



MEASURE C COMMUNITY ADVISORY COUNCIL MEETING AGENDA

Wednesday, May 7, 2025
5:30 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: 889 8459 0241
Passcode: 423766

Link: <https://first5alameda-org.zoom.us/j/88984590241?pwd=okQpVNaul3RgMy0WelC33iow5N3GVO.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 5:30 PM.

2. Roll Call

3. Review Agenda & May 3, 2025 Meeting Minutes

4. 5-Year Plan Discussion and Recommendations

5. 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.

6. Adjournment

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.

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 3, 2025, 12:00pm-5:00pm

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, Alma Reyes, Kristin Spanos, Steve Spiker, and Nick Zhou

Facilitators: Dania Torres Wong, Ramee Serwanga, Natalie Walrond

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 12:29pm.</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">• Align on the eligibility and design criteria of major Measure C investments, and• Identify what is needed to finalize the 5-Year Plan.	None.
2. Roll Call D. Torres Wong	Facilitator Torres Wong led roll call.	None.



Agenda Item Speaker	Discussion	Follow Up
	<p>Facilitator Torres Wong welcomed and introduced Bry'Ana Wallace to her first meeting on the Community Advisory Council noting that she was appointed by the Alameda County Board of Supervisors to the Council following the vacancy created when Ms. Christina Ramirez Fonua resigned from the Council. Council member Wallace is appointed to Council Seat #4, which is designated by the Measure C ordinance for a Parent/Guardian who has experience participating in a subsidized program or subsidy wait list.</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> <p>Council members Maéva Marc and Mitch Sigman were excused.</p>	
3. Review Agenda & April 23, 2025 Meeting Minutes D. Torres Wong	Facilitator Torres Wong reviewed the meeting agenda and asked if Council members had any corrections to the April 23, 2025 meeting minutes.	None.
4. 5-Year Plan Discussion and Recommendations K. Spanos R. Serwanga N. Walrond	<p>Kristin Spanos, First 5 CEO, re-shared examples of the Measure C conceptual program design including the types of benefits that Measure C participating providers would be eligible for and benefits that will also benefit the broader community (attached).</p> <p>Facilitator Serwanga reviewed the outcome of the April 23 Gradients of Agreement exercises with the Council (attached), reminding the Council of how they voted previously on the eligibility and design questions considered at their last meeting.</p>	The Council will continue their discussion on the design of the Measure C investments at their next Community Advisory Council meeting.

Agenda Item Speaker	Discussion			Follow Up
	TOPIC	QUESTION	VOTE	
	PROPORTIONALITY	What should the proportionality of funds be?	40% Providers (wage floor) 40% Families (Measure C child care slots) 20% FFNs	
	SUBSIDY	Should eligibility be limited to providers who are already providing care for families receiving public child care subsidy?	YES	
	GEOGRAPHY	Should concentrated poverty by place also be a part of the provider eligibility criteria?	YES	
	POVERTY	What level of poverty census tracts should we choose?	10%: 5 votes 20%: 4 votes	
	<p>The Council recessed for a break at 2:48 pm and reconvened at 3 pm.</p> <p>Facilitator Serwanga presented the key questions on design and eligibility for the Council's consideration:</p> <p>Provider Eligibility to Participate:</p> <ol style="list-style-type: none"> 1. Should eligibility be limited to providers who are already providing care for families receiving public child care subsidy? YES 2. Should concentrated poverty by place also be a part of the provider eligibility criteria? YES <p>Providers/Wages:</p> <ol style="list-style-type: none"> 3. What level of poverty census tracts should we choose? 			



Agenda Item Speaker	Discussion	Follow Up
	<p>Families/Measure C Child Care Slots:</p> <p>4. Proposal for Council’s clarity and consideration on eligibility and design of Measure C child care slots</p> <p>4a. For providers who are not yet eligible, how do they get a Measure C slot?</p> <p>Family, Friend, Neighbor (FFN) Caregivers:</p> <p>5. Should we provide a voucher enhancement to FFN caregivers who serve children ages 0-5 or children up to age 12?</p> <p>\$10M Emergency Fund:</p> <p>6. Please provide input on how you want First 5 to prioritize access to this fund?</p> <p>Facilitators Serwanga and Walrond led the gradients of agreement for each of the design questions to ensure alignment among Council members on each recommendation to First 5.</p> <p>Council members reported out on their Gradients of Agreement scale with a score of one indicating that the Council member strongly supported the presented scenario; a score of two indicating they supported the scenario with reservations; a score of three indicating they abstained or could not decide; a score of four indicating they did not support the scenario but would go along with the group; and a score of five indicating they did not support the scenario.</p> <p>Council members then reported out on their Gradients of Agreement scale score on design and eligibility questions.</p>	
<p>6. Public Comment</p> <p>D. Torres Wong</p>	<p>Facilitator Torres Wong opened public comment for items on the agenda and items not on the Agenda, Agenda Item 6.</p>	<p>None.</p>



Agenda Item Speaker	Discussion	Follow Up
	<p>The Community Advisory Council members received public comment from:</p> <p><u>Virtual Participants:</u> Shruti Agarwal Sowmya a's Mary Hekl Sarika Rathi Kimberly de Mateo Lisa Zarodney Valerie Morgan</p>	
7. Adjournment D. Torres Wong	Facilitator Torres Wong adjourned the meeting at 5:01pm	None.

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

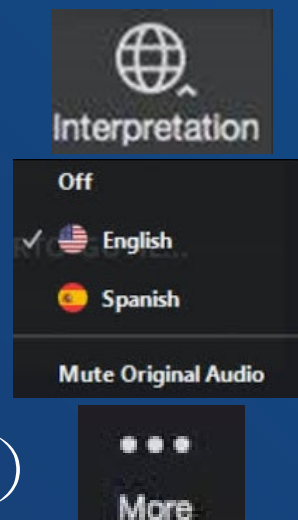
我們提供同步翻譯-請各位選擇一種語言

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 7, 2025, 5:30 PM – 8:30 PM



- Public comment for agendized and non-agendized matters within the Council’s purview will be taken at the end of the meeting.
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- Public comment will be limited to 15 minutes.
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Instructions for virtual public comment:

- Submit your request to make public comment in the Q&A Box **prior** to the presentation and discussion of that agenda item.
- Virtual attendees are muted. When it is your turn to speak, the host will call your name and unmute you. You will also need to **unmute** your microphone.

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 DESIGN

May 7, 2025
COMMUNITY ADVISORY COUNCIL



TODAY'S MEETING

GOALS

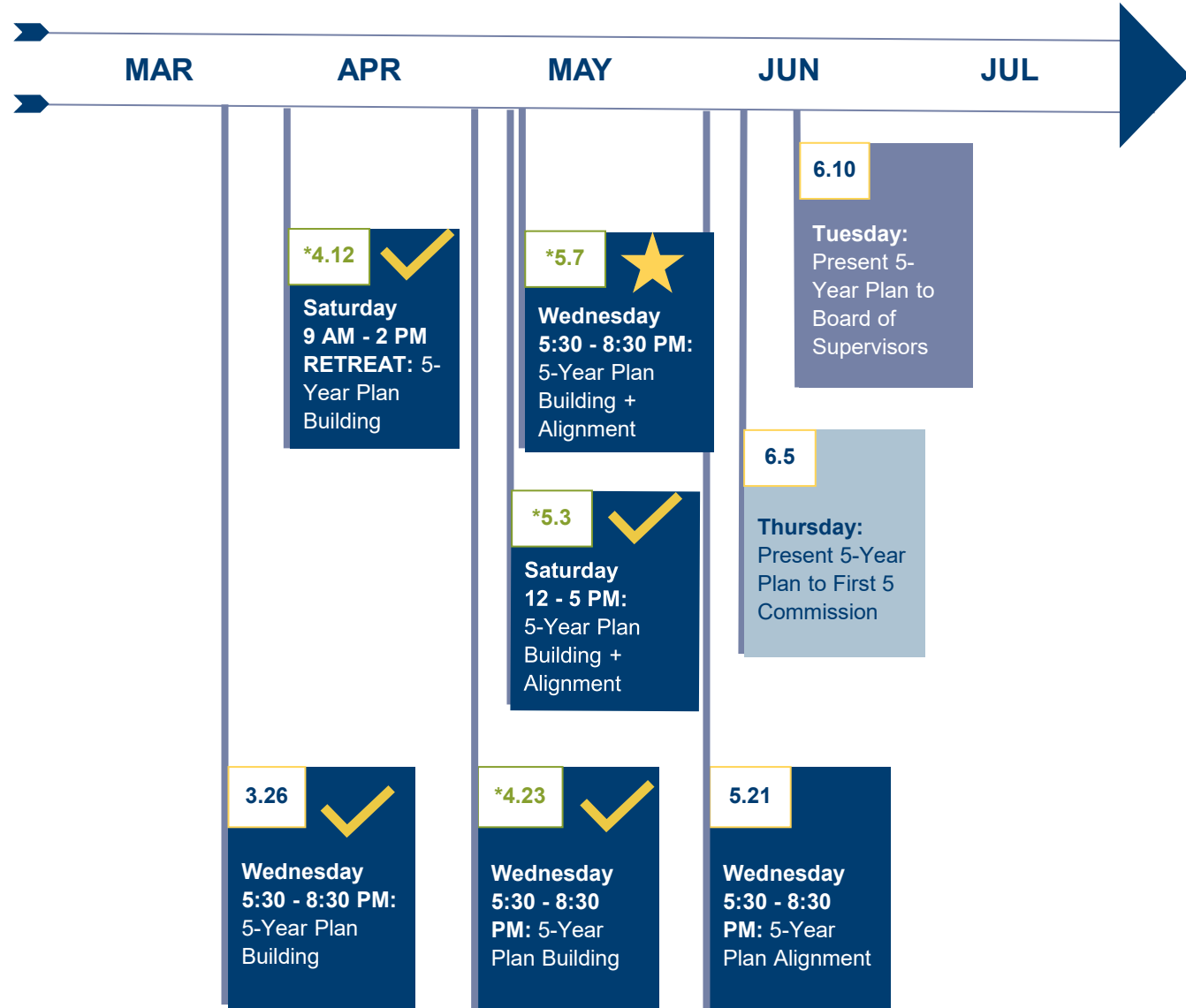
- Review 5-Year Plan investment Proposal
- Next steps for 5-Year Plan

AGENDA

1. Welcome and Call to Order
2. Roll Call
3. Agenda Review
4. 5-Year Plan Proposal
5. Public Comment
6. Adjourn

- ✓ CAC Orientation
- ✓ CAC Data Walk
- ✓ CAC Prioritize Quick Wins
- ✓ Propose Emergency Stabilization Fund to CAC
- ✓ Workforce Development (Community Listening Session)
- ✓ Propose Emergency Stabilization Fund to First 5 Commission - APPROVED
- ✓ Workforce Development (Community Listening Session)
- ✓ Access to Care (Community Listening Session)
- ✓ Wages and Compensation (Community Listening Session)
- ✓ Facilities (Community Listening Session)
- ✓ Quality / Inclusion / Family Navigation (Community Listening Session)
- ✓ Family Friend and Neighbors (Community Listening Session)
- ✓ Present Emergency Stabilization Fund to the Board of Supervisors *part 1*
- ✓ Present Emergency Stabilization Fund to the Board of Supervisors *part 2*

5-YEAR PLAN DEVELOPMENT PROCESS UPDATED CAC MEETING CALENDAR



MEASURE C 5-YEAR PLAN PROPOSAL

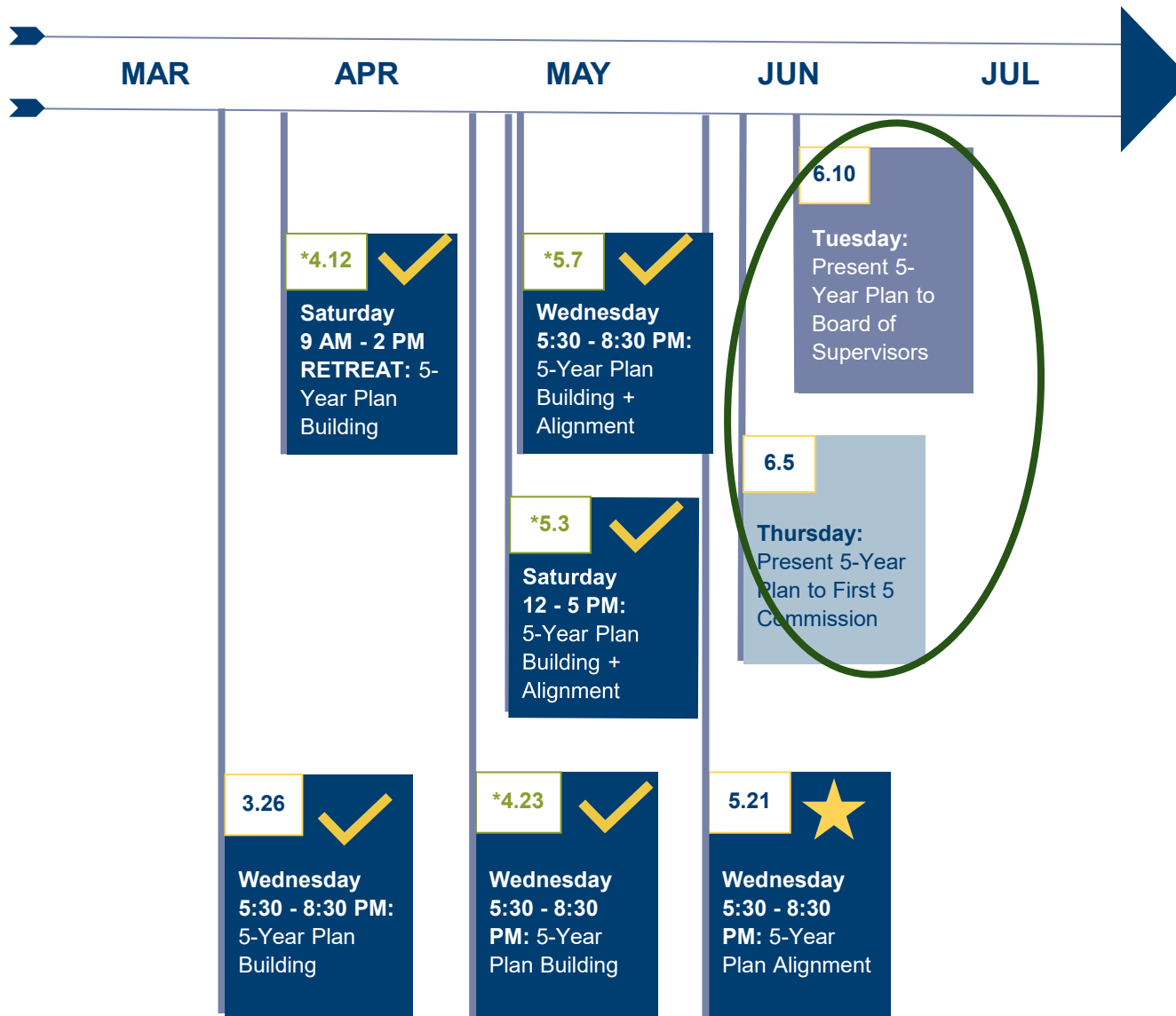


Aug

Mar

- ✓ CAC Orientation
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5-YEAR PLAN DEVELOPMENT PROCESS UPDATED CAC MEETING CALENDAR



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THANK YOU!



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4.12 RECAP

FIRST PROPORTIONALITY GRADIENTS

Team	Providers	Access	FFN	Rationale
Harvey + Padilla	60%	25%	15%	<p>Gets us closer to \$20 min wage for subsidy and poverty tracts of 5% or more, then any additional investments in other types of compensation for other workers.</p> <p>See the trade-offs, but want to advocate for and prioritize wage</p> <p>Prioritize providers in poverty tracts that need it the most</p> <p>Access important investment in chipping away at the unmet need</p> <p>Already have \$13.7M for FFNs, this shows an increase, demonstrates that we are listening to their needs; hope is that FFNs become full fledged licensed providers</p>
Marc + Sigman	35% (provider relief funds)	41%	24%	<p>Provider wages – might be unsustainable to manage increasing provider wages for staff; our solution is to provide provider relief funds, up to \$5K per providers</p> <p>Funding access provides consistency for providers to have work</p> <p>For FFN – they are the most at risk if things hit the fan; provide more to them through vouchers</p>
McCarthy + Moorthy	60%	25%	15%	<p>We like Padilla + Harvey; raising the wage floor would have positive impacts on recruiter and equity pipeline</p> <p>In the scenario adding 50% to access, still only chips away at unmet need</p> <p>We need to think about wage floor for FFN; we don't know what their currently monthly vouchers are; does this enhancement get them to \$15/hour? So we see that this is a trade-off. Whatever the solution, we know it won't work for everyone</p>
Johnson	40%	35%	25%	<p>Access for families was what we heard over and over again in the early day of Measure A; so that has to be prioritized.</p> <p>Wanted to give more for providers; wanted to give more for FFNs, as they have been historically exploited. The help with nontraditional hours, flexible hours. Really thinking about this from an equity standpoint.</p>
Williams	60%	25%	15%	<p>Providers need help; \$30/hr for providers – missed rationale</p>

SECOND GRADIENTS OF AGREEMENT

Is there alignment related to the proportionality for providers, for families, and for caregivers?

- HIGH (50%) to PROVIDERS
- MEDIUM (30%) to FAMILIES
- LOW (20%) to FFNs

CAC Member	Vote	Rationale
Harvey, Nancy	1	I'm a provider that has suffered long and hard; I, too, was on the ground floor of Measure A, and that was the primary concern. Providers could not pay their work force
Johnson, Kym	4	Too much of a gulf between providers and parents. Want providers and access closer together
Marc, Maeva	4	Want to see more children served; access
McCarthy, Paulene	1	We have been talking about provider rates for over 30 years; this is an opportunity to really make a difference
Moorthy, Savitha	2	Agree, that there is too much of a gulf between providers and parents. Want providers and access closer together. But overall, agree with this proposal
Padilla, David	2	Suggestion to invest heavily on provider side to ensure services are delivered. That's the most valuable investment here – not to say the others are not, but there is an incredible need
Sigman, Mitch	4	Too much of a gulf between providers and parents. Want providers and access closer together; access has to be closer to providers; is key to sustainability
Williams, Robert	2	I'm for the providers, but I have reservations

4.23 RECAP

Gradients – Allocation Proportion Scenario

40% Providers (Wages) /40% Families (Slots) /20% FFN (Voucher Enhancements)

CAC Member	Vote	Rationale
Girard, Heidi	2	
Harvey, Nancy	2	<p>Originally 5, moved to 2</p> <p>(“Harvey – Will R&Rs open centers? · R&Rs – NO. · Harvey – You walk beside us but not in your shoes. Moving to 2”)</p> <p>Moved from a 5 to a 2 after R&R’s present in the room confirmed they will not be opening centers (Hively, Davis Street, BANANAS, 4C’s all represented)</p>
Johnson, Kym	2	Limited money and spreading the funding limits impact, sustainability; more for FFNs; remember the requirements of the ordinance
Marc, Maeva	1	A vote for children
McCarthy, Paulene	2	
Moorthy, Savitha	2	
Padilla, David	2	
Sigman, Mitch	1	Let’s untangle subsidy and slots by addressing access
Williams, Robert	2	Originally 5, moved to 2. Changed to a 2 when it was confirmed that providers will have access to more benefits outside of wage if they are not eligible for wage enhancements.

CAC MEETINGS REC

Gradients –Design and Eligibility Q1 - Provider eligibility limited to those already providing subsidized care

CAC Member	Y/N	Vote	Rationale
Girard, Heidi	Y	2	
Harvey, Nancy	Y	1	
Johnson, Kym	Y	1	
Marc, Maeva	Y	1	
McCarthy, Paulene	Y	1	
Moorthy, Savitha	Y	1	
Padilla, David	Y	1	
Sigman, Mitch	N	5	<p>Believes that there are other ways to weed out bad actors and that the subsidy criteria would exclude needy providers that advocated during the Measure C Community Listening Sessions from the Tri-Valley. Offered a solution: expand the point in time to be longer than one year. Stated that penalizing providers who want slots but can't get them feels Draconian.</p> <p>When asked, Mr. Sigman said he would be open to five years, but that might leave room for bad actors to commit a money grab.</p> <p>Also stated that 25% subsidy for centers is restrictive and the percentage should be a number that is comparable to the FCC eligibility proposed. Possibly a 1, 2, or 3 children with subsidy served. Mr. Sigman stated that centers come in all shapes and sizes.</p> <p>Wants more providers to get help.</p>
Williams, Robert	N	5 then 2	<p>Moved to a 2 when it was confirmed that there would be other ways for providers to be eligible for Measure C funds (i.e. possibly through census tracts)</p>

CAC MEETINGS REC

Gradients – Eligibility and Design Q2 – Should poverty be part of the criteria? Q3 – What level of poverty census tracts?

CAC Member	Q2 Y/N	Q3 10% or 20%	Rationale
Girard, Heidi	Y	10%	
Harvey, Nancy	Y	20%	
Johnson, Kym	Y	20%	You can get deepest access to families and providers
Marc, Maeva	Y	10%	
McCarthy, Paulene	Y	10%	
Moorthy, Savitha	Y	20%	
Padilla, David	Y	10%	Wanted 50% in scenario allocation for wages originally to serve more providers, but in the chosen scenario Mr. Padilla answered yes to q2 and 10% to q3.
Sigman, Mitch	Y	10%	
Williams, Robert	Y	20%	

5.3 RECAP

Gradients – 10% Poverty Tract

CAC Member	Vote	Rationale
Moorthy	4	Inclusive model, however 20% is more aligned with equity.
Williams	5	20% because if we don't do something now, people suffer longer
Gerard	2	Wages are variable; CLS; providers have spots not filled. Expanding access helps them.
Johnson	4.5	20% because less impact if we spread our small amount of money over more people. Promise small and over perform. The 130M should focus on equity.
McCarthy	2	20% based on what I've heard today I was a 1 now I'm a 2
Black	4	Depth over breadth. Need to show impact.
Padilla	4	Thank you Kym for bringing us back to the Measure. 20% gets us to real impact. Need deeper investment.
Harvey	4.5	Thank you Kym for bringing it home. We need 20%.
Wallace	5	Areas like East Oakland have higher prevalence of poverty.

CAC MEETINGS REC

Gradients – 20% Poverty Tract

CAC Member	Vote	Rationale
Moorthy	1	More aligned with equity and spirit of the measure. Opportunity for impact and an opportunity to refine later.
Williams	2	Appreciate the idea of sharing more across fewer people.
Gerard	1	Thank you Kym – deepest impact with possibility for future expansion.
Johnson	1	Impact, sales tax - \$130M not guaranteed, would rather add in the future. Need to prioritize areas of highest need.
McCarthy	1	Ditto to Kym
Black	1	Greatest impact for greatest need.
Padilla	1	Gets us to a sustainable investment in areas of greatest need.
Harvey	1	Kym's words were impactful
Wallace	1	

Gradients - Receiving Immediate FFN Slots

1,000 immediate FFN slots

CAC Member	Vote	Rationale
Moorthy	Y	Phase out.
Williams	N	There is a greater need among licensed FCC/Center providers.
Gerard	Y	Phase out as children age out
Johnson	Y	Phase out/modulate.
McCarthy	Y	“
Black	Y	“
Padilla	Y	“
Harvey	Y	“
Wallace	Y	“

CAC MEETINGS REC

Gradients – Immediate FFN Slots with a phase out

1,000 immediate FFN slots

CAC Member	Vote	Rationale
Moorthy	1	Challenge with all considerations, but this is a good starting place
Williams	1	Would like to choose poverty and unmet need
Gerard	1	“Quick win” as initially desired
Johnson	1	There is a great need for flexible care and intentionality is good
McCarthy	1	
Black	1	This is a great way to address need
Padilla	1	There is a growing FFN need
Harvey	1	
Wallace	1	

Vote – How Best to Allocate that FFN Immediate Funding

CAC Member	ES	Poverty	Population	Enrollment
Moorthy				X
Williams		X		
Gerard		X		
Johnson			X	
McCarthy		X		
Black		X		
Padilla		X		
Harvey				X
Wallace				X

CAC MEETINGS REC

Vote and Gradient on 75/25

CAC Member	Vote	Rationale
Moorthy	N	Wants to be sure those currently eligible are served considering landscape
Williams	Y	Raise in the future to maximize those eligible to support those that advocated and are not eligible now.
Gerard	Y	Opportunity to expand those left out with reservations about federal landscape and continuing to look at criteria.
Johnson	N	Stick with ordinance and consider modifications in the future
McCarthy	Y	Yes with the ability to revisit
Black	N	Understand complications and need for more providers. Stay true to the ordinance and revisit later.
Padilla	N	There is value in more providers entering the field and need to prioritize those serving highest need
Harvey	N	Initial purpose is to serve existing and then open later
Wallace	N	Stick to the ordinance

Comments

- Moorthy – feel unprepared to vote on 75/25, without having a better understanding of the 25. Also, economy is contracting, pot will shrink.
- Williams – opportunity to expand
- Gerard – opportunity to expand
- Johnson – no. stick to ordinance. This is an oxymoron – you’re not eligible, but we want to get you some! We only have a dollar. Easier to add than take away. It

CAC MEETINGS REC

disenfranchises people and makes them angry. Mismatch in supply and demand and we need to understand and right size the system

- McCarthy – Yes – based on ability to revise it
- Black – Abstain. I'm in between. Understand the chance of this being complicated. We need more providers, which provides an opportunity to get more providers
- Padilla – No. we need more providers entering the field, but want to prioritize the people we agree we are prioritizing
- Harvey – No, as I think about it. Go back to our initial purpose
- Wallace – No. Agree, stick to ordinance

Gradients – Should the Slots Focus Just on Eligible Folks For Now?

CAC Member	Vote	Rationale
Moorthy	1	Be flexible
Williams	1	Revisit in the future
Gerard	1	Revisit in the future
Johnson	1	
McCarthy	1	
Black	1	
Padilla	1	There is a growing FFN need
Harvey	1	Revisit in the future
Wallace	1	

Infant Toddler Prioritization

CAC Member	Vote	Rationale
Moorthy	Y	
Williams	Y	
Gerard	Y	
Johnson	Y	
McCarthy	Y	
Black	Y	
Padilla	Y	
Harvey	Y	
Wallace	Y	Emphasis on inclusion for children with disabilities

CAC MEETINGS REC

FFN - Vote on Age Range for FFN Voucher

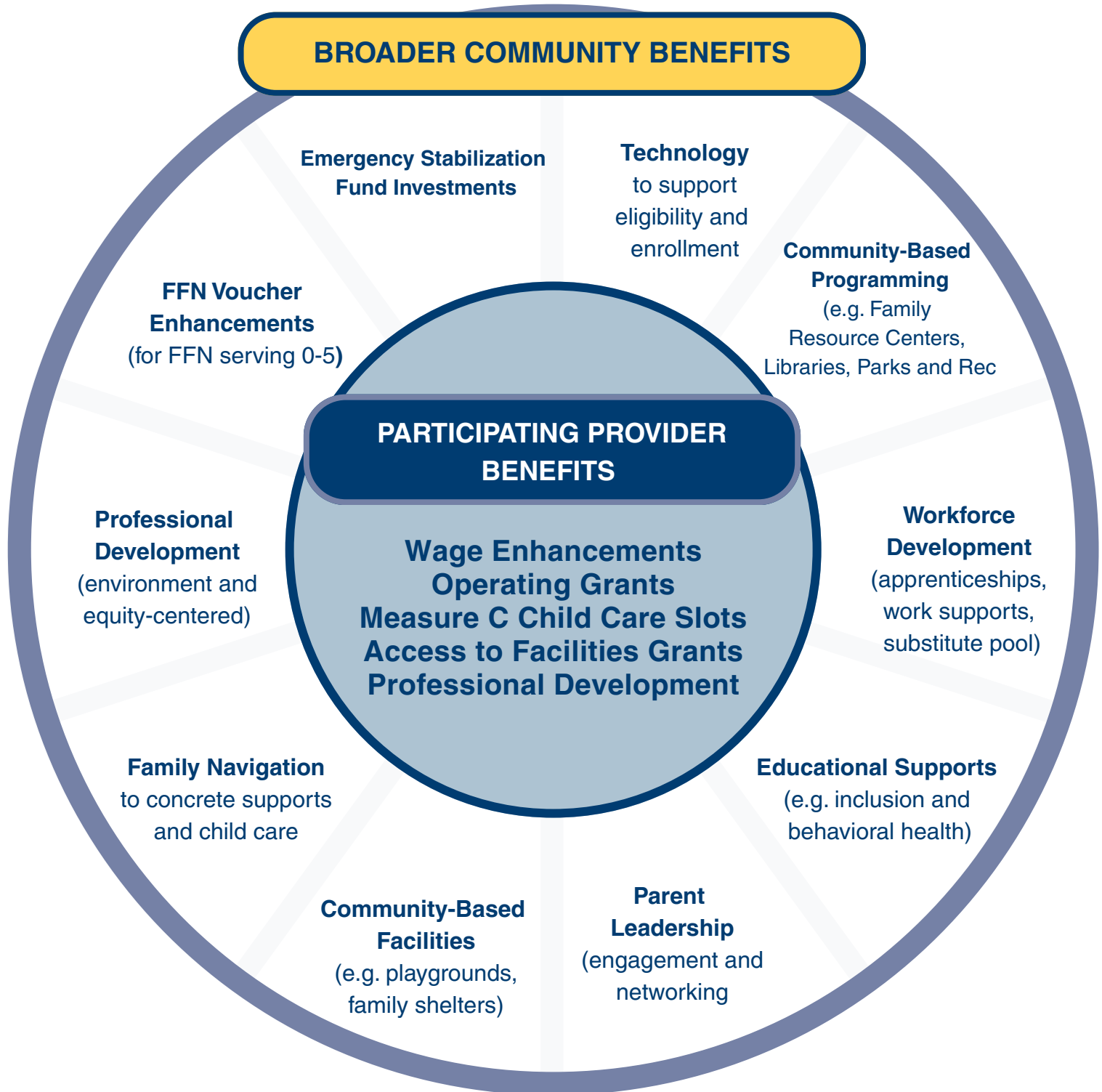
CAC Member	0-5	0-12
Moorthy	X	
Williams	X	
Gerard	X	
Johnson	X	
McCarthy	X	
Black	X	
Padilla	X	
Harvey	X	
Wallace	X	

Big Picture and Leveraging \$10M from Emergency Stabilization Fund

CAC Members provided input about what they want to see in the \$10M Emergency Stabilization Fund

- Providers struggling with staffing can use money to pay staff a livable wage (Harvey)
- Money for providers for training to support children with disabilities (Wallace)
- Define emergency vs ongoing expenses and name accordingly (Johnson)
- Use for overdue rent/foreclosure/late payments to stabilize and access once per year and among districts to minimize disproportionality (Padilla)
- Define emergency and prioritize those closing due to low enrollment but would like to expand business model quickly to address current landscape (Moorthy)
- Emergency = staffing to cover needs of children (Gerard)
- For ALL providers as ALL may not be eligible for Measure C and those at risk of closing and those that need to keep doors open; should be able to access funds 2x per year (McCarthy)
- Losing homes, rent, and vehicles/insurance payment and car note for those who provide transportation (Harvey)
- Should be able to request money up to 2x per year (Black)
- Assess business practices, business models to identify how providers entered an emergency state (similar to applying for a loan) (Johnson)
- Prioritize providers in child care deserts (Padilla)
- Prioritize eligible providers

MEASURE C BENEFITS



YEAR 1

YEARS 2-5

Providers

Emergency Stabilization Fund:

- Provider Relief Grants
 - Centers
 - FCCs
- Workforce Development
- Facilities Grants

- Wage Enhancements
- Operating Grants
- Measure C Child Care Slots
- Facilities Grants
- Professional Development
- Provider Emergency Revolving Fund

Families

Emergency Stabilization Fund:

- Family Resource Center Grants
- Resource and Referral Child Care Navigation
- Inclusion Supports
- Coordinated Eligibility and Enrollment System

+
Measure C Child Care Slots (through FFN)

- Measure C Child Care Slots
- Family Navigation
- Community-based Facilities
- Educational Supports
- Parent Leadership (*engagement and networking*)
- Coordinated Eligibility and Enrollment System (*including technology*)
- Community-based Programming (*e.g. Family Resource Centers, Libraries, Parks and Rec*)

FFNs

Emergency Stabilization Fund:

- Relief Grants
- Equipment

+
Measure C Child Care Slots

- FFN Voucher Enhancements
- Community-based programming (*e.g. Family Resource Centers, Libraries, Parks and Rec*)
- Community-based facilities (*e.g. playgrounds*)

Measure C 5-Year Plan

Considerations

- ✓ **5-YEAR PLAN WILL START SLOW AND STEADY AS RECOMMENDED BY CAC**
 - Given the revenue is a sales tax, concerns around economy, federal landscape, equity, and fragmented data have been brought up regularly by CAC members
 - The 5-Year Plan will use this lens to establish initial eligibility with an intent to build and expand programming over time
- ✓ **REVISIT OVER TIME**
 - The ordinance requires annual budgets and affords the opportunity to revise and adjust, to leverage learnings in the implementation process
 - Seek to prioritize simplification of the model, administrative ease, and identification of impact
- ✓ **PRIORITY POPULATIONS EXPANDED BASED ON CAC INPUT**
 - *Infant and Toddlers, after hour care, and children with special needs* to be prioritized in addition to populations named in the ordinance
 - CAC members made these recommendations on 5/3/25

Measure C 5-Year Plan Program Parameters

Category	CAC Input	F5 Proposal
Allocation of proportion of available funding (~\$130M annually) to Providers, Families, FFN Caregivers	Providers (Wage): 40% Families (Slots): 40% <ul style="list-style-type: none">- Translates to ~2400 slots FFN (Voucher enhancement): 20%	Same as CAC
Wage Eligibility	Subsidy or 20%+ poverty Census tracts	Subsidy only in FY26-27, intent to open further over time
Wage Floor and Operating Grants	--	<p>\$25/hour wage floor for Teachers and Assistant Teachers (Centers and FCCs)</p> <p>Comparable to a \$27/hour wage floor accomplished through a ~\$22k annual wage enhancement for FCC Owners</p>

Measure C 5-Year Plan

Category	CAC Input	F5 Proposal
		<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 BOS District</p> <p>D1: 100 D2: 240 D3: 260 D4: 260 D5: 150</p>
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 based on wage; allocation by BOS 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 ineligible for wage by BOS District</p> <p>Explore a floor to ensure no BOS district gets less than designated minimum</p>
FFN Voucher Enhancement Age Priority	Vouchers for children ages 0-5	<p>Consistent with the CAC</p> <p>Voucher enhancement ~\$500 per month</p>
\$10M Emergency Grant	<ul style="list-style-type: none"> • Available to participating and non-participating providers • Define and differentiate emergency vs. ongoing 	Taking CAC consideration into account to design use of the \$10M Emergency Grant Fund

Measure C 5-Year Plan

Category	CAC Input	F5 Proposal
	<p>expenses; allow flexible, equitable fund access.</p> <ul style="list-style-type: none"> • 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 	

Assumptions

Timeline

- **Year 1 (FY25-26)**
 - Emergency Stabilization Fund
 - Eligibility remains the same
 - All investments fully incorporated
 - FFN contracted slots (1,010), phase out over time
- **Year 2 (FY 26-27)**
 - Implement wage enhancements and operating grants
 - Implement contracted slots for FCC and Centers (both subsidy-eligible and new providers)
 - Additional investments for participating providers and broader community benefits
- **Years 3-5 (FY27-30)**
 - Evolve to expand eligibility where feasible

Implementation

- Orientation sessions for all teachers as mandated in the ordinance