <p>a. Increasing access to quality subsidies and slots.</p> <p>b. Increasing wages and compensation.</p> <p>c. Improving retention of early care and education staff.</p> <p>d. Improving the professional development and advancement of early educators.</p> <p>2.08.307.D. Program Plan Evaluation.</p> <p>2.08.301.E. Audit requirement: On an annual basis, the BOS shall cause to have conducted an independent financial audit of the revenues and expenditures of the Fund.</p>	<p>Goal 4: Accountability and Measuring Impact</p>	<ul style="list-style-type: none"> • 4A. Measure C Evaluation • 4B. Kindergarten Readiness Community Study • 4C. Data and Technology to Improve Systems • 4D. Measure C Audit and Compliance
<p>2.08.303.A.3. for reasonable expenditures for the efficient administration of the Child Care, Preschool, and Early Education account, including the obligations imposed by this Ordinance, by the Administering Agency.</p> <p>2.08.307. B. The Administering Agency, or a third party contracted by the Administering Agency, shall convene regular, in-person, orientation sessions with program staff of providers of services under this Ordinance on at least a bi-annual basis.</p>	<p>Goal 5: Effective Administration and System Improvements</p>	<ul style="list-style-type: none"> • 5A. Community Advisory Council (CAC) and Community Participation • 5B. Measure C Early Educator Orientation Sessions • 5C. Communications • 5D. Administration

GOAL 1: Increasing Access to Child Care Services - \$290M (30%)

STRATEGY		YEAR 1		YEAR 2 <i>*planning estimates subject to change</i>		YEARS 3-5 <i>*annual planning estimates subject to change</i>
Strategy 1A. Measure C Family, Friend, and Neighbor Subsidized Child Care Vouchers	\$15M	~1,000 new subsidized vouchers to families with children birth to age 5 for FFN care	\$15M	Continue ~1,000 subsidized vouchers to families with children birth to age 5 for FFN care	\$15M	Phase out vouchers for FFN care over time, transition to slots for licensed providers
Strategy 1B. Measure C Subsidized Child Care Slots at Centers and FCCs	\$0.5M	Prepare to implement subsidized child care slots for children birth to 5 at centers and FCCs	\$35M	Distribute ~1,400 new Measure C subsidized child care slots for children birth to 5 at centers and FCCs	\$35M	<ul style="list-style-type: none"> • Ongoing assessment and refinement of investments based on available resources, data insights, and community engagement • Consider increased investments to slots should funding for FFN vouchers transition to licensed providers
Strategy 1C. Inclusive Supports for All Children	\$1M	<ul style="list-style-type: none"> • Fund community-based research through the Alameda County Early Childhood Policy Council (ACECPC) • Implement inclusion supports 	\$2M	Continue and expand inclusion supports based on recommendations from the ACECPC and other stakeholders	\$2M	Ongoing assessment and refinement of investments based on available resources, data insights, and community engagement
Strategy 1D. Connecting Families & Caregivers to Resources	\$6.5M	<ul style="list-style-type: none"> • Fund R&Rs to enhance child care referral and navigation services • Grants for FRCs and shelters to provide basic needs and navigation supports to families and caregivers 	\$6.5M	Continued funding for R&Rs, navigation, FRCs, and shelters	\$6.5M	<ul style="list-style-type: none"> • Continued funding for navigation and community partners • Ongoing assessment and refinement of investments based on available resources, data insights, and community engagement

GOAL 1: Increasing Access to Child Care Services - \$290M (30%)

STRATEGY	YEAR 1		YEAR 2 <i>*planning estimates subject to change</i>		YEARS 3-5 <i>*annual planning estimates subject to change</i>	
Strategy 1E. Use of Technology to Support Access	\$2M	Design a Coordinated Eligibility and Enrollment System based on robust community engagement and prepare for implementation	\$1M	<ul style="list-style-type: none"> Pilot program to coordinate eligibility and enrollment for an initial group of providers Continued implementation and improvement of system based on ongoing community engagement 	\$850K	Ongoing implementation and administration of the system based on available resources, data insights, and community engagement
Strategy 1F. Parent and Caregiver Training and Engagement	\$350K	Training for ECE providers and opportunities for parent/caregiver leadership and skill development	\$350K	Continued training and leadership opportunities	\$350K	Ongoing assessment and refinement of investments based on available resources, data insights, and community engagement

GOAL 2: Recruiting, Retaining, and Supporting Early Educators - \$500M (50%)

STRATEGY	YEAR 1		YEAR 2 <i>*planning estimates subject to change</i>		YEARS 3-5 <i>*planning estimates subject to change</i>	
Strategy 2A. Emergency Grants	\$82M	One-time Emergency Grants for eligible FCCs and centers	N/A	Emergency grants will be one-time. For other emergency funding opportunities for providers see Strategy 2C	N/A	Emergency grants will be one-time. For other emergency funding opportunities for providers see Strategy 2C

GOAL 2: Recruiting, Retaining, and Supporting Early Educators - \$500M (50%)

STRATEGY		YEAR 1		YEAR 2 <i>*planning estimates subject to change</i>		YEARS 3-5 <i>*planning estimates subject to change</i>
Strategy 2B. Wage Enhancements and Operating Grants	\$1M	Prepare for successful implementation of wage enhancements and operating grants for FCCs and centers	\$50M	Provide wage enhancements and operating grants to eligible FCCs and centers. Proposed initial wage floor of \$25/hour.	\$50M	Ongoing analysis of penetration, implementation, compliance, impact, and potential for expansion based on available resources, data insights, and community engagement
Strategy 2C. Provider Emergency Revolving Fund	\$10M	Design criteria and processes and launch Emergency Revolving Fund as an additional emergency set-aside for FCCs and centers at risk of closure	\$10M	Continue to implement Emergency Revolving Fund, maintaining an annual budget of \$10 million, annual contribution adjusted as needed based on Fund utilization	\$10M	Intend for Emergency Revolving Fund to be replenished annually
Strategy 2D. Workforce and Professional Development	\$3M	<ul style="list-style-type: none"> Invest in existing registered apprenticeship programs Collect data and engage with community to inform future investments in quality and professional development 	\$6.5M	Continue to invest in promising strategies based on available resources, data insights, and community engagement	\$6.5M	Ongoing assessment and refinement of investments based on available resources, data insights, and community engagement

GOAL 2: Recruiting, Retaining, and Supporting Early Educators - \$500M (50%)

STRATEGY	YEAR 1		YEAR 2 <i>*planning estimates subject to change</i>		YEARS 3-5 <i>*planning estimates subject to change</i>	
Strategy 2E. Family, Friend, and Neighbor Caregiver Supports	\$14M	Distribute relief grants and health and safety equipment to FFN caregivers	\$25M	<ul style="list-style-type: none"> Provide monthly voucher enhancements to eligible FFN caregivers Continue to provide health and safety equipment Invest in community programming for FFN caregivers and children in their care 	\$25M	Ongoing assessment and refinement of investments based on available resources, data insights, and community engagement

GOAL 3: Enhancing Child-Serving Spaces - \$65M (7%)

STRATEGY	YEAR 1		YEAR 2 <i>*planning estimates subject to change</i>		YEARS 3-5 <i>*planning estimates subject to change</i>	
Strategy 3A. Early Care and Education Facilities	\$17M	<ul style="list-style-type: none"> Facilities grants for centers and FCCs for urgent health and safety and infant/toddler conversion projects Provide equity-focused facilities technical assistance 	\$7M	<ul style="list-style-type: none"> Continue and expand focus facilities grants for FCCs and centers Continue providing technical assistance 	\$7M	<ul style="list-style-type: none"> Ongoing assessment and refinement of investments based on available resources, data insights, and community engagement Explore innovative models

GOAL 3: Enhancing Child-Serving Spaces - \$65M (7%)

STRATEGY	YEAR 1		YEAR 2 <i>*planning estimates subject to change</i>		YEARS 3-5 <i>*annual planning estimates subject to change</i>		
Strategy 3B. Community Spaces	\$3M	<ul style="list-style-type: none"> Facilities grants for FRCs and shelters for urgent health and safety projects Provide equity-focused facilities technical assistance 	\$3M	<ul style="list-style-type: none"> Continue and expand facilities grants for community spaces Continue providing technical assistance 		\$3M	<ul style="list-style-type: none"> Ongoing assessment and refinement of investments based on available resources, data insights, and community engagement

GOAL 4: Accountability and Measuring Impact - \$25M (3%)

STRATEGY		YEAR 1		YEAR 2 <i>*planning estimates subject to change</i>		YEARS 3-5 <i>*annual planning estimates subject to change</i>
Strategy 4A. Measure C Evaluation	\$450K	Establish foundation for the Measure C evaluation and support clarity about the activities and structure of Measure C to meet the ordinance goals	\$500K	Implement evaluation methodologies and share initial reports to inform implementation of the Five Year Plan	\$800K	Produce an evaluation report in Year 4 as mandated by the ordinance to support the next Five-Year Plan
Strategy 4B. Kindergarten Readiness Community Study	\$2M	Implement the Early Development Instrument (EDI)	\$2M	Use data gathered from the EDI to provide an in-depth understanding of public system and community investment needs and inform future investments	\$1.5M	<ul style="list-style-type: none"> • Continue to implement the EDI every 3 years • Use data gathered from the EDI to provide an in-depth understanding of public system and community investment needs and inform future investments
Strategy 4C. Data and Technology to Improve Systems	\$1.6M	<ul style="list-style-type: none"> • Develop and enhance data systems, integration, and storage • Family Friend and Neighbor survey 	\$285K	Develop and enhance data systems, integration and storage	\$260K	Develop and enhance data systems, integration and storage
Strategy 4D. Measure C Audit and Compliance	\$600K	<ul style="list-style-type: none"> • Establish infrastructure • Annual independent financial audit • Legal services 	\$600K	<ul style="list-style-type: none"> • Conduct annual independent financial audit • Ongoing legal services and compliance monitoring 	\$600K	<ul style="list-style-type: none"> • Conduct annual independent financial audit • Ongoing legal services and compliance monitoring

GOAL 5: Effective Administration and System Improvements - \$100M (10%)

STRATEGY	YEAR 1		YEAR 2 <i>*planning estimates subject to change</i>		YEARS 3-5 <i>*annual planning estimates subject to change</i>	
Strategy 5A. Community Advisory Council (CAC) and Community Participation	\$300K	Support CAC meeting costs and community engagement	\$200K	Continued CAC public process to inform evolution of implementation	\$400K	Additional resources are allocated in Years 4 and 5 to support listening sessions and planning for the next 5-Year Plan
Strategy 5B. Measure C Early Educator Orientation Sessions	\$250K	Host Measure C Orientation Sessions for all participating providers	\$250K	Host Measure C Orientation Sessions for all participating providers	\$100K	Host Measure C Orientation Sessions for all participating providers
Strategy 5C. Communications	\$475K	Launch communications strategies to develop Measure C branding, build awareness and generate participation	\$300K	Continue communications strategies to build awareness of Measure C branding and generate participation from providers and families	\$300K	Continue communications strategies to build awareness of Measure C branding and generate participation from providers and families
Strategy 5D. Administration	\$17M	10% administrative fee based on annual budget to cover First 5 indirect costs and support systems building. <i>Direct personnel costs are included across Goals.</i>	\$18M	10% administrative fee based on annual budget to cover indirect costs, including general operating expenses, finance and administrative staffing, and support for early childhood systems-building efforts	\$18M	10% administrative fee based on annual budget to cover indirect costs, including general operating expenses, finance and administrative staffing, and support for early childhood systems-building efforts

Measure C 5-Year Plan: Allocation Methods & Eligibility Criteria

Proposed eligibility criteria and allocation methods for Years 1 and 2 are outlined below and are **subject to change**. They were developed in consultation with the Community Advisory Council and may be adjusted based on uptake, available resources, data insights, and community engagement. As the administrator, First 5 has the authority to adjust eligibility criteria and allocations.

Year	Eligibility Criteria	Allocation Method
1A. Measure C Family, Friend, and Neighbor Subsidized Child Care Vouchers		
Year 1	Family eligibility for vouchers for children birth to five will align with income requirements for state subsidized child care.	Distributed based on unmet need (proportion of infants and toddlers eligible but not accessing subsidized care) in each Supervisorial District, with no District getting fewer than 100 slots.
Year 2	Eligibility criteria will be assessed and adjusted based on Year 1 as needed.	Allocation will be assessed and adjusted based on Year 1 as needed.
1B. Measure C Subsidized Child Care Slots at Centers and FCCs		
Year 1	Not applicable – slots will be implemented in Year 2	Not applicable – slots will be implemented in Year 2
Year 2	<p>Family eligibility for subsidized slots for children birth to five will align with income requirements for state subsidized child care.</p> <p>Group A: ~50% of slots (~700) will be available to child care centers and FCCs that meet the subsidy eligibility requirements for wage enhancements (see Strategy 2B).</p> <p>Group B: ~50% (~700) will be available to child care centers and FCCs that do not meet the subsidy eligibility requirement for wage enhancements (see Strategy 2B).</p>	<p>Group A: Distribution of slots across the County will be informed by unmet need (the proportion of infants and toddlers eligible but not accessing subsidized care).</p> <p>Group B: Distribution of slots across the County will be based on the proportion of sites initially ineligible for Measure C wage enhancements.</p> <p>First 5 will explore a minimum number of slots per Supervisorial District to ensure that no District gets less than designated minimum.</p>

Measure C 5-Year Plan: Allocation Methods & Eligibility Criteria

1D. Connecting Families & Caregivers to Resources		
Year 1	<p>All entities must operate in Alameda County and comply with all grant, data reporting, and legal requirements.</p> <p>Family Resource Center criteria:</p> <ul style="list-style-type: none"> • Non-profit or public agency operated site that has provided programming and navigation services for children birth to age 5 and their families since July 2022 at minimum • Ongoing, weekly contact with children birth to age 5 <p>Shelter criteria:</p> <ul style="list-style-type: none"> • Non-profit or public agency operated shelter that has provided programs and navigation services to families with children birth to age 5 since July 2022 at minimum • Ongoing, weekly contact with children birth to age 5 <p>Note: Faith-based organizations who meet the above criteria are eligible.</p>	Due to the limited funding available, grantees will be prioritized based on factors including degree of impact on families and children and geographic spread across the County.
Year 2	Eligibility criteria will be assessed and adjusted based on available resources, data insights, and community engagement.	Prioritization criteria will be assessed and adjusted based on available resources, data insights, and community engagement
2A. Emergency Grants		
Year 1	<ul style="list-style-type: none"> • Currently open and operating in Alameda County with children birth to age 5 enrolled 	Budgeted at a level to provide funding for all eligible child care centers

Measure C 5-Year Plan: Allocation Methods & Eligibility Criteria

	<ul style="list-style-type: none">• Possess a valid child care license and “In Good Standing” with Community Care Licensing• Meet ONE of the following equity-based criteria:<ul style="list-style-type: none">o Sites operating in a Census tract with 5% or higher poverty levels. For multi-site agencies, only sites in the tracts qualifyo FCC that has cared for at least one child birth to age 5 enrolled in an Alameda County ECE subsidy program at any time between July 1, 2022 and June 11, 2025o Center site in which at least 25% of children birth to age 5 enrolled at the site was participating in an Alameda County ECE subsidy program at any time between July 1, 2022 and June 11, 2025o Multi-site agency in which at least 25% of children birth to age 5 enrolled across the agency were participating in an Alameda County ECE subsidy program at any time between July 1, 2022 and June 11, 2025	and Family Child Care providers.
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Measure C 5-Year Plan: Allocation Methods & Eligibility Criteria

	<ul style="list-style-type: none"> • Agree to comply with the requirement to pass funds on to teaching staff (minimum of \$1,000 to each early educator and assistant) • Comply with all grant, data reporting, and legal requirements • National for-profit providers and programs, and publicly funded transitional kindergarten programs operated by a school district or charter school, are not eligible for funding. 	
Year 2	Not applicable – Emergency Grants are a Year 1 investment	Not applicable
2B. Wage Enhancements and Operating Grants		
Year 1	Not applicable – wage enhancements and operating grants will be implemented in Year 2.	Not applicable
Year 2	<p>Meet subsidy threshold:</p> <ul style="list-style-type: none"> • Family Child Care providers: cared for at least one child birth to age 5 enrolled in an Alameda County ECE subsidy program at any time since July 2022. • Single-site child care centers: sites in which at least 25% of children birth to age 5 enrolled were participating in a subsidy program at any time since July 2022. • For multi-site agencies: at least 25% of children birth to age 5 enrolled across the agency were participating in a subsidy program at any time since July 2022. All sites that 	Budgeted at a level to provide wage enhancements and operating grants to all eligible providers.

Measure C 5-Year Plan: Allocation Methods & Eligibility Criteria

	<p>serve children birth to age 5 would be eligible.</p> <p>Subsidy eligibility will evolve to a two-year look back in Years 3-5.</p> <ul style="list-style-type: none"> • Agree to pay all early educator employees, including family child care assistants, at least the minimum wage floor. • Comply with all grant, data reporting, and legal requirements. 	
2C. Provider Emergency Revolving Fund		
Year 1	Informed by CAC recommendations for the emergency revolving fund, First 5 will develop a proposed process for requesting funding and documentation of urgent need.	Allocation methodology to be designed in Year 1.
Year 2	Eligibility criteria will be assessed and adjusted based on available resources, data insights, and community engagement.	Prioritization criteria will be assessed and adjusted based on available resources, data insights, and community engagement.
2E. Family, Friend, and Neighbor Caregiver Supports		
Year 1	<p>Relief grants: FFN caregivers caring for a child birth to age 12 who is receiving a child care voucher from an Alameda County Alternative Payment agency.</p> <p>Health and safety equipment: FFN caregivers caring for a child birth to age 5 who is receiving a child care voucher from an Alameda County Alternative Payment agency.</p>	<p>Budgeted for all eligible FFN caregivers to receive a relief grant.</p> <p>All eligible FFN caregivers will be offered health and safety equipment.</p>
Year 2	FFN Voucher Enhancement: FFN caregivers caring for a child birth to age 5 who is receiving an Alameda County subsidized voucher. Monthly enhancement will be per voucher.	Budgeted for all eligible FFN to receive the voucher enhancement.

Measure C 5-Year Plan: Allocation Methods & Eligibility Criteria

	<p>Health and safety equipment: Eligibility criteria will be assessed and adjusted based on Year 1 and available resources.</p> <p>Relief grants are a Year One investment</p>	
3A. Early Care and Education Facilities		
Year 1	<p>Child care centers and FCCs must meet the Year 1 Emergency Grant eligibility (2A) criteria to be eligible for a Facilities Grant.</p> <p>Sites operated by or co-located with a school district will not be eligible in Year 1.</p>	Due to the limited number of grants available, grantees will be prioritized based on factors including urgency of need, impact on high-needs populations and areas, and geographic spread across the County.
Year 2	Eligibility criteria will be assessed and adjusted based on available resources, data insights, and community engagement.	Prioritization criteria will be assessed and adjusted based on available resources, data insights, and community engagement.
3B. Community Spaces		
Year 1	<p>All entities must comply with all grant, data reporting, and legal requirements</p> <p>Family Resource Center criteria:</p> <ul style="list-style-type: none"> Non-profit or public agency operated site that has provided programming and navigation services for children birth to age 5 and their families since July 2022 at minimum Ongoing, weekly contact with children birth to age 5 <p>Shelter criteria:</p>	Due to the limited number of grants available, grantees will be prioritized based on factors including urgency of need, impact on high-needs populations and areas, and geographic spread across the County.

Measure C 5-Year Plan: Allocation Methods & Eligibility Criteria

	<ul style="list-style-type: none">• Non-profit or public agency operated family or domestic violence shelter• Provides emergency shelter to children birth to age 5 <p>Note: Faith-based organizations who meet the above criteria are eligible.</p>	
Year 2	Eligibility criteria will be assessed and adjusted based on available resources, data insights, and community engagement.	Prioritization criteria will be assessed and adjusted based on available resources, data insights, and community engagement